

BUDGET MONITORING REPORT

OCT-DEC 2018
QUARTER 3

CONTENTS

This report sets out the budget monitoring information requested by the Mayor from the London Legacy Development Corporation for the period to December 2018. It sets out:

- information about the Legacy Corporation’s financial performance
- an update on achieving savings and efficiencies
- summary of key financial risks
- an update on progress in the work areas against the milestones in the London Legacy Development Corporation’s (LLDC, the Legacy Corporation) 10 Year Plan (approved March 2016). The work areas being:

Financial Performance Summary	3
Update of Savings and Efficiencies	6
Key financial Risks	8

LIVE

1	Establish successful and integrated neighbourhoods, where people want to live, work and play	Progress against major LIVE milestones	10
----------	---	--	----

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 milestones	13
----------	--	--	----

VISIT

3	Create a diverse, unique, successful and financially sustainable visitor destination	Progress against major VISIT milestones	16
----------	---	---	----

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	19
----------	--	---	----

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	22
----------	--	-------------------------------------	----

FINANCIAL PERFORMANCE SUMMARY

	Month Dec 18			Year to 30 Sep 18			Full Year 2018/19		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
CAPITAL INCOME									
Development	0	0	0	(307)	0	(307)	(18,363)	(760)	(17,603)
East Bank	(24)	(54,381)	54,357	(24)	(57,090)	57,066	(58,579)	(57,534)	(1,045)
Park Operations and Venues - excl Trading	(49)	0	(49)	(49)	0	(49)	(49)	0	(49)
Total Capital Income	(73)	(54,381)	54,309	(380)	(57,090)	56,710	(76,991)	(58,294)	(18,697)
CAPITAL EXPENDITURE									
Development	1,668	2,931	(1,263)	13,956	25,389	(11,432)	24,885	43,916	(19,031)
Executive Office	(2)	8	(10)	15	75	(60)	33	100	(67)
Finance, Commercial and Corporate Services	142	197	(55)	1,077	1,608	(531)	4,843	1,694	3,150
East Bank	3,113	2,559	554	18,159	24,288	(6,129)	28,173	29,034	(861)
Park Operations and Venues - excl Trading	344	490	(146)	2,163	2,495	(332)	4,697	6,658	(1,961)
Regeneration and Community Partnerships	21	89	(68)	150	362	(212)	451	1,124	(673)
Stadium	852	2,211	(1,360)	14,902	19,903	(5,001)	25,986	26,537	(1,111)
Contingency (Cap)	0	0	0	0	0	0	8,441	11,365	(2,924)
Total Capital Expenditure	6,138	8,486	(2,348)	50,421	74,120	(23,699)	97,511	120,428	(23,477)
Net Capital Expenditure	6,066	(45,895)	51,960	50,041	17,029	33,012	20,520	62,134	(42,174)
REVENUE INCOME									
Executive Office	(2)	0	(2)	(22)	0	(22)	(29)	0	(29)
Development	0	(60)	60	0	(60)	60	(120)	(120)	0
Finance, Commercial and Corporate Services	(33)	(7)	(25)	(293)	(65)	(228)	(391)	(87)	(304)
Park Operations and Venue - excl Trading	(143)	(289)	146	(3,120)	(3,002)	(117)	(4,013)	(4,103)	90
Park Operations and Venues - Trading	(518)	(558)	40	(6,200)	(5,415)	(785)	(7,988)	(7,220)	(768)
Planning Policy & Decisions	(25)	(142)	117	(1,356)	(1,275)	(81)	(1,900)	(1,700)	(200)
Total Revenue Income	(720)	(1,056)	336	(10,991)	(9,818)	(1,174)	(14,441)	(13,230)	(1,211)
REVENUE EXPENDITURE									
Communication, Marketing and Strategy	113	157	(44)	1,191	1,335	(144)	1,700	1,837	(137)
Development	34	3	31	75	92	(17)	116	128	(12)
Executive Office	168	207	(39)	1,556	1,864	(308)	2,358	2,485	(127)
Finance, Commercial and Corporate Services	498	516	(19)	4,330	4,616	(285)	5,723	6,164	(441)
Park Operations and Venues - excl Trading	991	702	289	6,435	6,335	99	8,745	8,439	306
Park Operations and Venues - Trading	908	705	203	6,777	6,348	429	9,477	8,464	1,013
Planning Policy & Decisions	219	234	(15)	1,969	2,110	(141)	3,014	2,813	201
Regeneration and Community Partnerships	214	273	(59)	1,609	2,425	(816)	2,399	3,351	(952)
Stadium	(2)	0	(2)	53	0	53	0	0	0
Contingency	0	0	0	0	0	0	398	1,186	(788)
Total Revenue Expenditure	3,143	2,798	345	23,994	25,124	(1,131)	33,930	34,867	(937)
Net Revenue Expenditure	2,423	1,742	681	13,002	15,307	(2,304)	19,489	21,637	(2,148)

	Month Dec 18			Year to 30 Dec 18			Full Year 2018/19		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
TRADING									
Timber Lodge Café	(21)	10	(31)	1	32	(31)	38	42	(4)
ArcelorMittal Orbit (AMO)	29	(65)	94	(212)	(587)	376	(122)	(783)	661
The Podium	(12)	18	(30)	(104)	(77)	(27)	(103)	(103)	0
London Aquatics Centre	221	151	70	1,549	1,315	234	1,558	1,753	(195)
Copper Box Arena	67	77	(9)	631	635	(4)	828	847	(19)
3 Mills Studio	155	(42)	197	(1,086)	(377)	(709)	(517)	(502)	(15)
Off Park Properties	(49)	(1)	(48)	(204)	(8)	(196)	(193)	(10)	(183)
Total Trading Net (Surplus)/Deficit	390	147	243	577	933	(356)	1,489	1,244	245

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	326,012	46,280	20,520	346,532	123,468	133,468

S106 & OPTEMS balance (£000)	40,422
CIL balance (£000)	2,435

CAPITAL

- Capital receipts for the Hackney Wick Neighbourhood Centre were originally anticipated for 2018/19; however following delays, these are now expected to be received in 2019/20. The forecast reflects receipts from Chobham Manor that will be remitted earlier than anticipated (and the associated corporation tax charge largely accounts for the variance in Finance, Commercial and Corporate Services. The rest of the budgeted capital income is currently expected to be realised this financial year.
- The UCL Premium was received in January 2019 when the lease agreement was signed.
- Based on the latest confirmed sales for Phase 2 of Chobham Manor, LLDC is now expecting to realise receipts from that development within this financial year (originally expected to be received in 2019/20).
- Capital expenditure in Development is behind budget in the current year but this is due to timing only.
- The Legacy Community Scheme infrastructure budget is forecast to under spend due to changes in the spend profile on a number of key development projects, including the Pudding Mill Lane site. Due to delays in the overall development (design delays, planning issues and subsequently commercial issues), the East Wick and Sweetwater infrastructure works are now scheduled to complete in 2019/20, instead of 2018/19, resulting in a significant under spend in this financial year.
- The 3 Mills River Wall works were due to be completed by the end of 2018/19 but are now expected to run from March to July 2019, as a result the majority of this budget will be spent in 2019/20.
- The Finance, Commercial and Corporate Services capital expenditure forecast now also includes a £2.6m corporation tax charge for 2018/19, which was previously assumed to be nil. The increase in this area is driven by the uplift in the Chobham Manor income forecast, which is outlined above. There are currently £2.9m of draws on capital contingency including key items such as development feasibility work (£0.3m), footpath resurfacing works (£0.5m), East Bank resourcing (£1.0m) and Hackney Wick Station works (£0.9m).

REVENUE

- Revenue income is forecast to be slightly ahead of budget. This is mainly due to higher than planned programming and events income (in Park Operations and Venues).
- Revenue expenditure is expected to be below budget for the year. There are anticipated overspends on programming and events due to some ground remedial works on the North Park following the Tough Mudder event. However, this is more than offset by several small anticipated under spends elsewhere across LLDC.
- River wall repair works were anticipated to reduce 3 Mills Studios' capacity for filming space, resulting in a loss of income. However, bookings have been secured around these works to enable the Studio to slightly exceed budget for the year.
- There are currently £0.8m of draws on revenue contingency including key items such as security (£0.1m), Hostile Vehicle Mitigation maintenance (£0.1m), Stadium bridges maintenance (£0.1m) and void costs for Hackney Wick properties that are due to be developed (£0.3m).



SAVINGS AND EFFICIENCIES

The 2018/19 budget submission proposed a number of savings and efficiencies, which were incorporated into the budget. The progress to date on achieving the proposed savings and efficiencies has been measured by comparing year-to-date expenditure against budget for the lines where they were identified. The saving and efficiency is being achieved if the year to date figure is in line with the budget figure. A positive variance against budget demonstrates a greater saving or efficiency; a negative variance against budget demonstrates the saving or efficiency not being achieved.

The table below shows progress to date as at 31 December 2018, together with a projected forecast for the year.

LLDC has already exceeded the full-year target savings and efficiencies for the year. Based on current forecasts, LLDC is expected to achieve £1.3m more savings and efficiencies than the full-year target.

More detail is set out below:

LLDC Savings and Efficiencies	2018/19 Target £000	YTD Q3 Achieved £000	2018/19 Forecast £000
SAVINGS			
Park Operations and Venues	(69)	(127)	(184)
Regeneration	1,800	2,172	2,752
Corporate, Finance and Contingency	470	667	847
Total Savings	2,202	2,712	3,415
EFFICIENCIES			
Park Operations and Venues	980	887	822
Trading (net)	1,415	1,485	1,349
Development	(18)	(14)	(18)
Corporate, Finance and Contingency	233	572	520
Total Efficiencies	2,611	2,931	2,672
Total Savings and Efficiencies	4,812	5,644	6,087

SAVINGS

Park Operations and Venues savings are targeted from reductions in major sports programme and expenditure on car parks business rates. However, these are offset by expected increases in Park security and staffing costs (which drive the negative savings target and forecast).

Regeneration savings are delivered particularly from reductions in:

- community and business engagement and arts programming.
- socio-economic and equalities and inclusion projects.

Corporate, Finance and Contingency savings are delivered largely from:

- Reductions in professional fees expenditure.
- Net reduction in corporate revenue contingency.
- Savings on corporate staff costs, driven by a higher than expected vacancy rate.

Savings are forecast to exceed the 2018/19 target by £1.2m. Included within this is £0.7m relating to socio-economic regeneration, which will be required in 2019/20, as the socioeconomic programme is demand-led, providing bespoke employment, skills and enterprise support to key corporate projects, and when activities are delayed, it has a knock-on effect. This is a timing difference. The net savings over target are therefore £0.5m.

EFFICIENCIES

Expected Park Operations and Venues efficiencies are largely driven by:

- a further 3.5% savings on the Engie Estate and Facilities Management contract; the contract has delivered significant efficiencies and costs avoided over the last two years through improved contract management. The full-year efficiencies in this area are forecast to be lower than the efficiencies achieved to date; this is mainly due to the phasing of a reduction in car park income (at Here East) expected later in the financial year.
- increased event income.

Trading efficiencies are driven by:

- reductions in subsidies for the London Aquatics Centre and the Copper Box Arena which are expected to be achieved for the year.
- increased rental income from the Corporation's Off-Park properties (mainly light industrial units).
- increased net receipts from 3 Mills Studios this year (originally expected to be lower due to the impact of planned repair works to the Studios' river wall).

Corporate, Finance and Contingency efficiencies are a mix, but include:

- efficiencies delivered across marketing and communications.
- efficiencies achieved in non-staff costs and training and development.
- insurance efficiencies (on top of significant efficiencies in previous years on premium costs due to a review of risks covered).
- IT-related efficiencies.

KEY FINANCIAL RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to delivery of affordable housing in line with Mayor's Strategy.	Loss or delay in capital income.	Close working with GLA, agreeing housing strategy, ensure attractive propositions to market.	R
Risk relating to current and future housing development delivery - market conditions.	Loss or delay in capital income.	Close work with development partners, close economic and financial monitoring.	R
Risk relating to agreeing future use for 3 Mills Studios.	Loss or delay in capital or revenue income.	Implement strategy agreed with Investment Committee in consultation with stakeholders.	A
Risk that the East Bank will be delayed (e.g. Planning delays) or costs will be more than anticipated.	Increase in capital costs.	Effective design management and coordination. Cost control. Close work with partners, GLA and Government. Coordination with Planning. Three lines of defence assurance approach.	R
East Bank construction interface risk.	Increase in capital costs.	Experienced and well-resourced project management partner, LLDC team and assurance.	R
Risk to East Bank funding.	Gap in capital funding for the project.	Close working with Foundation for FutureLondon. Full Business Case for the project approved, condition for BBC AfL met in Dec 18. Ensure best outcome from residential development.	R
Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium.	Increase in capital and revenue costs.	E20 Stadium LLP Board and funders considering commercial options.	R

KEY FINANCIAL RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to trading activities including venues (CBA, LAC, AMO), events and car park.	Reduced revenue income or increased costs.	Manage and monitoring financial targets and contracts. Spend to save initiatives, implement commercial strategy.	A
Risk relating to the need to identify and implement savings in Park operational contracts.	Increased revenue costs.	Savings being identified, contractual negotiations ongoing.	A

1. LIVE


ESTABLISH SUCCESSFUL AND INTEGRATED NEIGHBOURHOODS, WHERE PEOPLE WANT TO LIVE, WORK AND PLAY

Demand for new housing in London is very high, especially in east London. The growth boroughs have a particular need for high-quality family homes and affordable housing, to keep people living in the area for longer which in turn helps to build sustainable communities.

The vision for the Queen Elizabeth Olympic Park programme demands that new neighbourhoods are not islands of prosperity and excellence but properly knitted into the existing and developing communities. It also

requires that neighbourhoods are developed in a way that meets high standards of design, sustainability and accessibility, delivers all the social infrastructure required (schools, health, community centres), and includes evidence-based projects to develop – at pace – the things that make communities function effectively. Successful neighbourhoods will be vibrant, engaged and connected, exemplifying the future while also preserving the best of the local heritage.

PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Further completion of residential units at Chobham Manor.</p> 	<p>196 homes in blocks 1A, 1D and 1C are all now complete and occupied. Block 1B is also complete apart from 1BA which is scheduled for completion in January 2019. Phase 2 piling commenced in this period.</p>
<p>Completion of construction of the Bobby Moore Academy secondary school site.</p>	<p>COMPLETE</p> <p>The school opened in September 2018 and was officially opened by Sir Geoff Hurst MBE in December 2018.</p>

PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Start on site at East Wick and Sweetwater.</p> 	<p>COMPLETE</p> <p>Enabling work commenced in this period.</p>
<p>Pudding Mill developer procurement launched.</p>	<p>Next step is to look at design following agreement of housing strategy with LLDC Board and the GLA.</p>
<p>Progress development strategy for Bromley by Bow.</p>	<p>LLDC is working alongside key stakeholders in the area including local landowners and as a result the first two planning applications submitted to the Planning Decisions Committee (by Lindhill and Danescroft) were approved and have subsequently been given consent by GLA. Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area.</p>
<p>Hackney Wick Neighbourhood Centre development partner procurement underway.</p>	<p>The procurement strategy to select a development partner was approved by LLDC's Investment Committee in June 2017. The aim is to commence procurement in the next period.</p>

Complete the Hackney Wick station improvement works.



COMPLETE

Network Rail completed construction works on the new station entrance which opened on 18 May 2018. The remainder of the construction works on the Station are due to be complete by the end of this financial year.

Progress Stratford Station improvement works.

Good progress has been made on agreeing a funding package specifically for a new entrance at Carpenters Estate and work is ongoing with TfL on other potential schemes.

3 Mills river walls repair work undertaken.

Following a procurement exercise a contractor for this work is in place, construction to commence in next period.

3 Mills future use agreed.

COMPLETE

Delivery strategy approved by Investment Committee and Board.

Agree delivery strategy with LB Newham for Rick Roberts Way.

Work continues with joint landowners LB Newham and stakeholders to reach agreement on a delivery strategy and programme ahead of aiming to agree a timeline and objectives.

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) have re-located into IQL. Other organisations such as Financial Conduct Authority (FCA), Cancer Research UK, the British Council and Unicef UK will re-locate to IQL and it is hoped they will be joined by major commercial companies. Westfield (Europe's largest urban shopping centre), Stratford town centre and the developing Hackney Wick Neighbourhood Centre all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the former Press and Broadcast Centre buildings on the Park is emerging as an important area for innovation with major tenants such as UCL, Loughborough University London, BT Sport, Studio Wayne

McGregor, Hobs Studio and Sports Interactive already in place, and significant activity is emerging in the key modern industrial sectors of digital technology, creative, culture and fashion, and the automotive industry. The Park is becoming an innovation cluster with a global presence to stimulate economic growth benefiting people across the four boroughs. This has to be done in a way that complements and boosts existing local businesses (including SMEs), and which makes connections between businesses (big and small) that benefit them both and LLDC is actively encouraging the development of this network. Similarly, over the next five years, LLDC needs to support the development of effective links between the growing higher education presence on the Park and local businesses. The Legacy Corporation will use the higher education presence to support existing businesses and attract and generate new enterprises, an approach that should reach its full potential through East Bank (formerly the Culture and Education District).

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

PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.</p>	<p>COMPLETE</p> <p>This period saw delivery of a series of training courses including Health & Safety and introductory scaffolding courses as part of the final phase of our demand led construction training programme.</p>

PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Launch and delivery of Building Information Modelling curriculum in a total of 9 local schools and colleges.</p>	<p>COMPLETE</p> <p>Programme ongoing. Continuing to work with BTEG to support DEC candidates placed into work. New coordinator appointed. Looking for to partner with schools in LB Hackney. Engagement plan with industry to tailor employers' work with individual schools.</p>
<p>Provide start-up support to 45 entrepreneurs with Echo ++</p>	<p>Building on the success of the programme which has seen 201 business supported since 2016, with 75 from Host Boroughs. This year's programme includes the Echo weekender held in September with 27 entrepreneurs supported and 13 businesses supported in Fashion++ with London College of Fashion.</p>
<p>Shared internship model piloted with East Bank partners and replicated in Plexal and across other employment areas.</p>	<p>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.</p>
<p>Establish a training facility on the Park focusing on 3D printing and virtual reality.</p>	<p>A grant has been awarded to Hobs Studio to establish a training facility that focuses on 3D print & VR on the Park.</p>
<p>Hold the East Works Awards (formerly Apprenticeship Awards).</p> 	<p>COMPLETE</p> <p>The awards took place on 1 November 2018, see below.</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 November 2018</p> <ul style="list-style-type: none"> • 16% of construction employees working on the Park are Host Borough residents* • 73% of the workforce are from BAME groups • 5% of the workforce are women • 3% of the workforce are disabled people • 5% of the workforce are apprentices
<p>End-use</p> <ul style="list-style-type: none"> • 25-85% of the workforce are from Host Boroughs • 25% are from BAME groups • 50% are women • 3-5% are disabled people • 5% are apprentices 	<p>Copper Box Arena and London Aquatics Centre workforce targets as of June 2018 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 69% workforce Host Borough residents • 37% workforce are from BAME groups • 48% workforce are women • 4% workforce are disabled people • There are 39 apprentices across the two sites <p>Estates and Facilities workforce targets: As of December 2018 the workforce performance is shown below:</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

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

** Against contractual target of 30 – 42%.

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 opening of the Stadium brings over a million spectators per year and raises the profile of the Park through a global TV

audience of millions. A growing number of people view the Park as their local leisure space as the new residential developments and workspaces are occupied, and the spaces and activities in the Park should be a vital component in joining new and existing communities together. Attracting visitors to the Park is important because it ensures the financial sustainability of the venues and the upkeep of the Park, brings people in who will spend in the local economy (contributing to local jobs and wellbeing), and contributes a critical mass of people to metropolitan Stratford. While increasing the national and international appeal of Queen Elizabeth Olympic Park, LLDC’s visitor strategy will also ensure that it is still viewed – and used – positively by the local community, and maintains its reputation as somewhere different and exciting. It will support the GLA’s cultural tourism vision, promoting authentic cultural opportunities outside central London.



PROGRESS AGAINST MAJOR VISIT MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	ESTIMATED DATE AND 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>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
Estimated 6m visitors to the Park.	Visitor numbers to the Park from April to November are estimated at 4.83m.*
London Aquatics Centre throughput of 1m.	On target, figures from April to December 2018 show over 755,000 visitors to the London Aquatics Centre.
Copper Box Arena throughput of 445,000. 	Figures from April to December 2018 show over 294,000 visitors to the Copper Box Arena.
ArcelorMittal Orbit throughput of 180,000. 	Figures for April to December 2018 show over 126,000 visitors to ArcelorMittal Orbit.

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

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 The Culture and Education District (now known as East Bank) was developed during late 2013 and 2014, and secured government funding in December 2014. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £2.8 billion of economic value from the area. East Bank will

create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

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

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
Progress delivery of Stratford Waterfront residential.	Agreement made with the Mayor of London on a portfolio approach to affordable housing across all developments, including Stratford Waterfront. Discussions continue regarding funding and delivery. Submission for Planning was made in this period.
Stratford Waterfront town planning.	<p>COMPLETE</p> <p>Submission of the Planning application was made in this period with approval anticipated in early 2019/20.</p>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Full business case for East Bank approved by HMG.</p>	<p>COMPLETE</p> <p>The Full Business Case was approved, subject to conditions: BBC AfL condition met in this period.</p>
<p>Progress delivery of UCL East (undertaken by UCL).</p>	<p>UCL have appointed their contractor for their main academic buildings at Marshgate.</p>
<p>Progress delivery of Stratford Waterfront procurement.</p>	<p>OJEU procurement for Enabling Works, Tower Cranes, Building Control and Carpenter's Land Bridge, Substructure Works, complete and contract let. Procurements underway for, Common Site Services, V&A frame package, UAL frame package.</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>The Strategic Objectives Delivery Plan is in place with East Bank partners. Initiatives in place include engagement in the East Works employment and skills programme; commencement of the Creative Content programme (with the Open Doors event held at Here East in July); leadership of the EAST Education programme.</p>
<p>Delivery of East Education programme with East Bank partners.</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>Continued attendance at monthly Chobham Manor Residents’ Association, supported by and support in engaging with the developer on community facility continued including hosting of meetings.</p> <p>East Wick and Sweetwater: site relations underway for infrastructure works.</p> <p>Monitoring community activity d at the London Marathon Community Track.</p> <p>In addition to activities noted above, East Bank partners continue to develop their community programmes (e.g., London College of Fashion and Poplar Works, the V&A Chrisp Street Micro-Museum , UCL Culture’s community programme.)</p>
<p>Ensure and deliver best practice consultation programmes in line with LLDC Code of Consultation for new developments on and around the Park.</p>	<p>UCL East and Stratford Waterfront (East Bank) consultations ongoing; LLDC Code of Consultation updated in Q1.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>Lease extended at Hub67 to December 2019. Regular programme activity is ongoing. Continuing activity at Carpenters Cage including activation by UK Wall Ball. Mobile Garden activity at Chobham Manor completed and garden moved from site into storage ahead of move to a location in East Wick, Clarnico Quay. Planning application granted for overall Clarnico Quay development.</p>
<p>Deliver youth engagement programme to enable local young people to feed into future plans for the Park and connect opportunities in the Park to local young people in East London.</p>	<p>Legacy Youth Voice Fed into long term vision and narrative and sport and community outreach strategy. Review of the Youth Board and development work undertaken working with Leaders in the Community.</p>

5. DELIVER

DELIVER EXCELLENT VALUE FOR MONEY, AND CHAMPION NEW MODELS AND STANDARDS WHICH ADVANCE THE WIDER CAUSE OF REGENERATION, IN LINE WITH LLDC'S CORE VALUES: AMBITION, RESPONSIBILITY, COLLABORATION, EXCELLENCE, ACCESSIBILITY AND SUSTAINABILITY

Work in this area includes functions to support the delivery of the Legacy Corporation's objectives through services including finance, human resources, IT and information management, programme management, legal and procurement. This section also covers the Communication, Marketing and Strategy

directorate which is responsible for the external reputation of the Legacy Corporation and Queen Elizabeth Olympic Park, and defines the way we manage all of our external activity and relationships. In addition, it is responsible for shaping the long-term organisational goals and ambitions, through its strategy work.

PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
Work towards improved financial sustainability Ongoing delivery of the restructuring plan of the Stadium.	Ongoing delivery of the restructuring plan approved in June 2018 by E20 Stadium LLP Board and LLDC Board. Working with partners including West Ham United, LS1856 and UK athletics.
Health and safety Construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.	There have been no reportable accidents in this period, representing a rate of 0.0.
Prepare draft revised Local Plan and undertake formal public consultation before submitting it to the Planning Inspectorate for a formal Examination.	Public consultation on the revised Local Plan and the updated draft CIL charging schedule completed in this period, with formal examination scheduled to commence in the next period.
Unqualified annual accounts for 2017/18.	COMPLETE Unqualified accounts for LLDC and E20 LLDC approved by Board in July 2018.

PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p>This has been exceeded each month in this quarter, with over 97% of applications determined in time in December 2018.</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>Three enforcement case have been closed in this period. 13 cases are open.</p>
<p>Annual Environmental Sustainability Report published.</p> 	<p>The Annual Environmental Sustainability Report for 2016/17 was published in this period; the 2017/18 Report is due to be published in the next period.</p>
<p>Deliver the environmental engagement strategy (including Earth Hour and Climathon).</p>	<p>COMPLETE</p> <p>Earth Hour took place on 24 March including AMO lights being switched off for an hour. The Climathon 2018 took place in this period, focusing on the circular economy and single use plastics.</p>
<p>Deliver the QEOP Smart Sustainable District programme.</p>	<p>Future Infrastructure study complete and is helping to shape the strategy for the deployment of the carbon offset fund.</p>
<p>Development of smart mobility living lab on the Park and in Greenwich.</p>	<p>Collaboration agreement signed with consortium partners. On track to open the testbed to customers in 2019.</p>