

# BUDGET MONITORING REPORT

## MAR 2018

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

- information about the Legacy Corporation's financial performance
- an update on achieving savings and efficiencies
- 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:

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## FINANCIAL PERFORMANCE SUMMARY

	Month Mar 18			Year to 31 Mar 18		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000
<b>Capital Income</b>						
Development	(4,000)	(500)	(3,500)	(50,169)	(46,197)	(3,972)
Cultural and Education District	0	(1,200)	1,200	(162)	(14,404)	14,242
<b>Total Capital Income</b>	<b>(4,000)</b>	<b>(1,700)</b>	<b>(2,300)</b>	<b>(50,331)</b>	<b>(60,601)</b>	<b>10,270</b>
<b>Capital Expenditure</b>						
Development	7,992	25,069	(17,077)	32,866	82,838	(49,972)
Finance, Commercial and Corporate Services	99	4,483	(4,383)	1,049	6,456	(5,406)
Cultural and Education District	1,749	1,520	229	13,422	18,237	(4,815)
Park Operations and Venues – excl Trading	764	454	310	2,643	5,445	(2,802)
Regeneration and Community Partnerships	287	131	156	491	1,577	(1,086)
Stadium	14,144	1,101	13,043	19,138	13,214	5,924
Contingency (Cap)	0	11,052	(11,052)	0	11,052	(11,052)
<b>Total Capital Expenditure</b>	<b>25,035</b>	<b>43,810</b>	<b>(18,774)</b>	<b>69,609</b>	<b>138,819</b>	<b>(69,209)</b>
<b>Net Capital Expenditure</b>	<b>21,035</b>	<b>42,110</b>	<b>(21,074)</b>	<b>19,279</b>	<b>78,218</b>	<b>(58,939)</b>
<b>Revenue Income</b>						
Executive Office	(2)	(4)	2	(65)	(50)	(15)
Development	0	(12)	12	(120)	(138)	18
Finance, Commercial and Corporate Services	(9)	(7)	(2)	(207)	(86)	(121)
Park Operations and Venues - excl Trading	(382)	(253)	(128)	(4,309)	(3,040)	(1,269)
Park Operations and Venues - Trading	(1,134)	(539)	(595)	(8,442)	(6,463)	(1,979)
Planning Policy & Decisions	(186)	(89)	(96)	(1,839)	(1,070)	(769)
Regeneration and Community Partnerships	(69)	(16)	(53)	(317)	(188)	(129)
<b>Total Revenue Income</b>	<b>(1,781)</b>	<b>(920)</b>	<b>(861)</b>	<b>(15,299)</b>	<b>(11,035)</b>	<b>(4,264)</b>
<b>Revenue Expenditure</b>						
Communication, Marketing and Strategy	376	199	177	2,006	1,974	32
Development	42	10	33	85	115	(30)
Executive Office	252	177	75	2,087	2,118	(31)
Finance, Commercial and Corporate Services	836	565	270	5,697	6,447	(750)
Park Operations and Venues – excl Trading	688	684	4	8,061	8,212	(151)
Park Operations and Venues – Trading	1,257	727	530	7,823	8,723	(900)
Planning Policy & Decisions	149	191	(41)	2,861	2,287	574
Regeneration and Community Partnerships	816	462	354	3,768	4,460	(692)
Stadium	13	0	13	314	0	314
Contingency	0	932	(932)	0	932	(932)
<b>Total Revenue Expenditure</b>	<b>4,429</b>	<b>3,946</b>	<b>483</b>	<b>32,702</b>	<b>35,268</b>	<b>(2,566)</b>
<b>Net Revenue Expenditure</b>	<b>2,648</b>	<b>3,026</b>	<b>(378)</b>	<b>17,403</b>	<b>24,233</b>	<b>(6,830)</b>

	Month Mar 18			Year to 31 Mar 18		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000
<b>Trading</b>						
Timber Lodge Café	(14)	3	(18)	28	39	(11)
ArcelorMittal Orbit (AMO)	117	(9)	127	(229)	(110)	(119)
The Podium	(88)	(9)	(79)	(170)	(108)	(62)
London Aquatics Centre	(359)	179	(538)	960	2,147	(1,187)
Copper Box Arena	(44)	80	(124)	394	955	(561)
3 Mills Studio	418	(30)	449	(864)	(362)	(502)
Off Park Properties	93	(25)	118	(738)	(301)	(437)
<b>Total Trading Net (Surplus)/Deficit</b>	<b>124</b>	<b>188</b>	<b>(65)</b>	<b>(618)</b>	<b>2,260</b>	<b>(2,878)</b>

	Opening balance	Year to date	Closing balance
Borrowings from GLA (£000) <sup>1</sup>	327,341	(1,145)	326,196

S106 & OPTEMS balance (£000)	15,015
CIL balance (£000)	2,250

<sup>1</sup>Note that in-year borrowings have been adjusted for loan funding to E20 Stadium LLP that is due to be reclassified as revenue-funded as part of the year-end statutory accounts process.

## Capital

- Slippage on capital projects, including the Legacy Communities Scheme (LCS) infrastructure works in Development, has caused the underspend on capital expenditure. This includes the delay to the Eastwick and Sweetwater development infrastructure works, which were delayed initially by design and planning issues and then by commercial-related matters. Expenditure on LCS infrastructure, including for works in relation to Cultural and Education District (CED), Pudding Mill Lane and Rick Roberts Way, has also been below budget in 2017/18. This expenditure will now be incurred in 2018/19 and beyond. The overspend on Stadium includes loan funding to E20 Stadium LLP that is due to be reclassified as revenue-funded as part of the year-end statutory accounts process.
- Other notable capital underspends are 3 Mills Studios River Walls works, which are now expected to be delivered in 2018/19, and CED costs, due to profiling in line with the revised scheme. The All Through School second grant payment will now be made into 2018/19 as a result of delays in milestones being met. In addition, the 2017/18 corporation tax liability (within Finance, Commercial and Corporate Services) is nil due to payments previously made (and therefore held on account).
- Timing delays on philanthropic funding towards the CED project are causing the adverse variance on capital income. Following the revision to the Stratford Waterfront project, the fundraising activities of the independent charity, Foundation for FutureLondon, were suspended; as a result, no philanthropic receipts were received in 2017/18. The final Chobham Manor receipts from Phase 1 have been received by LLDC.
- Community Infrastructure Levy Income of £3.5m for Hackney Wick Station improvements, which was due to be received over the life of the project, has been received in full in 2017/18 following approval by the Planning Proposals Group.

## Revenue

- Total revenue income for the year is ahead of budget mainly due to higher than planned programming and events income (in Park Operations and Venues), income from the Corporation's trading operations (particularly on 3 Mills Studios, London Aquatics Centre and the ArcelorMittal Orbit), and increased income from the planning function due to the increased number of planning applications being received.
- Revenue expenditure for 2017/18 is below budget, mainly driven by reduced subsidy being required for the London Aquatics Centre and the Copper Box Arena (under trading operations), as well as some budget being rolled forward to 2018/19 within Regeneration to allow community and skills programmes to commence in line with LLDC's construction schedule.
- There were £0.2m of draws from the corporate revenue contingency in 2017/18 including for security (£149K) and HVM maintenance (£34K).

## UPDATE OF SAVINGS AND EFFICIENCIES

The 2017/18 budget submission proposed a number of savings and efficiencies, which were incorporated into the budget. The 2017/18 outturn for savings and efficiencies is measured by comparing full-year expenditure against budget for the lines where savings and efficiencies were identified. The saving or efficiency is achieved if outturn for the year 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 following table shows the savings and efficiencies delivered in 2017/18:

LLDC Savings and Efficiencies	2017/18 £m	Savings achieved Dec YTD	Savings forecast for year
<b>Savings</b>			
Park Opening and Operations	459	590	131
Development	9	9	0
Regeneration	358	303	(55)
Corporate, Finance and Contingency	792	1,487	696
<b>Total Savings</b>	<b>1,618</b>	<b>2,390</b>	<b>772</b>
<b>Efficiencies</b>			
Park Opening and Operations	506	183	(324)
Trading (net)	953	3,689	2,736
Development	(36)	(1)	34
Regeneration	39	87	48
Planning Authority	36	(146)	(182)
Corporate, Finance and Contingency	730	973	243
<b>Total Efficiencies</b>	<b>2,229</b>	<b>4,784</b>	<b>2,555</b>
<b>Total Savings and Efficiencies</b>	<b>3,874</b>	<b>7,173</b>	<b>3,327</b>

LLDC has exceeded the target savings and efficiencies, with particularly strong performance in Trading. More detail is set out below.

## SAVINGS

Park Opening and Operations savings are delivered substantially from reductions in:

- major sports programme;
- LDA novated sites expenditure.

Regeneration savings are delivered substantially from reductions in:

- community and business engagement and arts programming;
- sports programming, which has underdelivered due to higher revenue costs (offset by lower capital costs).

Corporate, Finance and Contingency savings are delivered largely from:

- £0.5m reduction in security contingency included in the budget, however, given the current security climate, a £0.3m security contingency will be created in 2018/19 from underspends in 2017/18;
- £0.2m pan-LLDC revenue staff costs – exceeded in 2017/18 due to unfilled posts.

## EFFICIENCIES

Park Opening and Operations 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; however
- efficiencies from increased commercial and rental income will now not be realised until future years .

Trading efficiencies are driven by:

- Targeted reductions in subsidies for the London Aquatics Centre (LAC) and the Copper Box Arena (£0.8m) have been exceeded, helped by a rates rebates on both venues. The Corporation needs to ensure that the significant efficiencies on lower utilities costs from spend to save initiatives are retained but overall 2017/18 has seen excellent progress on improving the performance of the LAC;
- Targeted reduction in the subsidy on the ArcelorMittal Orbit (£0.3m) exceeded, helped by strong in-year performance from The Slide;
- 3 Mills net receipts exceeded budget, thereby efficiency target was exceeded.

Planning Authority

- Increased costs from consultants and staff due to increased activity (offset by increased income which is not reflected in savings and efficiencies).

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

- £0.1m efficiencies delivered across marketing and communications
- £0.2m efficiencies achieved in non-staff costs and training and development
- £0.1m insurance efficiencies (on top of significant efficiencies last year on premium costs due to a review of risks covered) delivered
- £0.2m IT-related efficiencies delivered

# 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 2017/18	Performance and commentary
Start on site at East Wick and Sweetwater.	The Reserved Matters Application for Phase 1 was granted planning permission in Jan 2017 and start on site is planned for summer 2018.
Prepare development strategy 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 timeline and objectives.
Prepare development strategy for Pudding Mill Lane.	Development of business case to commence following agreement of housing strategy with Board and the GLA.
Bobby Moore Academy primary school site opens.	<b>COMPLETE</b> Construction on the primary school commenced in August 2016 and met its opening date of September 2017.



Milestones for completion in 2017/18	Performance and commentary
<p>Complete the Hackney Wick Station improvement works.</p>	<p>Network Rail are delivering the improvements works; construction has been delayed by 7–8 weeks due to issues with the delivery of the reinforced concrete works. Opening of the new station entrance is now expected in May 2018, with all works complete by September 2018.</p>
	
<p>Appoint a developer for Hackney Wick Neighbourhood Centre.</p>	<p>A resolution to grant outline planning consent for the masterplan was passed by the Planning Decisions Committee (PDC) at its April 2017 meeting. The S106 Agreement is being finalised. The procurement strategy was approved by LLDC's Investment Committee in June 2017, with an aim to now commence in May 2018.</p>
<p>3 Mills future strategy.</p>	<p>Discussions with GLA and partners ongoing ahead of presenting a delivery strategy to the Investment Committee.</p>
<p>Bromley by Bow: agree strategy.</p>	<p>LLDC has worked alongside a range of key stakeholders in the area including local landowners and as a result the first two planning applications were submitted by Lindhill and Danescroft with approval deferred pending further negotiation on Section 106 and an explanation of regeneration priorities. Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area.</p>

Milestones for completion in 2017/18	Performance and commentary
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p><b>COMPLETE</b></p> <p>This has been exceeded each month in this quarter, with over 90% of applications determined in time in each month.</p>
<p>Planning: Number of enforcement cases closed per month.</p>	<p>There has been one case closed in this period. 7 cases remain open.</p>
<p>Marshgate Lane road adoptions complete.</p>	<p>To be adopted by the Local Authority by the summer 2018 following completion of surface repair works.</p>
<p>Further completion of units at Chobham Manor.</p>	<p><b>COMPLETE</b></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 August 2018.</p>
<p>Publication of SPDs for Bromley by Bow, Hackney Wick and Fish Island, and Pudding Mill.</p>	<p><b>COMPLETE</b></p> <p>Bromley by Bow and Pudding Mill Lane SPDs have been published. Hackney Wick and Fish Island SPD was approved by Board in this period and has been published.</p>

# 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) begin to re-locate into IQL in the summer. Other organisations such as Financial Conduct Authority (FCA), Cancer Research UK and the British Council 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 and Studio Wayne McGregor already in place. Together, these could create a ‘fourth office quarter’ for London, stimulating economic growth that would benefit 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. 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 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 2017/18	Performance and commentary
Establishment of Park-wide construction Shared Apprenticeship Scheme.	Delivery of stage 2 report and early discussion with industry partners to determine most feasible delivery options. Workshop with employers to test approach and model for the Training Association scheduled for April 2018.

## PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2017/18	Performance and commentary
Launch and delivery of Building Information Modelling curriculum in local schools and colleges.	<p><b>COMPLETE</b></p> <p>Curriculum launched in two schools and four more have signed up with implementation plans agreed.</p>
Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.	<p><b>COMPLETE</b></p> <p>Over 1,600 local people have been trained in the LLDC’s centrally commissioned training programme over the last 5 years. In 2017/18, 119 further local residents have completed their training.</p>
10 local people commence bursary placements with Loughborough University London 2017/18.	<p><b>COMPLETE</b></p> <p>9 students commenced fully with funded bursary places course with Loughborough University (10 places were offered).</p>
Provide start-up support to 45 entrepreneurs with Echo ++ enterprise support programme.	<p><b>COMPLETE</b></p> <p>190 businesses supported to date through the Echo ++ support programme.</p>
15 local young people to access digital, media, tech apprenticeships linked to Park based activities.	<p><b>COMPLETE</b></p> <p>15 people from Host Boroughs* started digital, media and tech apprenticeships.</p> <p>*Host Boroughs are London Borough of Newham, Tower Hamlets, Hackney and Waltham Forest.</p>
Delivery of annual Apprenticeship Awards.	<p><b>COMPLETE</b></p> <p>LLDC’s Apprenticeship Awards held at Here East on 6 July 2017.</p>

## PROGRESS AGAINST MAJOR WORK MEASURES

Targets	Performance and commentary
<p><b>Construction</b></p> <ul style="list-style-type: none"> <li>• 28% of the workforce have permanent residency in Host Boroughs</li> <li>• 25% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 3% of the workforce are apprentices</li> </ul>	<p>The most recent Construction figures available are to end of March 2018</p> <ul style="list-style-type: none"> <li>• 27% of construction employees working on the Park are Host Borough residents*</li> <li>• 63% of the workforce are from BAME groups</li> <li>• 6% of the workforce are women</li> <li>• 6% of the workforce are disabled people</li> <li>• 6% of the workforce are apprentices</li> </ul>
<p><b>End-use</b></p> <ul style="list-style-type: none"> <li>• 25–85% of the workforce are from Host Boroughs</li> <li>• 25% are from BAME groups</li> <li>• 50% are women</li> <li>• 3–5% are disabled people</li> <li>• 5% are apprentices</li> </ul>	<p><b>Copper Box Arena and London Aquatics Centre</b> workforce targets as of June 2017 (these figures are reported annually):</p> <ul style="list-style-type: none"> <li>• 76% workforce Host Borough residents</li> <li>• 37% workforce are from BAME groups</li> <li>• 50% workforce are women</li> <li>• 3% workforce are disabled people</li> <li>• Apprentice figures to be provided when available</li> </ul> <p><b>Estates and Facilities</b> workforce targets:</p> <p>As of March 2018 the workforce performance is shown below:</p> <ul style="list-style-type: none"> <li>• 69% workforce Host Borough residents</li> <li>• 61% workforce are from BAME groups</li> <li>• 33% workforce are women**</li> <li>• 8% workforce are disabled people</li> <li>• 10% of workforce are apprentices (figures as of March 2017)</li> </ul>

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

\*\* Against contractual target of 30 – 42%.

# 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' from existing offers.

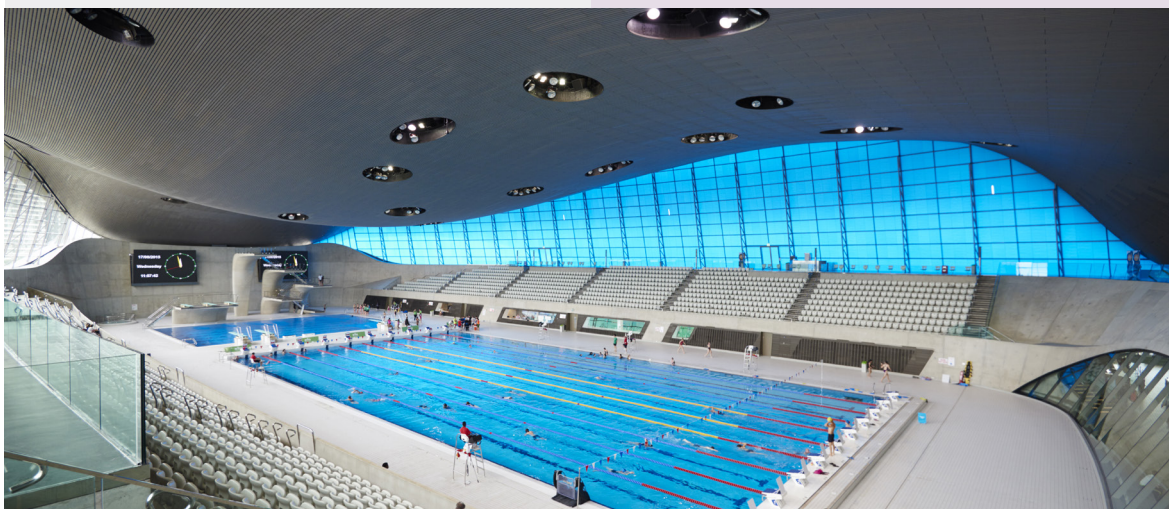
LLDC's objective in the next five years is that visitor numbers should be maintained at least at current levels, and that as the Park develops the numbers of visitors should increase in line with that development. The opening of the Stadium brings over a million spectators per year and raises the profile 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 2017/18	Estimated date and comment
Host the 2017 World Athletic Championships and World Para Athletics Championships.	<p><b>COMPLETE</b></p> <p>The events were held successfully this summer, see below for further details</p>
Maintain Green Flag status for the Park.	<p><b>COMPLETE</b></p> <p>This was awarded for the fourth consecutive year in July 2017.</p>
Successful transition and handover of QEOP Car Park Operations and Parking Enforcement service to new operator.	Options under review by the Park Operation and Venues team.
Maintain estate strategy and property documentation, including Asset Register.	<p><b>COMPLETE</b></p> <p>Property estates terrier set up in the last period and is operating well.</p>
Deliver two community events on QEOP (Big Lunch and Harvest Stomp).	<p><b>COMPLETE</b></p> <p>The Great Get Together (incorporating Big Lunch) was held on 18 June 2017 and was attended by the Mayor of London, and the Harvest Stomp took place on 24 September 2017.</p>



Target for 2017/18	Performance and commentary
Estimated 5,600,000 visitors to the Park.	<p><b>COMPLETE</b></p> <p>Estimate exceeded: figures for 2017/18 show 6,334,346 visitors to the Park. Figures are up on 2016/17 due in part to increased visitors for the summer of athletics.</p>
London Aquatics Centre throughput of 1m.	<p><b>COMPLETE</b></p> <p>Estimate exceeded: Figures for 2017/18 show 1,023,233 visitors to the London Aquatics Centre.</p>



Copper Box Arena throughput of 440,000.	<p>Figures for 2017/18 show 425,773 visitors to the venue. Figures down on 2016/17 but this is partly due to the number of income generating events with long build periods.</p>
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<p>ArcelorMittal Orbit throughput of 220,000.</p> 	<p>Figures for 2017/18 show 174,800 visitors to the attraction. Figures below the estimate and down on 2016/17. This has been a challenging year at the ArcelorMittal Orbit. Whilst the Slide has exceeded targets, General Entry tickets have faced increased competition from other attractions. Abseiling remained hugely popular, group/trade sales increased, and there was a significant improvement in private hire income with more corporate clients hosting events in the attraction</p>
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# 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 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. The Culture and Education District 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, 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 2017/18	Performance and commentary
Progress design, planning and procurement for the Culture and Education District.	<p>Planning Decisions Committee and the Mayor of London approved outline planning for UCL East subject to finalisation of the Section 106 agreement. Public consultation on designs undertaken.</p> <p>Masterplanning for Stratford Waterfront continues, RIBA stage 2 completed in January 2018 and Stage 3 commenced for conclusion in November 2018. Public consultation on the revised masterplan took place in this period. OJEU procurement commenced for the enabling works contract.</p>

## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2017/18	Performance and commentary
<p>Continue to work with CED partners and to facilitate the development of the partnership to ensure the continued delivery of the CED strategic objectives around economic growth, education, jobs, skills, participation, raising aspirations and improving external perceptions to maximise the value of the cluster.</p>	<p><b>COMPLETE</b></p> <p>A number of initiatives are underway including; the EAST Education framework which has been launched by all CED partners as the shared strategic approach to Education engagement; and the ongoing success of the Global Disability Innovation Hub, a centre for academic excellence, innovative practice and co-creation.</p>
<p>Deliver schools engagement programme through the Go! Schools network and encourage usage by partners. Number of schools participating in learning opportunities to enhance curriculum delivered in collaboration with CED partners.</p>	<p><b>COMPLETE</b></p> <ul style="list-style-type: none"> <li>– Continued engagement with schools via Go! schools network. About 200 schools regularly engaged with through the network.</li> <li>– Activities promoted to schools included for example: Teachers Forum.</li> <li>– Park existing learning resources updated.</li> <li>– Brief developed for an online platform.</li> <li>– EAST Education programme agreed amongst CED partners and other park partners, including Here East and Loughborough University London. Working group established meeting on a monthly basis.</li> <li>– UCL Engineering tutoring programme schools signed up and delivery to commence in the next period.</li> <li>– Delivery of Sadler's Wells dance project at Mossbourne Riverside Academy.</li> <li>– UCL Culture activity in schools (Bobby Moore Academy, School 21, Victoria Park Mossbourne).</li> </ul>
<p>Hold National Paralympic Day.</p>	<p><b>COMPLETE</b></p> <p>Held on 15 July 2017 as part of the Liberty Festival on the Park.</p>

Target for 2017/18	Performance and commentary
<p>Develop the Global Disability Innovation Hub by delivering the programme and handing over leadership to UCL.</p>	<p><b>COMPLETE</b></p> <p>The GDI Hub’s first major call to industry was announced by the Mayor of London at London Tech Week in June 2017 and the GDI Hub has recently recruited its Disability Innovation Board.</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 the Cultural and Education District partner institutions to engage local communities.</p>	<p><b>COMPLETE</b></p> <p>Chobham Manor Residents Association established and support provided both through time and initial seed funding grant. Attendance at the Chobham Manor Residents Association open event in February attended by 80 residents- responding to questions on fixed estate charge.</p> <p>East Wick and Sweetwater: Site relations planning underway for Specified Infrastructure Works.</p> <p>London Stadium: Community track manager has started and activity commenced at the community track.</p> <p>CED: Engagement activity of the CED partners currently focused on East Education programme. Creative engagement project: Working Women project commissioned</p> <p>Coordinated creative programming group working on proposed summer event</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p><b>COMPLETE</b></p> <p>Lease extended at Hub67 to December 2019. Regular programme activity ongoing and developed. Ongoing 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>

Target for 2017/18	Performance and commentary
<p>Deliver successful Park Champions programme.</p>	<p><b>COMPLETE</b></p> <p>Investor in Volunteers status awarded. Most recent volunteer numbers to March 2017/18 show 288 volunteers, of which 48% are local, 43% BAME with a total of 17,816 hours volunteered.</p>
<p>Meet Motivate East targets (Feb 2016 – Feb 2018) – Throughput of 33,998 attendees taking part in inclusive sport.</p>	<p><b>COMPLETE</b></p> <p>Programme completed and targets exceeded, with throughput of 46,891 attendees and 13,264 unique participants.</p>
<p>Meet APAP targets: Throughput from March 2017 to Feb 2018: 84,032.</p>	<p><b>COMPLETE</b></p> <p>Programme completed and targets exceeded, with throughput of 100,408 attendees and 44,943 unique participants.</p>

# 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 2017/18	Performance and commentary
Advanced mobility prospectus launch.	Milestone superseded by the successful bid for funding from the Government’s £51m Connected and Autonomous Vehicle test bed fund.
Progress IT service delivery re-procurement.	Decision made on service approach.
<b>Health and safety</b> Construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.	<b>COMPLETE</b> There have been no reportable accidents in 2017/18 representing a rate of 0.0.

Milestones for completion in 2017/18	Performance and commentary
Unqualified annual accounts for 2017/18.	<b>COMPLETE</b> Accounts for 2017/18 signed off by the Board and unqualified audit opinion issued in Jul 2017.
Commence public consultation on scope of Local Plan review.	<b>COMPLETE</b> Consultation commenced in this period.

