

Appendix 1

London Legacy Development Legacy Corporation Corporate Performance: October to December 2014



NOT PROTECTIVELY MARKED

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 and sets out information about the Legacy Corporation's financial performance. The 10 Year Plan can be found on the LLDC's

website: <http://queenelizabetholympicpark.co.uk/~//media/lldc/committee%20minutes/committees/board/april%202014/20140430lldcboardpublicwithout%20item%2014%20appendices.pdf>

The first section provides information about **financial performance**. Subsequent sections are grouped by theme: **Park Operations and Stadium; Real Estate and Regeneration; Planning Policy and Decisions; and Corporate**. 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. Note that milestones are listed by quarter within financial years (i.e. Q4 2014/15 refers to January - March 2015).

Summary of progress in the quarter October - December 2014

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

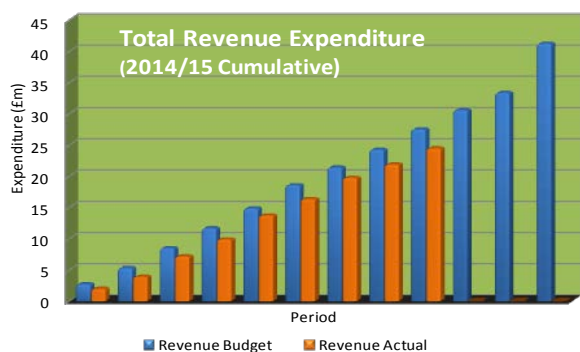
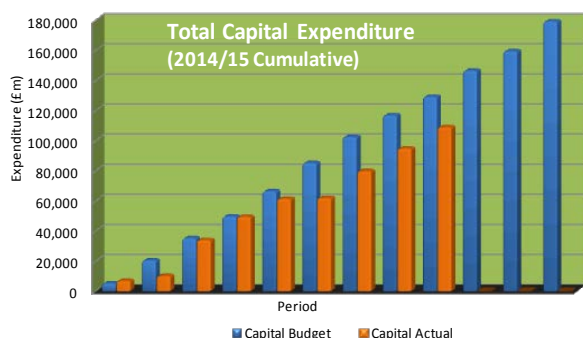
- Appointed Stadium plus Operator, subject to contract. Signed venue hire agreement for Rugby World Cup
- Submitted Olympicopolis Outline business case to Government. Received confirmation of £141m of government funding in the Autumn Statement
- Submitted Planning Application for East Wick School
- Closed Local Plan consultation
- Submitted planning application for Secondary school (all-through school).
- Commenced phased opening of the Canal Park
- Selected the preferred bidder for East Wick and Sweetwater neighbourhoods.
- Planning permission granted for Hackney Wick Station improvements
- Submitted the draft budget for 2015/16 and planned budget for 2016/17 to the GLA in November 2014
- First phase of Chobham Manor housing units all sold; reserved matter planning application approved
- Hub 67 community centre in Rothbury Road construction complete and opened to the public

Some of the key goals for LLDC for the period from January to March 2015 are to:

- Decision on whether to hold Diamond League athletics in Stadium in Summer 2015
- Agree delivery strategies for Bromley by Bow
- East Wick School planning approval granted and construction commences
- Legacy Careers – complete phase 2 programme in 15 secondary schools
- Progress on the procurement of the design team for the Stratford Waterfront ahead of the appointment in spring 2015; launch the Invitation to Tender for the University Quarter masterplanning (complete)
- Approval for the adoption of the Community infrastructure Levy charging schedule
- 2015/16 draft budget and 10 Year Business Plan approved
- Announce Stadium Operator and East Wick and Sweetwater developer

Financial Performance Summary

£'000s	Year to date			Full Year to Mar 2015			
	Actual	Revised Budget	Variance	Forecast Outturn	Revised Budget	Revised budget vs. forecast	Original Budget
Total Capital Expenditure	108,989	163,745	54,756	178,522	222,483	43,961	189,552
Revenue - Income	(1,680)	(1,876)	(196)	(2,325)	(2,649)	(324)	(2,674)
Revenue - Expenditure	24,467	28,914	4,447	41,391	43,824	2,433	44,075
Net Revenue	22,787	27,038	4,251	39,066	41,175	2,109	41,401
Trading net result	479	(23)	(502)	855	(252)	(1,107)	(252)



Capital

Capital expenditure is underspent by £54.8m (33.4%) for the nine months to December, which is expected to reduce to £44.0m (19.8%) by year-end against the revised budget.

Park Operations and Venues is £4.8m underspent at December, mainly due to the re-profiled payment of £3.2m to Canals and Rivers Trust and slippage on the Parkwide paths goldtopping project.

Real Estate is £3.3m underspent to date - although works to the F03 Bridge have now commenced, other infrastructure projects such as the MSCP cladding works have experienced delays in procurement and planning and expenditure is likely to slip into 2015/16. Works on the utility connections at Stratford Waterfront have been delayed due to design changes required to accommodate the Olympicopolis project.

Forecasts are currently under review but are likely to involve further underspends this financial year, which will be carried forward into 2015-16 where appropriate.

Stadium (and other infrastructure projects) costs are £46.7m lower than revised budget in the year to date due to the delays in scoping the compression truss work. Subject to weather conditions it is anticipated the costs will increase in the final quarter to match the acceleration of works. In addition, payment in relation to the settlement agreement for these additional works is assumed in the first quarter.

Revenue

Revenue expenditure in the nine months to December is underspent by £4.3m partially due to facilities management costs running behind profile expected to largely catch up over the first quarter. There have been higher than anticipated professional fees in Finance & Corporate Services, offset by underspends on staff, insurance and accommodation.

Trading

3 Mills continues to outperform revenue expectations for year to date net income, however this is offset by lower than anticipated visitor numbers at the ArcelorMittal Orbit where net income is behind budget. Aquatics and Copper Box continue to perform well, however, increased utilities and rates costs are resulting in overall deficits in the year.

More detail follows:

£'000s	Year to date			Full Year to Mar-15			
	Actual	Revised Budget	Variance	Forecast Outturn	Revised Budget	Revised Budget vs. Outturn	Original Budget
Capital Expenditure							
Finance and Corporate Services	6,685	5,006	(1,679)	6,278	8,380	2,102	12,419
Park Operations and Venues	1,626	6,461	4,835	6,969	9,137	2,168	5,457
Real Estate	13,600	16,936	3,336	22,541	23,467	926	35,841
Regeneration and Community Partnerships	2,274	3,849	1,575	4,647	5,650	1,003	7,493
Stadium (and other infrastructure projects)	84,804	131,493	46,689	138,087	175,849	37,762	120,184
Transformation underspend 13/14	-	-	-	-	-	-	8,158
Total Capital Expenditure	108,989	163,745	54,756	178,522	222,483	43,961	189,552
Revenue Income							
Park Operations and Venues	(1,070)	(1,576)	(506)	(1,428)	(2,102)	(674)	(2,102)
Planning Policy and Decisions	(610)	(300)	310	(750)	(400)	350	(400)
Real Estate	-	-	-	(147)	(147)	-	(172)
Total Revenue Income	(1,680)	(1,876)	(196)	(2,325)	(2,649)	(324)	(2,674)
Revenue Expenditure							
Communication, Marketing and Strategy	385	284	(101)	389	1,289	900	389
Finance and Corporate Services	12,039	14,072	2,033	20,767	21,687	920	21,213
Park Operations and Venues	9,101	11,016	1,915	15,311	15,769	458	16,896
Planning Policy and Decisions	460	559	99	837	837	-	837
Real Estate	367	431	64	558	650	92	1,162
Regeneration and Community Partnerships	1,297	1,797	500	2,622	2,887	265	2,873
Stadium	818	755	(63)	907	705	(202)	705
Total Revenue Expenditure	24,467	28,914	4,447	41,391	43,824	2,433	44,075
Total Net Revenue Expenditure	22,787	27,038	4,251	39,066	41,175	2,109	41,401
Trading net (surplus) / deficit							
3 Mills Studios	(435)	394	829	(25)	393	418	393
AMO trading	(15)	(825)	(810)	(49)	(1,189)	(1,140)	(1,189)
Copperbox and Aquatics Centre	986	393	(593)	986	524	(462)	524
Timberlodge	(57)	15	72	(57)	20	77	20
Total Trading net (surplus) / deficit	479	(23)	(502)	855	(252)	(1,107)	(252)

1. Park Operations and Stadium

The work in this area in 2014/15 is focussed on ensuring that following the opening of Queen Elizabeth Olympic Park (the Park) and its venues in April 2014 that the Park and venues are carefully managed and maintained, to ensure a reputation for quality and safety, and to maximise visitor numbers and spending for local businesses. This is underpinned by major sporting and cultural events preserving and enhancing the spirit of 2012, and a wider programme of events at all scales ensuring repeat visits from local people and the wider audience.

This area also includes work to convert the Stadium into a multi-use venue which will re-open temporarily for major events such as the Rugby World Cup matches in 2015, then permanently prior to the start of the football season in summer 2016 for its concessionaires, West Ham United Football Club and UK Athletics.

Progress against major milestones and targets

Milestones for completion in 2014/15 and early 2015/16	Estimated date and comment
Defects resolved for Aquatics Centre and Copper Box Arena	Defect works in both venues to be completed in Q3/Q4 2014/15
Hold Revolution track cycling	Revolution track cycling held at the Lea Valley VeloPark in December 2014, with another event in February 2015.
Complete installation of signage and wayfinding	Permanent installation of signage and wayfinding is completed in December 2014 with some legacy items to be completed in the next financial year.
Stadium: naming rights partner announced	Likely to slip into 2015/16
Appoint Park and Stadium events operator	Stadium+ operator appointed subject to contract.
Achieve and maintain Green flag status for the Park (2015/16)	Green flag status has been achieved, 1 year ahead of schedule.
Stadium complete for Rugby World Cup (1205/16)	Work on the Stadium conversion in this period continues on track for re-opening for the Rugby World Cup in summer 2015.

Targets and performance for 2014/15	Performance and Commentary
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Visitors: Annual target of 3.5m visitor to the Park	3,034,681 (as of December) people have visited the park in 2014/5
Copper Box throughput	278,312 (as of November) people have visited the Copper Box Arena in 2014/15.
Aquatics Centre throughput	597,386 (as of November) people have visited the Aquatics centre in 2014/15.

Commentary on key projects

The **south of the Park** opened to the public on Saturday 5 April 2014 for the first time since the London 2012 Olympic and Paralympic Games including the **ArcelorMittal Orbit** visitor attraction. The Park has been animated by a number of events, summarised in the section below.

The **ArcelorMittal Orbit** visitor attraction also opened in April 2014 with two spacious viewing platforms at 76 and 80 metres high, visitors can see over 20 miles across London and newly installed interactive technology enables guests to get close up to the breathtaking views. Over 100,000 people had visited the attraction by the end of December.

At the base of the ArcelorMittal Orbit is **The Podium** which has a versatile events space, EastTwenty Bar & Kitchen and roof top terrace with views of the iconic venues.

Since opening on 1 March 2014 almost 600,000 people have visited the **Aquatics Centre**: the 50 metre competition pool is available for lane and fitness swimming as well as family sessions. Over the summer it hosted National Paralympic Day and Invictus Games events. In 2016 will host the European Swimming Championships.

During this period, the **Copper Box Arena** hosted all London Lions home basketball matches, England Netball matches and a number of corporate events. The Arena is also open for use by the community including a sports hall for activities such as badminton, an 80 station gym and two studios, over 270,000 people have visited the arena in 2014/15.

Events: Visitors have continued to enjoy the Park attractions such as a special walking trail "Around Queen Elizabeth Olympic Park" which includes seven bus sculptures installed on the Park as part of Transport for London and the London Transport Museum's Year of the Bus. All 60 Year of The Bus sculptures from the different trails across London will be displayed around the Park from mid January until early February, with a family fun weekend scheduled for 24 and 25 January.

In November, the 2014 NEC Wheelchair Tennis Masters was hosted at the Lee Valley Hockey and Tennis Centre. This is the sport's most prestigious event outside of the four Grand Slam tournaments and is part of UK Sport's Gold Event Series.

Lee Valley VeloPark hosted the UCI World Cup in December with 22,000 people attending.

Following the promoter's decision not to proceed with Winter Kingdom, LLDC promoted the Park as a destination for December to support the existing operators' businesses. Areas of the Park were dressed with Christmas trees and festive lighting from early December into the New Year, and LLDC teams came together to create a programmed weekend of activity on December 13 and 14.

Local choirs sang around the tree, the Legacy List ran craft workshops and created outsized Christmas cards, the Arts and Culture Local Programming delivered Skewbald Theatre's Fairytales After Dark, and the Park was animated with promenading costumed performers. Father Christmas came to the ArcelorMittal Orbit, along with two reindeer, and the contracted boat tour operator ran 'Santa cruises'. Over 8,000 people visited the Park on Saturday, and 7,000 on the Sunday.

Future events: events on the Park scheduled to take place in the next period (January - March) include:

- Holding the Winter Revolution Track league cycling
- Hosting all London Lions Basketball home games
- Corporate event for Fiat in the Copper Box Arena
- Tea Dance at the Copper Box Arena on 19 February 2015
- East London Mini Marathon in the north of the Park with LB Waltham Forest
- Polar Plunge charity fundraising event
- Half term and Easter holiday community sports activity programme

Stadium: The Legacy Corporation, on behalf of E20 Stadium LLP, is working to transform the Stadium in the Park into a year round multi-use venue to deliver a permanent sporting, cultural and community legacy in east London. A significant milestone was met in late November 2014 with the commencement of roof paneling work.

The roof will be split into two sections, a solid rear section and a translucent forward section. When complete the new roof will be twice the size of the original at around 45,000 square metres. At 84 metres at its deepest point it will be the longest cantilevered roof of its type in the world and will cover every seat in the Stadium, improving acoustics and the spectator experience for football matches, other sporting events and concerts. Work on the roof, and brand new floodlights that it will support, will be completed ahead of the five Rugby World Cup 2015 matches taking place in the Stadium. The Venue Hire Agreement for the Rugby World Cup matches to be held in the Stadium was signed in this period.

During this period the E20 LLP appointed the Stadium plus Operator, subject to contract. A decision will also be made in this period on whether to hold Diamond League athletics in Stadium in Summer 2015.

The **Active People Active Park** programme, funded by a grant from Sport England, has already surpassed the annual target for participation after just nine months. New partners are continuing to join the programme and contribute, including for example West Ham United Community Football Trust providing half term activity in the Park. As part of major events on the Park a number of National Governing Bodies are looking to join the programme to increase activation.

Willerby Landscapes were awarded with the Grand Award at the British Association of Landscape Industries **National Landscaping Awards** for their work on Park's south Park and Carpenter's Lock to transition these areas into legacy use. This work included extensive re-modelling of levels and grounds involving major engineering works, before undertaking the construction of hard landscape features across the entire area and constructing and installing decking and linear seating.

An update on LLDC's **Sport and Healthy Living** is given under Community Engagement in the Regeneration section of the report.

Key Park Opening and Operations and Stadium risks:

Summary	Impact	Mitigation
Amber risk that the construction programme for the Stadium will slip and/or budgets will overrun	Significant financial, reputational and operational impacts.	Budgets secured for the construction work and contracts let, including increased Stadium roof costs. Monitor budgets and progress closely.
Green risk relating to Park visitor numbers and experience	Significant reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Positive initial figures for visitors to the Park.
Amber risk relating to security on the Park and the threat level.	Reputational, operational and financial implications.	Monitoring threat levels across the Park and implementation of new initiatives.
Amber risk relating to impact of remedial works for Copper Box Arena and Aquatics Centre on operations	Significant financial and reputational impacts.	Ensure management of remedial works is monitored closely and issues identified and dealt with promptly.
Amber risk about the impacts of serious accidents or episodes of significant ill health on site	The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage.	A comprehensive health and safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its Project Management Partner.
Green risk relating to Stadium+ Operator procurement	Significant financial impacts	Procurement exercise has gone well, appointment subject to contract.

2. Real Estate and Regeneration

Real Estate

The work in this area in 2014/15 includes working towards the delivery of vibrant new places: new homes, workplaces and community facilities will be built and managed in partnership with developers and investors, with the mix of uses and tenures, high quality design and excellent environmental standards that will create places that work. This includes commencement of construction of housing at the Corporation's first housing development at Chobham Manor and sales of properties in this development. It also includes preparing for the next phases of housing on the Park at East Wick and Sweetwater and working with partners to deliver two schools on the Park.

The Real Estate directorate is also delivering construction projects across the park including connectivity project. It is also working closely with partners to improve neighbourhoods outside the Park, in particular in Hackney Wick and Bromley by Bow.

The Legacy Corporation is also working with central Government, the Mayor of London and potential partners with the aim to emulate the legacy left in South Kensington by the Great Exhibition, by promoting the Mayor's vision for a Cultural and Higher Education quarter in the Park (known as Olympicopolis, comprising cultural facilities, education and research institutions and workspaces, to stimulate job creation and economic growth.

Progress against milestones

Milestones for completion in 2014/15 and early 2015/16	Estimated date and comment
Chobham Manor developer on site	Complete: Enabling works have been taking place and the developer started construction on site in Q2 2014/15. The first residents are due to move in Q3 2015/16.
East Wick & Sweetwater developer procurement complete	The procurement has been complete and preferred developer has been selected.
Olympicopolis development agreements complete	Heads of Terms with Sadler's Wells, UAL, UCL and V&A have been agreed.
Here East start on site to fit out Press & Broadcast Centres	Following the granting of the lease to Here East construction commenced in Q3 2014/15.
East Wick School - submit planning application	Complete – planning application submitted in Q3 2014/2015
East Wick School construction commences	On track for commencement in Q4 2014/15.
Legatum all through school: planning application submitted	Two planning submissions to be submitted, for both primary and secondary schools in Q4 2014
Delivery strategies for Bromley by Bow agreed	Contractors appointed to prepare a viability assessment of the design options and to produce a delivery strategy by Q4 2014/15.
Olympicopolis outline business case approval	The announcement was made on 3 December 2014 agreeing the funding for the Olympicopolis business case.

Hackney Wick Station construction commences (2015/16)	Construction on track to commence Q1 2015/16.
Set up of Estates Management body	LLDC Investment Committee to be updated on options to create an Estates Management body.
Legatum all through school construction commences (2015/16)	On schedule to commence construction of the Primary school in Q2 2015/16 and the Secondary school in Q1 2015/16.
Hackney Wick Neighbourhood Centre submission of outline planning application (2015/16)	On track for submission in Q3 2015/16, supported by approval for Business Case, landowner meetings and planning discussions in this period.
Olympicopolis full business case approval (2015/16)	Approval for Outline Business Case due in Q2 2015/16, further work with partners to complete the Full Business Case.
Canal Park Opens (2015/16)	Canal Park phased opening commenced Q3 2014/15

Commentary on key projects

Cultural and Higher education district: It was confirmed in December as part of the Government's National Infrastructure Plan, that £141m will be committed to support delivery of the Mayor's 'Olympicopolis' vision. This will create a world class education and cultural district on Queen Elizabeth Olympic Park bringing together outstanding organisations to showcase exceptional art, dance, history, craft, science, technology and cutting edge design.

University College London (UCL) will create a new university campus to the south of the ArcelorMittal Orbit. The Victoria and Albert Museum and Sadler's Wells will establish a new cultural quarter on Stratford Waterfront opposite the Aquatics Centre. The Waterfront site will also house new locations for The University of the Arts London. The scheme is expected to deliver 3,000 jobs, 1.5m additional visitors and £2.8 billion of economic value to Stratford and the surrounding area. Heads of Terms with Sadler's Wells, UAL, UCL and V&A have been agreed.

Updated budgets for the project have been incorporated into Legacy Corporation's revised 10 Year Business Plan, and work is being undertaken to ensure that LLDC has the resources it needs to deliver this project. GLA cashflow funding has been agreed.

The international competition to appoint a design team for the Stratford Waterfront project has continued. Six teams have been shortlisted for the second stage, with an appointment to be made in spring 2015. The ITT launch for the University Quarter masterplanning will be launched in Q4 2014/15

Chobham Manor development: in November 2012 LLDC entered into a development agreement with Chobham Manor LLP (a joint venture between Taylor Wimpey and London & Quadrant). The development will contain 75% family housing (defined as 3 beds or more) as this is a planning requirement and will be supported by facilities including a nursery and community spaces.

The first units are due to be occupied from late 2015 onwards and all units in the first phase have been sold. The Chobham Manor Phase 2 reserved matters application was approved at planning committee on 25 November 2014.

Press Centre and Broadcast Centre (Here East): The long-term use for the Broadcast Centre and Press Centre has been secured. Here East (formerly iCITY) and the Legacy Corporation signed the lease for the buildings in May 2014. Here East will be a world-leading creative and digital cluster at the heart of Queen Elizabeth Olympic Park with 1.2 million square feet of space. Here East has appointed Laing O'Rourke as preferred contractor for their fit out works which commenced in summer 2014.

Legacy Communities Scheme: The Legacy Communities Scheme planning application to deliver comprehensive mixed use development on the Queen Elizabeth Olympic Park was granted outline planning permission in September 2012. Work is ongoing to ensure that LLDC monitors and discharges its planning obligations relating to the LCS. LLDC has completed the majority of submissions of pre-commencement discharge of S106 and conditions to the planning authority, the majority of approvals are expected to be completed in this period.

LCS Phase 2 – East Wick and Sweetwater: The Legacy Corporation selected a preferred bidder to be the development partner to take forward the next phase of new neighbourhoods on the Park at East Wick and Sweetwater to create up to 1,500 homes. An announcement will be made in early 2015.

The Legacy Corporation is also working with partners towards the early delivery of two **Legacy Community Scheme schools:** The East Wick Primary School (Mossbourne Primary Academy School) is progressing with the reserved matters planning application submitted for determination in early 2015. The main building works are scheduled to start on site in March 2015. The school will begin a phased opening in September 2015 with a 30 place reception class to be located temporarily at Mossbourne Victoria Park (located 1 mile away from the permanent site). The school will open in its permanent location in September 2016. The Legatum Academy, a split-site all-through school consisting of a two form entry primary school at Sweetwater and a six form entry secondary school at Stadium Island, will be operated by the David Ross Education Trust and has a planned opening date of September 2016.

Improvements to **Hackney Wick Station** have been identified as a key factor in helping to unlock the full economic potential of Hackney Wick. LLDC has secured a loan of £8.5m from the London Enterprise Panel (LEP) for improvements to the station. The improvements include new routes to reduce journey-times between the station and HereEast and the Queen Elizabeth Olympic Park, a new and enlarged station concourse, the installation of lifts to the platforms, and the creation of a new north-south pedestrian route for both passengers and other pedestrians under the railway embankment. Work is ongoing with partners on the station design. Planning permission was granted on 23 September 2014.

Discussions are also progressing well with LB Hackney and other landowners relating to development of the neighbourhood centre in **Hackney Wick:** Following the approval of the business case, regular meetings have been held with LB Hackney in order to enter into a formal collaboration agreement. Landowner meetings and planning discussions were also held.

F03 bridge construction works: During this period the F03 temporary bridge section was successfully removed. Works continue to be on track for handover in July 2015. The **Canal Park**, the newest part of the Park began to open in December 2014. The Canal Park, alongside the Lee Navigation canal on the west of the Park, will open in stages to allow for the planting in the area to fully bed in. Once fully open it will become new natural space, and an active waterfront for local residents and visitors to enjoy.

Key Real Estate risks:

Summary	Impact	Mitigation
Red risk relating to the remaining major construction work inside and outside the Park in particular where dependent on external partners and funding.	Significant financial and reputational risks.	Working closely with delivery partners and funders.
Red risk that increased construction costs in London will impact on the Legacy Corporation's construction projects.	Financial implications, reduced scope for capital projects	Early cost reports, tight monitoring, value engineering where required.
Red risk that the higher education and cultural quarter – 'Olympicopolis' – will be delayed or costs will be more than anticipated.	Reputational damage, delays and cost overruns	Effective design management and coordination. Close work with partners. Effective management of progress.
Amber risks on design, programme and budget relating to the delivery of the All Through (Legatum) School.	Reduced design quality of the school, missed deadlines and financial impacts.	Close working with partners, budget and programme monitoring.
Amber risk relating to the funding and programme of East Wick School.	Significant financial and reputational impacts.	Close working with LB Hackney. Ensure contractors are brought in early and all surveys are undertaken early.
Amber risks relating to ensuring that there is funding in place to deliver Olympicopolis.	Significant financial and reputational impacts.	Early insight to funding requirements.
Amber risk that there are challenges to the ability of LLDC to return expected capital receipts.	Significant financial and reputational impacts.	Close working with GLA. Consider alternative deal structures to support increased receipts
Green risk that related development projects undertaken by other organisations are not successful.	Negative knock on effect on the success of the Park.	Close work with partners to influence developments and monitor progress.
Green risk relating to the	Significant financial and	Close working with LB

funding and programme of East Wick School	reputational impacts	Hackney. Ensure contractors are brought in early and all surveys are undertaken early.
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Regeneration and Community Partnerships

The work in this area in 2014/15 includes developing a range of projects to help deliver regeneration and convergence in the Park and its surrounding area. These include socio economic projects around jobs, skills and business engagement; projects to promote equalities and inclusive design, engagement with the local community; projects promoting arts and culture; and projects relating to design and public realm improvements inside and outside the Park.

Progress against major milestones

Milestones for completion in 2014/15 and early 2015/16	Estimated date and comment
Business Case approval for Hackney Wick development and delivery strategy	Business case approved in this period
ELMO evaluation and Arts Council report completed	An Arts Council evaluation and report on course to be complete in January 2015.
Rothbury Road Hub 67 build complete	Construction complete in Q3 2014/15.
Legacy Careers – complete Phase 2 Legacy Careers programme in 15 secondary schools	Phase 2 of Legacy careers in schools, programme due to completed in Q4 2014/15
NPD 2014 successfully held	NPD held on 30th August 2014, with 29,000 people in attendance.
Ensure future phases of LCS contribute to the LCS offset mechanism	All bidders have committed to using the offset mechanism for PDZs 4 and 5 This will be kept under review throughout the drafting of the development agreement.
Pudding Mill Lane: Masterplan complete and preferred option for Pudding Mill Lane agreed	The Masterplan is complete and preferred option agreed in Q2 2014/15.
Leaway: complete phase 1 (2015/16)	Due for completion in Q2 2015/6

Targets	Performance and commentary
<p>Construction workforce targets:</p> <ul style="list-style-type: none"> - 25% of the workforce have permanent residency in Host Boroughs - 10% of the workforce were previously unemployed - 25% of the workforce are from BAME groups - 5% of the workforce are women - 3% of the workforce are disabled - 3% of the workforce are apprentices 	<p>As of the end of December 2014 the majority of workforce targets have been met or exceeded:</p> <ul style="list-style-type: none"> - 28% of construction employees working on the Park are Host Borough residents - 6% of the workforce were previously unemployed - 53% of the workforce are from BAME groups - 6% of the workforce are women. - 5% of the workforce are disabled - 3% of the workforce are apprentices
<p>Copper Box Arena and Aquatics Centre workforce targets:</p> <ul style="list-style-type: none"> - 70% of the workforce have permanent residency in the Host Boroughs - 55% are from BAME groups - 50% are women - 3-5% are disabled 	<p>As of the end of December 2014 the workforce performance is shown below:</p> <ul style="list-style-type: none"> - 70% workforce Host Borough residents - 38% workforce are BAME - 45% workforce are women - 3% workforce are disabled
<p>Estates and Facilities workforce targets:</p> <ul style="list-style-type: none"> - 70% of the workforce have permanent residency in the Host Boroughs - 25% are from BAME groups - 30% are women - 5% are disabled 	<ul style="list-style-type: none"> - 65% workforce Host Borough residents - 49% workforce are BAME - 29% workforce are women - 7% workforce are disabled
<p>The Chobham Manor allowable solution programme will ensure zero carbon emissions for the development.</p> <p>A full list of sustainability targets can be found in the Sustainability Guide at Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf">http://www.londonlegacy.co.uk/media/LLDC>Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf</p>	<p>The Chobham Manor allowable solution programme to be agreed in 2014/15.</p> <p>Performance against other sustainability targets to be measured and reported in the annual sustainability report.</p>

<p>Community Engagement: By March 2016: 195 people supported to achieve training or qualification certificates through community projects</p> <p>Number of Echo members paying subscription fees from 2015 (at least 1000)</p>	<p>To date 110 arts awards have been achieved as follows; 20 achieved Silver Arts Awards – Voice of East London 90 achieved Arts Awards – Great British Carnival.</p> <p>13 achieving Level 1 My Guide qualification for sighted guide training as part of our Park Champions Volunteers 7 achieving Level 1 Cycle Mechanics from our Build a Bike Programme 2 achieving Level 2 Cycle Mechanics from our Build a Bike Programme</p> <p>The board has decided to delay member subscriptions until 2016 at the earliest.</p>
<p>Sport and Healthy Living and Paralympic Legacy: 26,000 opportunities to participate in inclusive sports and physical activity delivered by 2015/16 as part of 'Motivate East' in partnership with Sport England.</p> <p>Recruitment of 60 Paralympic Legacy Ambassadors (now called Para-legacy agents) reaching 600 people over the three years.</p> <p>To March 2017: Engage 100,000 people in community sports project including Paralympic sports</p>	<p>Motivate East has reached 16,599 disabled people who have participated in the programme, exceeding the target for the first year of the project of 2874 participants</p> <p>The Bromley By Bow Centre has been appointed to recruit Para-legacy agents. 368 have been appointed to date.</p> <p>Paralympic Legacy figures are above; Active Park Active People sessions are being delivered and are exceeding targets: a throughput of 43,797 against a target of 28,358 to October 2014.</p>
<p>Arts and Culture: Engaging directly with over 70,000 people (from 2013/14 to 2015/16) through activities with artists, cultural festivals, mentorship scheme, outdoor performances, creative workspaces, and Art in the Park</p> <p>Supporting 30 jobs in the arts by March 2016</p> <p>Delivering 20 events in the Park by March 2016</p> <p>Commissioning 15 new artworks on the Park by March 2016</p>	<p>The latest figures show direct engagement with 138,331 people. This figure does not include engagement through LLDC arts and culture projects at the Summer Events series, notably at National Paralympic Day 2014 and Open East in 2013.</p> <p>66 by December 2014 (quantified as either direct or indirect employment)</p> <p>66 by December 2014 (an 'event' classed as an organised event of more than 50 people attending)</p> <p>69 by Decembe 2014</p>

Commentary on key projects

Inclusion and Paralympic Legacy:

In celebration of the most successful Paralympic Games ever, the Legacy Corporation has continued to deliver its **Paralympic Legacy** programme. Following entries from hundreds of school children all over the country, a brand new variety of apple that will be grown at the Park has been officially named **Paradice Gold**. The apple will grow in Mandeville Place,

Paradice Gold combines the word Paralympic with the first letters of the Paralympic Values; Determination, Inspiration, Courage and Equality

As a part of that programme, the inclusive sport project **Motivate East** is exceeding participation targets. At the project's mid-way point, 16,559 opportunities have been provided for disabled people to participate in the programme, meaning the project is over 63% of the way to delivering its lifetime target of 26,000 opportunities. The overall lifetime 'unique participants' target of 4,955 participants has already been exceeded, with over 5,000 individuals so far taking part so far. The project is being used as an exemplar by Sport England and discussions are being held about extending the project beyond 2016 and adding an eighth borough to the scheme for the same price.

National Paralympic Day (NPD): the Legacy Corporation is in negotiations with British Athletics to look at the possibility of delivering NPD jointly with Sainsbury's Anniversary Games Para Athletics day on 26 July. This would be the first time since the Games that the public will be able to see elite Paralympic sport in the Stadium and the Aquatics Centre on the same day, complete with a free outdoor festival of disability arts and 'come and try' inclusive sports.

Wheelchair Rugby World Cup: the Legacy Corporation is advanced talks about holding an event at same time as Rugby World Cup. This would be first time that a world wheelchair sporting event has been held as part of a World Cup event.

Socio Economic projects:

The Legacy Corporation has continued its programme to help provide opportunities on the Park to encourage jobs, skills and apprenticeships. Progress against individual targets can be found above. In this period good progress has been made in recruiting apprentices to work on the Canal Park, Chobham Manor and in particular the Stadium (over 20 apprentices recruited).

Delivery has commenced on Legacy Careers which will raise awareness of employment opportunities coming forward from the Park and help secondary school students to better understand their future career options, broaden horizons and equip them with the information, confidence and motivation they need to plan and manage their own careers. This will be delivered to 15 schools in the Host Boroughs and run until Q1 2015.

Community Engagement:

The Legacy Corporation has been running a number of high profile community engagement projects with local residents including delivery of workshops and work with community clubs. Recent activities include: November Park Panel meeting held, attended by David Goldstone and Laing O'Rourke; a mobile garden project with Chobham Manor LLP started as part of Growing Links project; and Park Hotline procurement has continued.

The annual celebration event for our **Park Champions** to thank them for all their hard work in 2014 took place at the Timber Lodge on Thursday 23 October. Park Champions are our dedicated and enthusiastic volunteers who are building on the amazing success of the Gamesmakers who volunteered during the London 2012 Olympic and Paralympic Games.

Work has continued on the **Go! Schools Network** which aims to connect secondary schools in the 4 local boroughs to opportunities in the Park. 63 schools have signed up so far and the aim is to engage with all 65 schools by the end of the year. The project has recently been extended to include primary schools, 250 schools from the 4 local boroughs have been approached, but in particular the project is targeting the 40 schools closest to the Park. 31 primary schools have signed up to date and the Legacy Corporation aims to increase this in Spring 2015. The Go! schools network teacher forum was held at the Aquatics Centre with

45 school representatives in attendance, with the next one scheduled to take place in January 2015 at the Copper Box.

LLDC has continued to support the **Echo** timebanking scheme. Echo has been established as a communities interest company and has a board in place. Echo staff have relocated to LLDC's offices and this has helped to ensure closer working with Park partners to encourage take up of the scheme. Membership of the scheme is now over 500 businesses members (and 507 individual members). The Legacy Corporation spoke at a No 10 round table on Sharing Economy, and contributed to the government report.

Interim Uses: The Legacy Corporation is developing smaller scale interim uses projects on the Park, focussing on establishing a Chobham Manor Mobile Community Garden. The brief for the design team has been established and the aim is to open to the public in the summer.

Construction has completed on the community centre, known as **Hub 67**, based at 67 Rothbury Road, next to Frontside Skate Park which has opened as a new focal point for residents, hosting events, classes and community groups.

Physical Regeneration:

The project to provide a new station entrance at **Stratford Regional Station** from the Carpenters Estate is being developed. The design team and the project management team have both been appointed and project is progressing well. Procurement of contractors will take place ahead of the anticipated start date of March 2016.

Work is continuing on the **Hackney Wick Neighbourhood Centre**, planning consultant procurement has now commenced and appointment should be complete by end of December. ITQs for development of identified Connectivity Projects have been returned and evaluated. Delivery and funding to be identified in order to progress project delivery. Work continues on improvements at Hackney Wick Station, construction options are being investigated and the scheme is due to complete in spring 2016.

Arts and Culture:

Carpenters Lock artwork has completed its two month long event programme raising awareness of the history of the lock, generating very positive reviews in the press, from the Canal and River Trust and from Park visitors.

The Arts and Culture team has been working to develop cultural stakeholder relations for 'Olympicopolis' the development of a higher education and cultural quarter on the Park.

Sustainability:

The Legacy Corporation has made good progress over the last quarter in its approach to compiling an approach to offset solutions, focussing in particular on Hackney Wick as a potential area for focussed offset solution funding, to align with the masterplanning activity for this area and the forthcoming investment that will be made available as part of the Eastwick and Sweetwater development. Carbon calculation methodologies have now been received and we will start to apply them to the list of projects we have potentially identified for offset solutions.

The asset disposal programme is going well, with assets now generating revenue and over 90% of assets disposed to date.

Work is close to completion on the Legacy Corporation's environmental engagement strategy and work is ongoing with a team of postgraduate students through the University of Cambridge's Management of Technology & Innovation project to examine the problem of quantifying carbon savings associated with behaviour change.

Key regeneration risks:

Summary	Impact	Mitigation
Green risk relating to construction communications	Impacts on the reputation of the corporation	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work
Amber risk relating to meeting priority theme targets and wider regeneration aspirations	Significant reputation impacts	A strong set of targets agreed through procurement and contracts. Close working with Partners

Planning Policy and Decisions

Progress against major milestones

Milestones for completion in 2014/15	Estimated date and comment
Local Plan: Complete publication local plan consultation	Consultation closed on 6 October.
Local Plan: Complete modifications following consultation and preparation of documents for submission	Completed Q3 2014/15
Local Plan: Submission of Local Plan	The Local Plan was submitted to the Secretary of State on 21 November as scheduled and the Planning Inspectorate have appointed inspector Jill Kingaby to hold the Examination into the Local Plan.
Section 106: submit annual monitoring report to Board	On track to finalise report Q4 2014/15
Draft CIL Charging Schedule	The CIL Charging Schedule has been completed for adoption and is on the agenda for Approval at the January 2015 Board meeting.

Targets

Targets	Performance and commentary
At least 70% of applications determined in time	Targets met in each month in this period (October 87%; November 83%; December 79%)
Number of enforcement cases closed per month	0 cases closed in this period, 38 open to the end of December

Commentary on key projects

The London Legacy Development Corporation has prepared its **Local Plan** and, following the last round of consultation between 18 August and 6 October 2014 (on the Publication Local Plan). It has now been submitted to the Secretary of State on 21 November 2014 for independent examination. An independent inspector has been appointed to conduct the examination to determine whether the Local Plan is sound. Further details are available on the Legacy Corporation's website: <http://queenelizabetholympicpark.co.uk/our-story/transforming-east-london/local-plan/examination-of-the-legacy-corporation-local-plan>

Legacy Corporation's Community Infrastructure Levy (CIL) charging schedule has been completed for adoption, which is on the agenda for this meeting.

The Development Management team is experiencing an increase in enforcement case work but progress continues to be made on complex enforcement casework (regularising) which will allow a number of enforcement cases to be closed in the first quarter of 2015. Planning Decisions Committee in this period considered a number of planning applications including Chobham Manor phase 2 detailed design, mixed use development at Roach Road in Fish Island, and a new 279 bed hotel off Great Eastern Road in Stratford town centre

Key Planning Policy and Decisions Team risks:

Summary	Impact	Mitigation
Amber risk about any delays to the programmes to develop the Local Plan and the Community Infrastructure Levy (CIL).	Negative financial and reputational impacts for the Corporation.	A programme of activities including evidence gathering, consultation and independent examination has been adopted for both the Local Plan and the CIL programme, to be monitored regularly by the LLDC Board.

4 Corporate

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, procurement and communications.

This includes work to develop the Smart London Plan, which aims for the Park to become one of the world's leading digital environments, providing a unique opportunity to showcase how digital technology enhances urban living. The aim is to use the Park as a testing ground for the use of new digital technology in transport systems and energy services.

Corporate

Progress against milestones

Milestones for completion in 2014/15	Estimated date and comment
Unqualified Audit Opinion	The Legacy Corporation received unqualified accounts for 2013/14. The accounts were approved by the Board in September 2014.

Targets and performance for 2014/15	Performance and Commentary
Health and safety: Targets are to complete transformation 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	No fatal injuries on site to date. There have been two RIDDOR incidents in this period making a total of three RIDDOR incidents between March and November 2014. Current figures show that Stadium construction has an accident frequency rate (AFR) of 0.25 and Real Estate construction projects have an AFR of 0.71. These are not meeting the target as even a very few incidents can mean the target is missed. However, adopting such a challenging target is appropriate and in practice great efforts are made to learn from any incident - especially when they impact on members of the public using the Park - and the Real Estate and Stadium programmes are robust and appropriately focused on preventing further accidents to reduce rates back towards the target.

Commentary on key projects

In November an updated 10 year plan was approved by Board for inclusion in the budget submission to GLA. The 2015/16 draft budget with indicative figure for 2016/17 was then submitted to GLA in December.

The Smart Park WiFi tender was a success and WiFi Spark have been chosen as LLDC's service provider; the planning, design and implementation phases are now underway. Three bids were received for the Smart Park App tender and Sports Revolution were appointed to develop and maintain the new App.

Following Jonathan Dutton's departure, Gerry Murphy, took up her position as the new Executive Director of Finance and Corporate Services in December 2014. The finance team has also been strengthened by a new Financial Controller, Richard Irish.

Key corporate support risks:

Summary	Impact	Mitigation
Red risk of changed VAT recovery rate for the Legacy Corporation.	Significant financial implications.	Ongoing discussions with HMRC.
Green risk that the Corporation does not have the capacity to deliver on areas of activity, particularly after the current comprehensive spending review period.	Impacts on the legacy programme, damage to the Corporation's reputation and increasing costs.	Ensure efficient use of available resources and continue to review organisational design. 10 year plan approved by Board and Mayor.