

**BUDGET  
MONITORING  
REPORT  
SEP 2017**

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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 September 2017. 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

	Year to 30 Sep 2017			Full Year 2017/18		
	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
<b>Capital Income</b>						
Development	(34,304)	(45,697)	11,393	(46,577)	(46,197)	(380)
Cultural and Education District	(115)	(7,202)	7,087	(441)	(14,404)	13,963
<b>Total Capital Income</b>	<b>(34,419)</b>	<b>(52,899)</b>	<b>18,480</b>	<b>(47,018)</b>	<b>(60,601)</b>	<b>13,583</b>
<b>Capital Expenditure</b>						
Development	17,629	38,211	(20,582)	41,656	82,838	(41,182)
Finance, Commercial and Corporate Services	480	996	(516)	1,932	6,456	(4,523)
Cultural and Education District	4,713	9,119	(4,405)	14,181	18,237	(4,056)
Park Operations and Venues – excl Trading	1,378	2,723	(1,344)	5,483	5,445	38
Regeneration and Community Partnerships	84	789	(705)	1,548	1,577	(29)
Stadium	10,760	6,607	4,153	26,334	13,214	13,120
Contingency (Cap)	0	0	0	5,259	11,052	(5,793)
<b>Total Capital Expenditure</b>	<b>35,044</b>	<b>58,443</b>	<b>(23,399)</b>	<b>96,394</b>	<b>138,819</b>	<b>(42,424)</b>
<b>Net Capital Expenditure</b>	<b>625</b>	<b>5,544</b>	<b>(4,919)</b>	<b>49,376</b>	<b>78,218</b>	<b>(28,842)</b>
<b>Revenue Income</b>						
Executive Office	(45)	(25)	(20)	(79)	(50)	(29)
Development	0	(69)	69	(99)	(138)	39
Finance, Commercial and Corporate Services	(91)	(43)	(48)	(254)	(86)	(168)
Park Operations and Venues - excl Trading	(2,579)	(1,520)	(1,059)	(3,916)	(3,040)	(876)
Park Operations and Venues - Trading	(4,189)	(3,232)	(957)	(7,732)	(6,463)	(1,269)
Planning Policy & Decisions	(795)	(535)	(260)	(1,600)	(1,070)	(530)
Regeneration and Community Partnerships	(215)	(94)	(121)	(222)	(188)	(34)
<b>Total Revenue Income</b>	<b>(7,914)</b>	<b>(5,518)</b>	<b>(2,396)</b>	<b>(13,902)</b>	<b>(11,035)</b>	<b>(2,867)</b>
<b>Revenue Expenditure</b>						
Communication, Marketing and Strategy	861	940	(78)	1,910	1,974	(64)
Development	19	58	(57)	0	115	(115)
Executive Office	994	1,059	(65)	2,211	2,118	93
Finance, Commercial and Corporate Services	2,603	3,171	(568)	6,209	6,447	(238)
Park Operations and Venues – excl Trading	3,896	4,106	(210)	8,513	8,212	301
Park Operations and Venues – Trading	3,760	4,362	(601)	8,060	8,723	(663)
Planning Policy & Decisions	1,612	1,144	468	2,752	2,287	465
Regeneration and Community Partnerships	1,612	2,249	(637)	4,437	4,460	(23)
Stadium	94	0	94	(25)	0	(25)
Contingency	0	0	0	817	932	(115)
<b>Total Revenue Expenditure</b>	<b>15,451</b>	<b>17,087</b>	<b>(1,654)</b>	<b>34,883</b>	<b>35,268</b>	<b>(384)</b>
<b>Net Revenue Expenditure</b>	<b>7,537</b>	<b>11,569</b>	<b>(4,051)</b>	<b>20,981</b>	<b>24,233</b>	<b>(3,252)</b>

	Year to 30 Sep 2017			Full Year 2017/18		
	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
<b>Trading</b>						
Timber Lodge Café	24	20	4	30	39	(9)
ArcelorMittal Orbit (AMO)	(426)	(55)	(371)	(479)	(110)	(369)
The Podium	(60)	(54)	(6)	(150)	(108)	(42)
London Aquatics Centre	821	1,073	(252)	1,687	2,147	(460)
Copper Box Arena	366	478	(112)	524	955	(431)
3 Mills Studio	(563)	(181)	(382)	(590)	(362)	(228)
Off Park Properties	(590)	(151)	(440)	(694)	(301)	(393)
<b>Total Trading Net (Surplus)/Deficit</b>	<b>(428)</b>	<b>1,130</b>	<b>(1,558)</b>	<b>328</b>	<b>2,260</b>	<b>(1,932)</b>

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	327,341	27,355	49,376	376,717	113,283	123,283

S106 & OPTEMS balance (£000)	19,327
CIL balance (£000)	4,219

## Capital

Slippage on capital projects, including the Legacy Communities Scheme (LCS) infrastructure works in Development, is causing the year-to-date underspend on capital expenditure. This relates, in part, to the Eastwick and Sweetwater development infrastructure works, which were delayed initially by design and planning issues but more recently by commercial-related matters. Full-year spend on LCS infrastructure is expected to be below budget, including for works in relation to Cultural and Education District (CED), Pudding Mill Lane and Rick Roberts Way, which will now be incurred in 2018/19 and beyond.

Other notable capital underspends are 3 Mills River Walls works, which are now expected to be delivered in 2018/19, and CED project costs, due to changes in the scheme since the budget profile was set. There is, however, a forecast overspend on Stadium due to funding for residual transformation works (but within the £323m cost envelope) and E20 Stadium LLP working capital injections.

Timing delays on capital receipts from the Chobham Manor development and philanthropic funding towards the CED project are causing the year-to-date adverse variance. While revisions to the Stratford Waterfront project were worked through, the fundraising activities of the independent charity, Foundation for FutureLondon, are suspended; as a result, no philanthropic receipts are now expected in 2017/18.

Capital income is forecast to be lower than budget for the year mainly due to the expected philanthropic funding towards CED moving into future years. Capital income, including receipts from the Chobham Manor development, is otherwise forecast to be in line with budget, albeit later in the year than anticipated.

## Revenue

Year-to-date income from revenue activities 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 on the ArcelorMittal Orbit and 3 Mills and increased income from the planning function, due to the increased number of planning applications being received. These favourable variances are expected to continue through to year-end.

The year-to-date revenue expenditure is below budget, mainly due to timing differences, some variances (such as reduced subsidy for the London Aquatics Centre and the Copper Box Arena under trading operations, offset by increased costs in the planning function, to deliver the income mentioned above) are forecast to continue through to year-end and report underspends. Overall, revenue expenditure is forecast to be slightly under budget (£0.4m) due to the aforementioned variations.

There are currently £0.1m of expected draws on revenue contingency relating to security, Hostile Vehicle Mitigation maintenance and marketing.

## UPDATE OF SAVINGS AND EFFICIENCIES

The 2017/18 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, together with a projected forecast for the year as at September.

LLDC Savings and Efficiencies	2017/18 £m	Savings achieved Sept YTD	Savings forecast for year
<b>Savings</b>			
Park Opening and Operations	459	301	459
Development	9	4	9
Regeneration	358	363	383
Planning Authority	0	0	0
Corporate, Finance and Contingency	792	739	1,188
<b>Total Savings</b>	<b>1,618</b>	<b>1,407</b>	<b>2,039</b>
<b>Efficiencies</b>			
Park Opening and Operations	506	181	225
Trading (net)	953	2,057	3,491
Development	(36)	(34)	(49)
Regeneration	39	31	39
Planning Authority	36	(193)	(269)
Corporate, Finance and Contingency	730	641	828
<b>Total Efficiencies</b>	<b>2,229</b>	<b>2,683</b>	<b>4,265</b>
<b>Total Savings and Efficiencies</b>	<b>3,847</b>	<b>4,090</b>	<b>6,304</b>

At the midway point through the financial year, LLDC have exceeded the target savings and efficiencies and are therefore on track to deliver the savings and efficiencies projected in the budget and exceed the overall target. The quarter has been particularly strong for Trading. More detail is set out below.

## SAVINGS

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

- major sports programme;
- LDA novated sites expenditure – both on target to be delivered.

Regeneration savings are delivered from budgeted reductions in:

- community and business engagement;
- arts programming – both on target to be delivered.

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 has been created from brought forward revenue reserves. Forecast spend on reactive security measures remains well within provision.
- £0.3m pan-LLDC revenue staff costs – on target to date but under pressure from increases in events and planning staff (covered by additional income), and changes in mix of finance/commercial staff between capital and revenue.

## EFFICIENCIES

Park Opening and Operations efficiencies are largely driven by:

- a further 3.5% savings on the Engie Estate & Facilities Management (EFM) contract – negotiations in train; the contract has delivered significant efficiencies and costs avoided over the last two years through improved contract management.
- increased commercial, rental and event income.

Trading efficiencies are driven by:

- reductions in subsidies for the London Aquatics Centre and the Copper Box Arena (£0.8m) are close to being achieved in this quarter and are forecast to be exceeded in the year, helped by a rates rebates on both venues. The Corporation also needs to ensure that the significant efficiencies on lower utilities costs from spend to save initiatives are retained but excellent progress on improving the performance of the LAC;
- reduction in the subsidy on the ArcelorMittal Orbit (£0.3m) - performance has been turned around with the addition of the slide from loss making to profitable – efficiency forecast to be exceeded;
- 3 Mills net receipts, currently exceeding budget, are forecast to continue through the current year – thereby efficiency forecast to be 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 across marketing and communications – some risk to delivery;
- £0.2m efficiencies in non-staff costs and training and development – on target to be delivered;
- £0.1m insurance efficiencies (on top of significant efficiencies last year on premium costs due to a review of risks covered)- currently slightly behind, but on target to be delivered by year end;
- £0.2m IT efficiencies – on target to be delivered.
- £0.1m income from renting desks over the summer – on target to be 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	Estimated date and comment
Start on site at East Wick and Sweetwater.	The Reserved Matters Application for Phase 1 was granted planning permission in January 2017 and start on site is planned for March 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, informed by a capacity study which completed in this period and a water drainage study jointly commissioned with LB Newham.
Prepare development strategy for Pudding Mill Lane.	Development of business case to commence following agreement of housing strategy with Board and the GLA.
Complete the Hackney Wick station improvement works.	Programme on schedule to complete by March 2018 following successful completion of Easter blockade construction.



Milestones for completion in 2017/18	Estimated date and comment
Appoint a developer for Hackney Wick Neighbourhood Centre.	Outline planning application for the masterplan for the area was granted by the Planning Decisions Committee (PDC) at its April 2017 meeting and the procurement strategy approved by LLDC's Investment Committee in June 2017. Procurement is due to commence by the end of the financial year.
3 Mills future strategy.	Discussions with GLA and partners ahead of presenting a delivery strategy to the Investment Committee.
Bromley by Bow: agree strategy.	LLDC has worked alongside a range of key stakeholders in the area including local landowners and as a result the first two planning applications have been submitted by Lindhill and Danescroft. Dialogue also remains ongoing with the remaining landowners as they seek to move forward with the redevelopment of the rest of the Bromley by Bow area.
Deliver an effective and responsive planning service. At least 70% of applications determined in time.	This has been exceeded each month in this quarter, including 97% determined in time in July 2017.
Planning: Number of enforcement cases closed per month.	Following the closure of 10 cases in June 2017 there have been no cases closed in this period. 9 Cases remain open.
Publication of SPDs for Bromley by Bow, Hackney Wick and Fish Island, and Pudding Mill.	Bromley by Bow and Pudding Mill Lane SPDs have been published. Hackney Wick and Fish Island SPD is due to go to Board in November 2017.
Marshgate Lane road adoptions complete.	To be adopted by the Local Authority by the end of the calendar year following completion of feeder pillars work.
Further completion of units at Chobham Manor.	165 homes in blocks 1A, 1D and 1C are all now complete and occupied. Block 1B (94 homes) is on track to complete in autumn 2017.

# 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) will start to re-locate into IQL in the next period. Other organisations such as Financial Conduct Authority (FCA), Cancer Research UK and the British Council are also planning to 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 Neighbourhood Centre of Hackney Wick all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the 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 powers 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	Estimated date and comment
Establishment of Park-wide construction Shared Apprenticeship Scheme.	Working with local boroughs to establish model for delivery ahead of going to the market.
Launch and delivery of Building Information Modelling curriculum in local schools and colleges.	Sarah Bonnell school in Newham and George Green school in Tower Hamlets have signed up to the implementation of Design Engineer Construct in the 2017/2018 academic year.

## PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
<p>Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.</p>	<p>The National Construction College (part of CITB) have been appointed to deliver this year’s demand-led construction training programme. The first introduction to Dry lining course is scheduled to start on 23rd October, followed by Formwork, Site Safety courses and Introductory scaffolding training. Consultations ongoing with borough partners and contractors on the Park to establish requirements for a demand led construction training programme for 2018/19.</p>
<p>10 local people commence bursary placements with Loughborough University London 2017/18.</p>	<p><b>COMPLETE</b></p> <p>10 students commenced fully with funded bursary places course with Loughborough University.</p>
<p>Provide start-up support to 45 entrepreneurs with Echo ++ enterprise support programme.</p>	<p>2017-18 objectives and plan agreed. Monitoring and evaluation outputs reviewed. Partnership building (including CED partners) underway for upcoming programmes Weekender, Creative++ and Fashion ++</p>
<p>15 local young people to access digital, media, tech apprenticeships linked to Park based activities.</p>	<p>Programme ongoing: 15 apprentices are confirmed to be from the Host Borough* (from a total of 18 – the other 3 are from the other 2 Growth Boroughs of Greenwich and Barking &amp; Dagenham). *Host Boroughs are London Borough of Newham, Tower Hamlets, Hackney and Waltham Forest.</p>
<p>Delivery of annual Apprenticeship Awards.</p>	<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 September 2017</p> <ul style="list-style-type: none"> <li>• 30% of construction employees working on the Park are Host Borough residents</li> <li>• 58% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 8% of the workforce are disabled people</li> <li>• 5% 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>• 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>• 31% 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 in the next report</li> </ul> <p><b>Estates and Facilities</b> workforce targets:</p> <p>As of August 2017 the workforce performance is shown below:</p> <ul style="list-style-type: none"> <li>• 68% workforce Host Borough residents</li> <li>• 65% workforce are from BAME groups</li> <li>• 33% workforce are women</li> <li>• 6% workforce are disabled people</li> <li>• 10% of workforce are apprentices (figures as of March 2017)</li> </ul>

# 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.

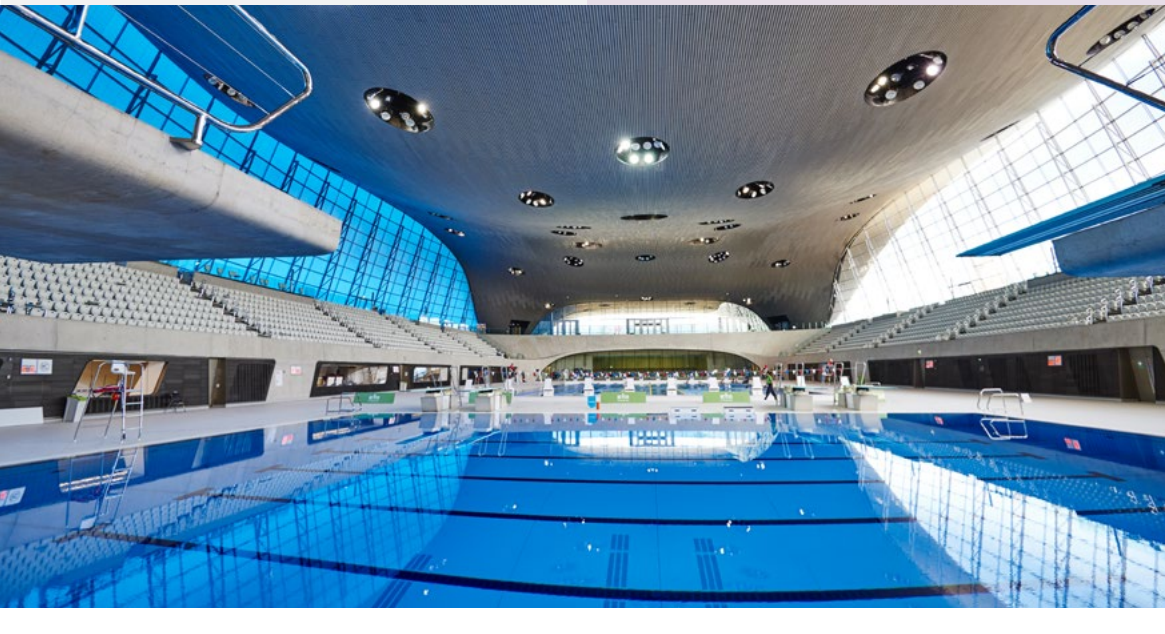

The Queen Elizabeth Olympic Park brand already competes well against other destination hubs, and has a broad profile that is felt to be 'different' to existing offers.

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 2017/18	Estimated date and comment
<p>Host the 2017 World Athletic Championships and World Para Athletics Championships.</p>	<p><b>COMPLETE</b></p> <p>The events were held successfully this summer, see below for further details</p>
	
<p>Maintain Green Flag status for the Park.</p>	<p><b>COMPLETE</b></p> <p>This was awarded for the fourth consecutive year in July 2017.</p>
<p>Successful transition and handover of QEOP Car Park Operations and Parking Enforcement service to new operator.</p>	<p>Tender documents being scoped, aiming for contract award in the next period.</p>
<p>Maintain estate strategy and property documentation, including Asset Register.</p>	<p>Work ongoing to set up an estates terrier, scheduled to be operational in the next period.</p>
<p>Deliver two community events on QEOP (Big Lunch and Harvest Stomp).</p>	<p><b>COMPLETE</b></p> <p>The Great Get Together (incorporating Big Lunch) was held on 18 June 2017 and the Harvest Stomp took place on 24 September 2017.</p>

Target for 2017/18	Performance to date
Estimated 5,600,000 visitors to the Park.	Figures to September 2017 show 4,424,387 visitors to the Park in the first 6 months of 2017/18. Figures up on 2016/17 due in part to increased visitors for the summer of athletics.
London Aquatics Centre throughput of 1m.	Figures to September 2017 show 552,731 visitors the venue in the first 6 months of 2017/18. Figures up on 2016/17.
	
Copper Box Arena throughput of 440,000.	Figures to September 2017 show 187,063 visitors to the venue in the first 6 months of 2017/18. Figures slightly down on 2016/17.
ArcelorMittal Orbit throughput of 220,000.	Figures to September 2017 show 108,479 visitors to the attraction in the first 6 months of 2017/18. Figures up slightly on 2016/17.
	

# 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	Estimated date and comment
Progress design, planning and procurement for the Culture and Education District.	Outline planning submitted for UCL East for determination in the next period. Masterplanning for Stratford Waterfront continues, public consultation to commence in the next period. RIBA stage 2 has commenced. Outline Business Case Update awaiting approval by Government (subsequently approved in October 2017).
Continue to work with CED partners and Foundation for FutureLondon to facilitate the development of the partnership so as to ensure the continued delivery of the CE-D strategic objectives and to maximise the value of the cluster.	Strategic Delivery Plan for CED setting out partner plans in the area approved. FFL continue to develop fundraising plans.



## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
<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>	<ul style="list-style-type: none"> <li>– Continued engagement with schools via Go! schools network. About 200 schools regularly engaged through the network.</li> <li>– Activities promoted to schools included for example: Athletic at the Community Track, Ashden Less CO2, Canal and River Trust GO! school event.</li> <li>– Revised education strategy agreed with the CED partners.</li> <li>– UCL Engineering tutoring programme recruitment of schools underway (5 primary and 5 secondary). Sessions to start November.</li> <li>– Sadler's Wells initial activity commenced at Mossbourne Riverside Academy</li> <li>– London College of Fashion's fashion learning resources developed</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>
<p>Deliver successful Park Champions programme.</p> 	<p>Investor in Volunteers status awarded. Most recent volunteer numbers (April 2017) show 345 volunteers, of which 46% are local, so far 3504 hours volunteered. Female/male split 36/64%.</p>

Target for 2017/18	Performance to date
<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>Chobham Manor’s Living Arts Festival took place in this period.</p> <p>East Wick and Sweetwater: Action plan for 2017 developed. Library Working Group established with EWS and first meetings held. Site relations planning underway for Specified Infrastructure Works.</p> <p>London Stadium: community steering group reactivated with LS185- focus on the community track.</p> <p>CED: Engagement activity of the CED partners currently focused on East Education programme.</p>
<p>Meet Motivate East targets (Feb 2016 – Feb 2018) - Throughput of 33,998 attendees taking part in inclusive sport.</p>	<p>Figures to Aug 2017 show throughput of 37,402. Overall target for the two year programme has been met after 18 months.</p>
<p>Meet APAP targets: Throughput from March 2017 to Feb 2018: 84,032.</p>	<p>Figures to Aug 2017 show throughput of 44,943.</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	Estimated date and comment
Annual Environmental Sustainability Report published.	The report is scheduled for publication in the next period.
Advanced mobility prospectus launch.	Funding and other opportunities for autonomous vehicles on the Park are being examined.
Progress IT service delivery re-procurement.	Decision made on service approach. A structured discovery framework has been put in place and preparation work continues.
<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.	There have been no reportable accidents in this period representing a rate of 0.0.

Milestones for completion in 2017/18	Estimated date and comment
Unqualified annual accounts for 2017/18.	<p><b>COMPLETE</b></p> <p>Accounts for 2017/18 signed off by the Board and unqualified audit opinion issued in July 2017.</p>
Commence public consultation on scope of Local Plan review.	Initial consultation due to commence in the next period, see update below.