

Subject: Chief Executive's report to the LLDC Board
Agenda item: Public Item 4
Report No: 1
Meeting date: 28 May 2013
Report to: Board
Report of: Dennis Hone, Chief Executive

FOR INFORMATION

This report will be considered in public

1. SUMMARY

- 1.1. This report provides progress updates on the activities of the London Legacy Development Corporation (LLDC or Legacy Corporation) for the May 2013 Board meeting, in particular activities that have taken place during April and early May 2013. The attached Corporate Performance Report covers activities during the January to March 2013 quarter, including a financial report, an update on progress against milestones from the LLDC's Three Year Business Plan and an overview of key achievements.

2. RECOMMENDATIONS

- 2.1 The Board is invited to **NOTE** this report.

3. PRESS AND BROADCAST CENTRES

- 3.1. LLDC and iCITY signed a deal for the Press and Broadcast Centre which means that the legacy of all eight permanent venues is now secure. This was launched with an announcement by the Mayor of London and LLDC on 16 May. iCITY will invest more than £100million to make an attractive and vibrant location where creative and digital companies will locate, creating over 4,500 jobs in the building and around 2,000 more in the local area.
- 3.2. The first tenant for the Broadcast Centre, BT Sport, launched their new television channels on 9 May marked by a tour of the new space with journalists and guests and a roundtable event with iCITY. Other confirmed tenants include Loughborough University, Infinity (data centre services), and Hackney Community College which will establish a new digital apprenticeship programme at iCITY.

4. PARK TRANSFORMATION AND RE-OPENING

- 4.1. **Handover** of the Olympic Park from LOCOG to LLDC completed in January 2013 and has allowed **Transformation** works to commence, to Clear, Connect and Complete the Park. Progress so far can be found in the attached Transformation dashboard. In addition, LLDC took handover of a transformed area of parkland in May from the transformation contractor which will be maintained as part of the

Estates and Facilities Management contract. Waterden Road re-opened to road traffic on 13 May 2013

- 4.2. Figures to date show that LLDC's **Job and Apprenticeship Brokerage** project for Transformation has a total of 52 apprentices working on the Park which is 4% of the workforce, exceeding LLDC's target of 3%. As of 31st March the percentage of local employees working on the Park with BAM Nuttall is 41% and with Balfour Beatty Workplace is 22% against the target of 25%. 18% of the Transformation workforce were previously unemployed, exceeding the target of 10% and contributing to the aim of addressing entrenched worklessness. Nine Transformation related contracts have now been awarded to local firms.
- 4.3. **Park re-opening:** the programme is on track to ensure that the Park and venues can be successfully re-opened following the Transformation programme, with the North Park due to open on 27th July 2013 and the South Park in spring 2014.
- 4.4. There are a number of activities underway related to events, programming and marketing to ensure that the Park is a successful visitor destination when it re-opens. LLDC has recently launched its branding for Queen Elizabeth Olympic Park and it has selected a company to provide CCTV for the Park following a procurement exercise.
- 4.5. The first café on Queen Elizabeth Olympic Park will be operated by the Camden Society and named Unity Kitchen Café. The Café will be one of four permanent cafés and four permanent kiosks across the 226 hectare (560 acre) site and will be the first to open on the Park in July 2013 in the North Park. Alongside the Café there are two community rooms, which will be run by Community Links.
- 4.6. Café operators on the Park in the Copper Box, Aquatics Centre and North and South Park hubs have signed up to deliver the Food Legacy Pledge, as supported by the Mayor of London. This requirement has also been included in the South Park operator tender.
- 4.7. LLDC is progressing plans for a **Canal Park** which will be a linear park on the western side of the park along the Lea Navigation Canal will be the final piece in creating a world class parklands on the Queen Elizabeth Olympic Park. LLDC intends to submit the first phase of the Canal Park planning application in early June for determination in September so that work can commence and be completed by spring 2013. In May, LLDC will also submit The Canal Park Design Guide for planning which sets out the principles for the long term future of the Canal Park.

5. SUMMER 2013 EVENTS

- 5.1. LLDC is continuing preparations for its Major Events series this summer. A number of announcements were made confirming events and artists for the events. The programme of activities includes:
 - 29th and 30th June: Hard Rock Calling – artists including Bruce Springsteen & the E Street Band, Kasabian, Paul Weller and the Black Crowes.
 - 6th July: Summer Stampede – artists including Mumford and Sons, Vampire Weekend, Ben Howard and Haim.
 - 12th – 14th July: Wireless – artists including Justin Timberlake, Jay Z, Emile Sande and Will.I.Am.
 - 19th July: Join In event to encourage London 2012 volunteers to be more active in their local communities.
 - 20th July: Electric Daisy Carnival – artists including Tiësto, AVICII, Steve Angello and Goldie.
 - 21st July: National Lottery Anniversary Run.

- 26th – 28th July London Anniversary Games.
 - 27th and 28th July: Open East Festival - an event aimed at all age groups including music, theatre, literature, dance and food.
 - 4th August: Ride London – a cycling festival with two races that start in the Queen Elizabeth Olympic Park.
 - 16th – 18th August: Lollibop festival – an event where all the entertainment is aimed at children under 10 and their families.
 - 7th September: Paralympic Anniversary Festival
- 5.2. A report on safety readiness is being considered as a separate item on the agenda. This sets out the arrangements in place for health, safety and public safety during the events programme to be held in the summer of 2013. The report also describes how the arrangements are to be coordinated with the ongoing transformation work and steady state operations on the Park.
- 5.3. LLDC is piloting a volunteering programme focused around the 2013 summer events series and welcoming visitors to the north Park as it reopens to the public. Up to 650 volunteers will be recruited for summer 2013 through local borough and other volunteering networks as well as through Team London. A volunteer management agency is being procured to support the delivery of this programme. Volunteer recruitment is taking place in May and training throughout June. The volunteering programme aims to increase skills, training and employability as well as, over time providing a valuable way of strengthening communities.

6. PARK IN PROGRESS VISITS

- 6.1. It is estimated that circa 45,000 people will have visited the Park since the Park in Progress visits commenced in March 2013. The final six dates were cancelled at the very end of the run in June due to the construction programme in the South of the Park and the requirement to prepare the area for the summer stadium events.

7. STADIUM

- 7.1. It was confirmed that the Stadium will host five matches at the Rugby World Cup in autumn 2015. This will include pool games involving South Africa, New Zealand and France as well as hosting the match between Ireland and Italy. The bronze match between the losing semi finalists will also be held at the Stadium.
- 7.2. The first sporting event to be held in the Stadium since the Olympic and Paralympic Games was announced: The National Lottery Anniversary Run on Sunday 21st July 2013 will give up to 10,000 members of the public the opportunity to take part in a five mile run culminating in the Stadium running track. The Stadium will then hold the London Anniversary Games: three days of athletics from 26th to 28th July, with IAAF Diamond League action scheduled on Friday evening and Saturday afternoon. The final day will be devoted to showcasing the Paralympic winners of 2012.
- 7.3. On 26 April 2013 the High Court refused permission to grant permission to Leyton Orient Football Club (LOFC) to pursue their judicial review application against the Legacy Corporation. The Court made no order as to costs. LOFC had 7 days to file a renewal application asking for this decision to be reconsidered at an oral hearing, and LLDC was notified on 3 May that they have done so. If they are unsuccessful at the oral hearing stage, they may seek to appeal the decision to the Court of Appeal.

8. LEGACY COMMUNITIES SCHEME

- 8.1. The Zonal Master Planning submission for Chobham Manor, LLDC's first housing development, has been submitted by the developers and will be determined by the Planning Authority in August 2013.
- 8.2. In a joint submission between LLDC, ODA and AECOM the plans for the Park won two awards at the RICS London 2013 Awards, winning in the Regeneration category as well as the overall project award which was selected from the winners of each of the eight award categories.
- 8.3. The LLDC Custom-build survey had 520 respondents. As well, there has been considerable media coverage about the study in the press and on television. LLDC continues to receive enquiries about custom-build and to that end is keeping a register of interested parties. The viability study will be completed in early June after which it will be presented at Investment Committee.

9. SPORTING LEGACY

- 9.1. The Take 12 challenge to increase physical activity levels in the Growth Boroughs has secured over 10,000 registered users, the Barry McGuigan Boxing Academy project has delivered three health initiative day sessions to encourage inactive residents in the four Park boroughs into structured exercise, and the Happy Heart project is delivering a 6-week fitness education course to 8-11 year olds across primary schools in Newham, Tower Hamlets and Hackney, with delivery to three schools in Waltham Forest complete.
- 9.2. The Make a Splash mobile pool, a project between LB Waltham Forest, the GLA and LLDC completed its residency at The Score Centre, Leyton, with over 1,200 participants taught to swim in the 12-week programme. LLDC will continue to signpost new participants to the pre-Park opening programme working with GLL.
- 9.3. Delivery has commenced on the 'Active People, Active Park' pilot programme, a range of targeted testing activities to engage specific groups in sport and physical activity to improve their physical and/or mental health and quality of life, with a view to extending the projects into the Park, working in partnership with the Growth Boroughs, Age UK, Active Newham, Sports Leaders and London Youth amongst others.
- 9.4. LLDC met with Sport England to assess interest from National Governing Bodies (NGBs) in using the Park and venues, working closely with venue operator Greenwich Leisure Limited (GLL), and discussions are ongoing with British Swimming and other NGBs for high performance squads to use the Aquatics Centre and Copper Box.
- 9.5. Loughborough University announced plans to open a postgraduate campus in the former Press and Broadcast Centres, and LLDC will meet the University in May to discuss high performance sports on the Park.
- 9.6. GLL is preparing for the Copper Box re-opening in July and, supported by LLDC, will work with local schools, youth groups and residents to signpost the venue, and will offer taster and community events in July and August. LLDC has received an active recreation proposal from GLL for a programme of sport and healthy living activities on the Park.

10. SOCIO ECONOMIC

- 10.1. LLDC has been working with GLL to encourage local people to apply for jobs in the Copper Box which will open to the public in July 2013. 143 people attended a screening event; 102 were shortlisted for interviews and there have already been some job offers made with more expected shortly. A more detailed update including

information about the diversity breakdown of applicants will be made in the next report.

11. ARTWORK ON HOARDINGS

- 11.1. After undertaking a UK wide competition for a facilitator to curate and deliver an ambitious scheme of artworks on 3.5km of hoardings, we have selected a consortium of two east London based companies and are finalising details with them before signing the contract. Their proposal includes artworks by local and international artists and a wide reaching community engagement programme which will involve local people, business and organisations in the making of the artworks.

12. HEALTH AND SAFETY

- 12.1. LLDC remains committed to promoting the highest standards of Health and Safety in the delivery of the Legacy Corporation's services and activities. The most recent Departmental review has been initiated by Real Estate, where work is also being undertaken to create a Health and Safety Standard for work to deliver the Legacy Communities Scheme.
- 12.2. The Transformation team working closely with the Mace PMP staff continues to seek to drive high standards through the leadership team (SHELT), by Project Sponsors engaging with the contractors directly and with frequent site tours; the results in terms of infrequency of serious incidents is promising. Work continues to achieve compliance with the TfL/CrossRail HGV standards for the protection of cyclists and pedestrians. Although targeted at construction traffic, LLDC is seeking to extend this to the event operators.
- 12.3. The occupational health programme has focused on work-related issues but also high levels of engagement were achieved on site with a Bowel Cancer week. Health checks were also "advertised" as part of the 100 days to go events on the Park. A special site day is planned for 6 June, to highlight environmental, health and safety matters to coincide with World Environment Day and reflect on progress to date as handovers from construction to FM/Park Operations commence.
- 12.4. The arrangements for Park Opening were explored in a detailed one day workshop in the Stadium. The next stage will involve venues operators, EFM providers and others in the discussions. The arrangements and documentation for the summer events continue to be developed.
- 12.5. The LLDC Executive is to be invited to join all Departments into the Stress Management work being undertaken by our occupational health advisor for Transformation. The Health and Safety Policy is being updated to reflect the wide range of LLDC activities.

13. PLANNING COMMITTEE

- 13.1. At the last meeting, the Board approved the revised membership of the Planning Decisions Committee including four independent members subject to the agreement by the Mayor of London to the appointment of the independent members in line with the Localism Act. Three independent members were appointed in April – Lynda Addison, Joanne Moon and Dru Vesty – and a further round of recruitment was undertaken to identify a fourth independent member with a background in design and architecture. I am pleased to update the Board that a candidate has been selected and approval of their appointment has been sought from the Mayor. The Mayor is expected to confirm his approval imminently and following this, an appointment letter will be issued to the fourth independent member of the Planning Decisions Committee.

14. LEGAL IMPLICATIONS

- 14.1. Legal and procurement advice has been obtained in relation to the above activities.

15. APPENDICES

Appendix 1 – LLDC Corporate Performance Report January to March 2013

Appendix 2 – Transformation Monthly programme dashboard (exempt information)

List of Background Papers

- None

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London Legacy Development Corporation
Corporate Performance: January - March 2013



Aerial view of the transformation of Queen Elizabeth Olympic Park - January 2013

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 Corporation) Business Plan for 2012/13 – 2014/15 and sets out information about the Corporation's financial performance. The Business Plan can be found on the LLDC's website:

http://www.londonlegacy.co.uk/media/LLDC_Business_Plan_260712.pdf

The first section provides information about **financial performance**. Subsequent sections are grouped by theme: **Park Opening and Operations; Real Estate, Regeneration and Design; Planning Policy and Decisions; and Finance and Corporate**. Each section includes progress against milestones, progress in major projects and key risks. The Regeneration section also includes monitoring information about the Corporation's performance against targets, the measurement of which will commence as projects start to be delivered.

Summary of progress in the quarter

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

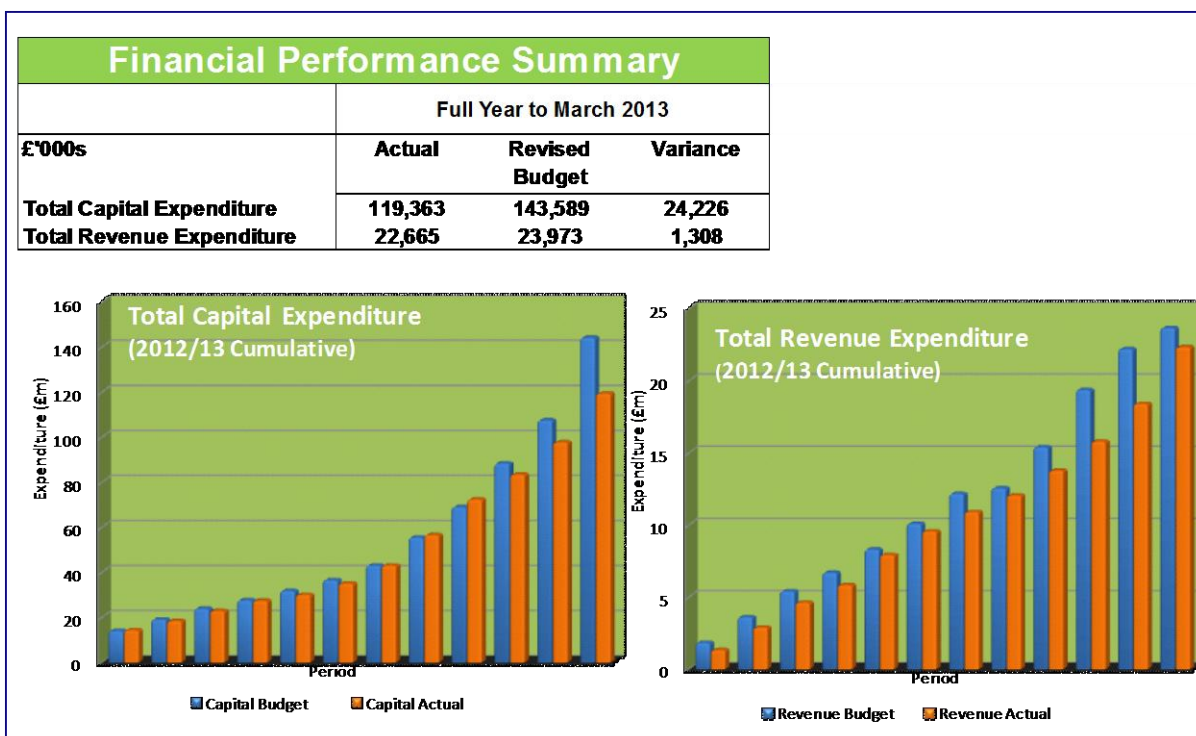
- Confirmed the legacy use of the Stadium with a 99 year concession agreement with West Ham United; commenced operator and fit out procurements. Submitted planning application.
- Completed handover of the Press and Broadcast Centres from LOCOG to LLDC; occupation of the Broadcast Centre by its first tenant (BT Sport).
- Awarded contracts for the North Park opening event and series of large scale outdoor concerts and festivals in the Park in summer 2013 and announced some of the events.
- Gained planning approval for the Gainsborough School Bridge.
- Launched Park in Progress visits in the Park.
- Completed Local Plan Early Engagement formal consultation.
- Secured partnership funding and launched LLDC's Paralympic legacy programme.
- Launched the Take 12 Challenge programme to encourage physical activity.
- Gained approval for LLDC's Three Year Business Plan.

Goals for the next period

Some of the key goals for LLDC for the period from April 2013 to June 2013 are to:

- Sign an agreement for lease with iCITY for the tenancy of the Press and Broadcast Centres
- Continue planning for and promotion of the Summer Events series.
- Complete construction of the Park Headquarters
- Appoint a CCTV provider for the Park.
- Appoint an operator for the North Park Hub.
- Open Waterden Road.
- Submit Zonal Masterplan for the Chobham Manor development
- Submit Community Infrastructure Levy and Section 106 reports to the Planning Committee
- Complete competition for artworks on hoardings on the Park

1. Financial summary and commentary



Capital

LLDC's Capital expenditure for the year was £119.4m against a revised budget of £143.6m, a 16.9% underspend. The key driver for this underspend was the delay in carrying out works in the All Park workstream within Infrastructure (£12.2m) as a result of the adverse weather conditions experienced between January to March. The delays are expected to be recovered during April to July 2013 to ensure works are completed in time for Park Opening. Cost control on the works performed was good resulting in the originally budgeted £9.4m contingency still being available to cover costs in 2013/14.

Revenue

Revenue expenditure of £22.7m was 5.5% underspent against a revised budget of £24.0m. This was largely due to the Park not being liable for the expected business rates in 2012/13 and an underspend in the IT workstream due to a reclassification of costs to the capital budget. A more detailed breakdown is presented below.

£'000s	Full Year to March 2013		
	Actual Outturn	Revised Budget	Variance
<u>Capital Expenditure</u>			
Park Opening and Operations	92,345	105,798	13,453
Real Estate and Regeneration	18,379	19,489	1,110
Finance and Corporate	8,639	18,302	9,663
	119,363	143,589	24,226
<u>Revenue Expenditure</u>			
Park Opening and Operations	5,428	5,769	341
Real Estate and Regeneration	4,807	4,786	(21)
Planning Policy and Decisions	206	463	257
Finance and Corporate	12,224	12,955	731
	22,665	23,973	1,308

Capital Expenditure

The underspend within Park Opening and Operations is largely on Transformation works with the prolonged adverse winter weather delaying groundworks activities. Recovery on this work started in late March and the delays are expected to be fully recovered by July in time for Park opening. Other delays include the re-design of Waterden Road, a redesign of a bridge landing and the removal of temporary seating at Eton Manor and the Aquatics.

The Real Estate and Regeneration underspend is due to delays in works including on the 3 Mills site, Gainsborough Bridge/Fields and the Dents in the Fence project. All of these delays are expected to be recovered in 2013/14.

The Finance and Corporate underspend includes the £9.3m of contingency remaining at the yearend, largely due to the delayed expenditure on Park transformation works. This will be carried forward to 2013/14.

Revenue Expenditure

Following the slippage of budget to 2013/14 for the delayed crowd management modelling, hostile vehicle mitigation and EFM (Estate Faculties Management) projects the residual outturn underspend reflects savings across various projects, including £150k on the Park Opening Plan.

Planning Policy and Decisions have underspent, by£113k, against their planned expenditure of £567k due to delays in developing proposals for the Community Infrastructure Levy and the Local Plan. Adding to this are planning fee receipts of £248k, £144k more than the expected receipts, due to a number of large-scale development applications.

The Finance and Corporate underspend is almost entirely due to the favourable decision regarding business rates on the Park following an assessment by the local valuation office.

2. Park Opening and Operations

The work in this area in 2012/13 is focussed on action to ensure that the Queen Elizabeth Olympic Park (the Park) and its venues can be successfully re-opened. This includes: 102 hectares of parkland; the Stadium, Aquatics Centre, Copper Box and ArcelorMittal Orbit; the Velopark and Eton Manor.

Park opening and operations is facilitated by a programme of infrastructure works to transform the Park into London's newest destination.

Work is also being done to ensure that the Park will open with a programme of events and visitor attractions to establish its reputation as a compelling visitor destination, and ensure that the Park operations are in place from opening day onwards. This area also includes work to confirm the legacy use for the Stadium.

Progress against major milestones

Park opening and operations	Target date	Estimated date and comment
Mobilise transformation works: clear, connect, complete	2012/13	Complete: Transformation works have commenced following handover post Games.
Park Handover to LLDC from LOCOG	2012/13	Complete: All assets and venues have been handed over to LLDC
First area of Park (North Park) open	July 2013	On schedule to open on 27 July 2013
South Park Opening	Spring 2014	On schedule to open in Spring 2014
Announce legacy uses for Stadium	2012/13	Complete: the deal with West Ham United Football Club that confirms the Premier League club as the Stadium's long-term anchor tenant was signed in March 2013.

Commentary on key projects

The major focus of LLDC's work in this period has been to ensure that preparations are made to open a high quality Park on time (North Park on 27 July 2013; South Park in Spring 2014). The Park Opening plan monitors and coordinates the workstreams needed to deliver Park opening; LLDC is currently on schedule to meet these Park opening milestones. In January 2013 LLDC announced a partnership music promoter Live Nation to bring a series of concerts and festivals to Queen Elizabeth Olympic Park this summer, ahead of its full opening in spring 2014. Activities in key Park Opening workstreams are summarised below:

Park Handover and Transformation: of the Olympic Park from LOCOG to LLDC completed in January 2013 and has allowed **Transformation** works to commence, to Clear, Connect and Complete the Park. This includes clearing temporary Olympic and Paralympic Games structures (such as the temporary seating "wings" on the Aquatics Centre); connecting the Park to local communities through the construction of footpaths, cycle ways, bridges and underpasses; and completing the new park through construction of new features such as the creation of parklands. The programme is on track to ensure that the Park and Venues can be successfully re-opened following the Transformation programme.

Progress in this period includes: work has continued to remove the temporary stands from the Aquatics Centre; seating removal is complete in the Basketball and Waterpolo arenas; Waterden Road construction has progressed on schedule for completion in May 2013; and North Park Hub building works are progressing to programme.

North Park and Hub: LLDC went to the market in November to appoint a North Park Hub operator to run the 80 seat cafe in the North Park and the community meeting rooms. An operator was selected in late December and the final contract negotiations are expected to conclude in the next period, in readiness for the North Park reopening in July 2013.

Park Operations: work is ongoing to ensure that the Park will operate smoothly from day one after Park opening. Work includes the mobilisation of venue operators and delivery of the estates and facility management contact. Construction of the **Park Headquarters**, an on-site based for Park operations at Pudding Mill Lane, has continued for completion in the next period.

South Park Plaza and Hub: work has continued to create 11.3 acres of Parkland, known as the South Plaza, situated in the south of Park in the area between ArcelorMittal Orbit, the Aquatics Centre and the Stadium. The plans include a dynamic, landscaped area dedicated to entertainment and cultural activities, a 12m wide tree-lined promenade, an interactive 'labyrinth' fountain, a classic carousel, performance space and a play space with climbing wall descending to the canal-side. Construction has continued on a park hub adjacent to the ArcelorMittal Orbit housing its box office, a café and roof-top pavilion with views across the Park.

LLDC has gone to market for **CCTV** provision, with a provider to be selected in spring 2013; a project consultant to advise on **signage and wayfinding** has been appointed and the strategy is being updated.

Events and Interim uses: LLDC has announced details of the large-scale concerts taking place on the Park in summer 2013. The Yahoo! Wireless festival takes place over three days from Friday 12th July and will be headlined by JAY Z and Justin Timberlake, tickets are available at <http://www.wirelessfestival.co.uk/> The Hard Rock Calling Festival takes place on the weekend of 29th June, headlined by Bruce Springsteen and the E Street Band and Kasabian. Tickets are available at <http://www.hardrockcalling.co.uk/> . For both festivals a number of tickets were held for five days to allow residents of the local boroughs of Hackney, Newham, Waltham Forest and Tower Hamlets to purchase tickets.

LLDC is also working in partnership with the Barbican and east London arts venture Create London, to host the Open East Festival on the Park on the weekend of 27th July (the anniversary of the Opening Ceremony of the London 2012 games). Open East will bring a weekend of music, food, art and theatre inspired by east London to the Park, information about tickets and programme information will be available soon.

The Stadium will also open that same weekend for three days of athletics: the London Anniversary Games. The Park will provide the start for Prudential RideLondon-Surrey 100 on 4th August, with 20,000 riders following a similar route to that of the London 2012 Olympic Road Cycling Races.

Venues: The **Aquatics Centre** is due to open to the public in Easter 2014. The venue's temporary seating wings are being removed to bring the capacity down from 17,500 to 2,500: the seats have been removed and the wings are due to be removed by summer 2013. Transformation works have continued for the **Copper Box**, to be open to the public in summer 2013. **The ArcelorMittal Orbit** visitor attraction is due to be open to the public in Easter 2014 (as well as open in 2013 as part of the Park in Progress visits, see the Regeneration section).

Stadium: During this period it was announced that the long-term future of the Stadium is secure, with a deal with West Ham United Football Club that confirms the Premier League club as the Stadium's long-term anchor tenant.

West Ham United's 99 year concession commences in 2016 and secures a year round programme of sports and events in the venue. West Ham United will move into the Stadium in summer 2016, after it is transformed into a UEFA Category 4 venue with 54,000 seats. Transformation works will include a new roof, corporate areas, toilets, concessions and retractable seating. Procurement of contractors to undertake agreed adaptations is also underway with appointments to be made in summer 2013.. A planning application for the Stadium was submitted in March 2013.

In addition to the funds to be provided by the Legacy Corporation for the adaptation works, West Ham will contribute £15 million, Newham Council will invest £40 million and the Government has agreed to provide additional support of up to £25 million should it be required once construction tenders are returned. The deal will generate hundreds of new jobs, encourage many thousands of visitors to the local area and act as a catalyst for further economic investment and growth in the area.

For information about LLDC's **Sport and Healthy Living** projects see the Community Engagement text in the Regeneration section of the report.

Key Park Opening and Operations risks:

Summary	Impact	Mitigation
Risk that the Park opens later than has been announced.	Significant reputational and operational impacts and financial impacts on receipts.	Defined and established work programmes and milestone achievement regularly reviewed at Executive and Board levels. Park Opening Programme monitoring progress of key projects.
There is a risk that the Park opens without the facilities or events to encourage people to visit the Park in large numbers or to meet the expected visitor numbers that have been publicly announced. This includes the risk that the large scale events and concerts on the Park in summer 2013 do not succeed in terms of visitor numbers, operations and financial return.	Significant reputational and financial impacts.	Defined work programmes (including operator procurement, events programme, interim uses strategy for visitor attractions) and milestone achievement regularly reviewed at executive and Board level.
A risk that the process to secure concessionaires for the Stadium is	Stadium opening will be delayed leading to	Concessionaires appointed and budget agreed.

not successful and LLDC's budget will not be sufficient to carry out construction work required.	financial and reputational impacts for the Corporation.	
There is a risk that whatever the decision is on the future of the Stadium that LLDC will be subject to criticism.	Negative impacts on the reputation of the Corporation.	An announcement has been made about the future of the Stadium and media coverage is being monitored.
There is a 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 to programme.	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.

3. Real Estate, Regeneration and Design

Real Estate

The work in this area in 2012/13 includes confirming the legacy use of the Press and Broadcast Centres; securing planning permission for the Legacy Communities Scheme; selecting a development partner for the provision of 800-900 homes at Chobham Manor.

Progress against milestones

Real Estate and design milestones	Target date	Estimated date and comment
Secure planning consent for Legacy Communities Scheme	2012/13	Complete: Planning consent was granted in September 2012
Secure legacy use for Press and Broadcast Centres	2012/13	Part complete: LLDC has selected iCITY as preferred bidder; the plan is to sign the agreement for lease in Q1 2013/14. The first tenant, BT Sport, has taken up space in the Broadcast Centre
Appoint developer partner for Chobham Manor	2012/13	Complete

Commentary on key projects

Press Centre and Broadcast Centre: Following the Board's decision in July 2012 iCITY has been awarded sole preferred bidder status to become the long-term tenant of the Press and Broadcast Centres – in keeping with LLDC's vision to create a new commercial centre on the Park. iCITY and LLDC are negotiating the Agreement for Lease to complete the deal; LLDC's Board gave the Chief executive delegated authority to enter into the agreement for lease following the resolution of the outstanding issues. BT Sport has been confirmed as the first tenant for the Broadcast Centre, taking up approximately 10% of the space. BT Sport will operate a new sports television channel and took up occupation of the space from February 2013 in preparation for the start of the 2013/14 football season.

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. The LCS won the prestigious best conceptual project award at the London Planning Awards 2012/13.

Chobham Manor development: LLDC have entered into the development agreement with Taylor Wimpey and London & Quadrant to build LLDC's first neighbourhood on the Park, Chobham Manor, on the site of the temporary Basketball Arena. The development will contain 75% family housing (defined as 3 beds or more) as this is a planning requirement and will be supported by a new health centre, nursery and community spaces.

A zonal masterplan for the development is due to be submitted to the Planning Decisions Committee in May 2013. The aim is for the developer to start on site in early 2014 following planning approvals and removal of the Basketball Arena, and for the first homes to be ready by the end of 2014.

Connectivity projects

Two major connectivity projects are underway: planning permission was granted in March 2013 for the **Gainsborough Bridge** which will connect Gainsborough School and Arena Fields, construction is due to commence in summer 2013; and design work is progressing to

create the **U13/14 underpass** to link the north and south of the Park; construction is scheduled to commence in autumn 2013.

Custom Build Homes

LLDC has launched an online consultation relating to Custom Build home schemes. These schemes would allow future residents on the Park an opportunity to help design their own homes, offering occupants a bigger say in the layout and look of their homes, so they can be 'customised' to fit their precise needs. Interest in this is being gauged through a survey on LLDC's website: <http://www.londonlegacy.co.uk/custom-build/>.

Design and Public Realm projects

Commentary on key projects

Interim Uses: A strong body of research and scoping to inform LLDC's approach to 'grassroots' interim uses has been completed, including site analysis, precedent reviews, commercial modelling and soft market testing. Procurement of an operator is due to commence in the next period. The Grassroots interim uses will complement the visitor offer within QEOP and support the development of successful neighbourhoods in future, and will become operational early 2014.

Emerging East: The delivery of the 'Emerging East' programme continued, this supports and funds design-led creative projects that showcase the role and quality of design within existing communities around the park. Three projects are complete with the other eleven projects in design development and delivery. Eight of these are to be completed in time for North Park Opening, and the programme is to be complete on schedule by September 2013.

The Lea River Park - Fatwalk: The Mayor of London completed the transfer of the Lea River Park project to LLDC at the end of March 2013, following completion of all CPOs along the route. LLDC design team is leading the process of working in partnership with Newham, Tower Hamlets and other stakeholders to re-scope the project and develop a delivery strategy for a series of projects which will connect the Park to the cable car, Royal Docks and River Thames with continuous landscaped walking and cycling routes along the River Lea. A funding application has been submitted to the GLA's 'Big Green' fund to support this

Key Real Estate and Design risks:

Summary	Impact	Mitigation
Risks about the successful completion of a deal with the preferred bidder for Press and Broadcast Centres. Challenges include bidder not able to meet LLDC requirements or bidder withdraws.	Negative impacts of jobs created, reduced financial returns and damage to LLDC's reputation	Close working with the preferred bidder including technical support, discussions around planning issues.
There is a 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.

Regeneration

The work in this area in 2012/13 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; and projects promoting arts and culture.

Progress against major milestones

Regen. and Community Partnerships milestones	Target date	Estimated date and comment
Develop regeneration and convergence programmes	2012/13	Complete: A range of projects contributing to convergence and regeneration have commenced
Delivery of Paralympic ambassadors programme	2012/13	Complete: delivery partner identified and Para Legacy Agents project in delivery by the Bromley By Bow Centre
Re-opening of View Tube	2012/13	Complete: reopened in December 2012
Launch of bus tours around the Park for members of the public	2012/13	Complete: Bus tours operational.
Complete recruitment for Transformation jobs and apprenticeships	2012/13	Complete for this period: recruitment of apprentices has commenced and support given to Boroughs to help local people into construction jobs. Further recruitment will continue in 2013/14.

Commentary on key projects

Equalities and Inclusion

Partner support was secured for LLDC's **Paralympic legacy programme** through match funding from Sport England and other partners including the Host Boroughs, Lee Valley Regional Park Authority, Greenwich Leisure Limited, the University of East London, ProActive East London and Wheelpower to create the Motivate East partnership to deliver a multisport participation and equipment programme reaching 26,000 people over three years. The programme will fund new equipment in the community, based on the successful 'chairs in the community' pilot let by UEL and LBN. Alongside this will be a training and development element, supporting clubs and venues (sporting and non-sporting) to deliver inclusive activities. Work has continued to develop the Paralympic Anniversary Festival which will be held on the Park on 7 September 2013 in partnership with Mayor's Liberty Festival (disability arts) and the British Paralympic Association. The free community event will reach over 20,000 – 30,000 people bringing disabled and non-disabled people together to celebrate participation in sport and arts.

LLDC's Inclusive Design standards were formally accepted by the Planning Committee as a planning condition of the Legacy Communities Scheme on 25 February 2013. This includes site wide guidance for the delivery of high quality inclusive design applicable to all building projects that the Legacy Corporation are directly responsible for delivering within its physical boundary, including the transformation of existing venues and new development projects.

Socio Economic projects

Figures to the end of March 2013 show that LLDC's Job and Apprenticeship Brokerage project for Transformation has secured a total of 56 apprentices now working on the Park. The table below shows performance against employment targets for Transformation works, all targets are being met with the exception of the percentage of the workforce who are disabled, although 2.2% shows an improvement on the figure of 1.6% reported in January 2013.

Metric	Target	Performance
Local employment (6HBs)	25%	42%
BAME	25%	58%
Women	5%	5.6%
Disabled	3%	2.2%
Previously unemployed	10%	18%
Apprentices	3%	4%

LLDC is working with local schools to prepare young people for future 'Legacy Careers' and has commissioned Oxford Economics to map the likely employment opportunities in the Park and neighbouring Boroughs over the next 20 years. This information is being used by in an innovative project led by Future Foundations with six schools to align pupils' key stage 3 academic choices with these career pathways.

Community Engagement

In early March 2013 LLDC's **Take 12 Challenge** was launched by Barry McGuigan, the former world featherweight boxing champion, Olympic swimmer Adam Whitehead and two time Paralympic medallist Ian Rose. The challenge aims to inspire 12,000 people from London Borough of Newham, Tower Hamlets, Hackney, Waltham Forest, Greenwich and Barking & Dagenham to complete either 12 hours of physical activity or cover 12km over a 12 week period, and was piloted in November and December 2012. Further information can be found on the Take 12 Challenge website: <http://www.take12.org/challenge>

LLDC launched a monthly Healthy Living Group meeting in March with LVRPA, GLL, ProActive East, the Growth Borough health champion and a representative from the Sir Ludwig Guttman Centre, and chairs a Sport Group attended by GLL, LB Hackney, LB Newham, Sport England and British Swimming to look at programmes and the venue mobilisation.

LLDC's **Park in Progress** project is an opportunity for people to visit the ArcelorMittal Orbit and see the Park from its viewing platform. The first visits commenced in this period with 2,500 free tickets given to the local community.

Arts and Culture

LLDC has appointed a consortium of east London companies to deliver Spoke, its spoken word and performance poetry programme which commences in April 2013 and offers people in east London an opportunity to watch, perform and develop careers in spoken word poetry in the Park and its surrounding area. It will also identify the first Young Poet Laureate in east London to act as an ambassador for spoken word poetry and deliver an education programme in six local schools.

A group has been appointed by LLDC to lead its East London Makers Outside project. This includes a mobile artist studio which will move around the four surrounding boroughs to the Park providing opportunities for local people to participate in creative activities and a mentorship programme which will allow circa 100 young people to work directly with artists and develop careers in the creative sector. The project will be launched at an event at the William Morris Gallery in Waltham Forest in early August 2013.

LLDC's UK wide competition for a facilitator to curate and deliver an ambitious scheme of artworks on 3.5km of hoardings has continued, an appointment is due to be made in the next period.

Key regeneration risks:

Summary	Impact	Mitigation
There is a risk concerning poor communications and site management during Transformation work	Negative impacts on the Corporation's reputation with local residents (including new residents in the East Village from 2013) and prospective visitors.	Activities during the Transformation period including interim uses, park tours and controlled events. Implement considerate construction programme and good communications with residents.
There is a risk of failing to deliver regeneration and convergence impacts of the Park for local communities.	A reduction of the regenerative and convergence impact of the Olympic Park for local communities.	Implement socio-economic policy; agree strong targets in contracts (EFM, Transformation and venue operator contract targets already agreed, close working relationship with partners).

Targets

LLDC will monitor its performance against the targets as set out in its Business Plan. These are long term targets that will be measured and reported once work on individual projects is underway. The targets that have been agreed to date include Transformation targets for construction works after Games and targets within contracts awarded for Estates and Facilities Management and Venue Operators. These were set out in the Corporate Performance report for April to June 2012 which can be found on the LLDC website (<http://www.londonlegacy.co.uk/media/Report-5-Corporate-Performance-Report-April-to-June-2012.pdf>). Progress against Transformation employment targets are shown above in the socio economic projects section.

4 Planning Policy and Decisions

Progress against major milestones

Planning Policy and Decisions Team milestones	Target date	Estimated date and comment
Complete Call for Sites consultation to identify future development sites for the Local Plan	2012/13	Complete: consultations concluded on 31 December 2012
Completion of Local Plan Early Engagement formal consultation	2012/13	Complete, consultations concluded in January 2013
Residents' meetings held on Local Plan	2012/13	Complete: first phase of meetings complete in January and February 2013

Commentary on key projects

The Planning Policy and Decisions Team (PPDT) has continued its consultation with residents and businesses within the LLDC area on what they would like to see included in the Local Plan. The Early Engagement formal consultation concluded in January, the first phase of residents' meetings were held, and consultation on Sustainability and Habitats Regulations Assessment Scoping concluded in this period. This work is supported by the development of an Infrastructure Delivery Plan which was drafted in this period and a workshop with infrastructure providers. Work on the draft CIL charging schedule commenced, including a viability workshop with relevant consultees; the Economic Viability Study and Preliminary Draft Charging Schedule to support this are in draft form.

Activity in the next period includes:

- continued formal and informal consultation and drafting of the Local Plan and Sustainability Appraisal for drafts to be complete by October 2013;
- two reports to be submitted to the Planning Decisions Committee in May and the Board in June 2013 relating to the CIL and Infrastructure Delivery Plan: the CIL Preliminary Draft Charging Schedule Report to Board which will seek agreement to proceed with public consultation; and Allocation of S106 Monies & CIL Funds Report seeking approval for proposed mechanism for allocating CIL and S106 monies to projects and annual review of IDP projects list.

For **Development Management**, during this quarter 153 planning applications were determined of which 65% were within the required statutory timescales.

Significant planning applications at Angel Lane (750 room student accommodation), South Park lawn temporary use, Gainsborough School Bridge and Waterden Road transformation works were approved by the Planning Decisions Committee at their meetings in January-March.

Major residential applications for Neptune Wharf (800 units) and Chobham Farm (1,100 units) have been subject to revision and are now due to be reported to Committee in July.

There continues to be a high level of pre-application interest for residential redevelopment of sites principally in Hackney Wick, Fish Island and adjoining Stratford High Street. Planning activity in the Stratford City development has continued throughout the quarter, with Westfield pursuing pre-application discussions on its Cherry Park and Angel Lane sites for high density housing; Lend Lease commencing pre-application discussion on proposals for housing at the initial phase of development on The International Quarter; and the East

Village team starting to bring forward reserved matters proposals for housing on their remaining consented development sites.

On planning enforcement, PPDT had 20 cases of reported planning breaches at the end of the quarter. Planning Contravention Notices have been formally served in 3 cases with other action, including inviting planning applications to regularise unauthorised development, being pursued in others in order to close out cases as appropriate.

Key Planning Policy and Decisions Team risks:

Summary	Impact	Mitigation
There is a risk that there are delays to the programmes to develop the Local Plan and the Community Infrastructure Levy (CIL).	Negative financial and reputational impacts for the Corporation.	Identify and review all potential liabilities.

5 Finance and Corporate

Work in this area includes functions to support the delivery of the Corporation's objectives through services including finance, human resources, IT and Information management, programme management, legal, procurement and communications. It also included the programme to transfer planning powers to LLDC which took place in October 2012.

Progress against milestones

Finance and Corporate Milestones	Target date	Estimated date and comment
Transition to LLDC	2012/13	Completed 1 April 2012
Transfer of planning functions to LLDC	2012/13	Completed 1 October 2012
Approval of 2013/14 budget and 2013/14 to 15/16 business plan	2012/13	Completed in March 2013.

Commentary on key projects

LLDC's Board and the GLA approved the **budget** for 2013/14 in March 2013. They also approved LLDC's **three year business plan** to cover activities in 2013/14 to 2015/16. The Business Plan sets out LLDC's role and status in the context of Mayoral policy, and outlines its major objectives, milestones and deliverables in this period.

Work has continued to develop the **Park Wide IT** strategy which sets out a plan to address requirements for IT and technology on the Park after Games and link in with corporate IT requirements. This will ensure the delivery of the Park IT Infrastructure as the Park starts to re-open from summer 2013. Two programmes of work are on schedule to support this: specification for the Park technology and design of the IT information and security system.

Key corporate support risks:

Summary	Impact	Mitigation
A 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.	Negotiations with GLA in the three year budget and business planning round. Work to ensure efficient use of available resources and complete and implement a review of organisational design
There is a risk that the Corporation's IT systems, information management and security will not be robust enough to cope with increasing requirements.	Commercial and reputational damage to the Corporation, and potential operational failure.	LLDC's new IT system has been implemented and resourcing for IT and information management has increased. Development and implementation of the Park wide IT strategy is underway.