

**CORPORATE
PERFORMANCE
APR–JUN 2018
Q1 2018**

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INTRODUCTION AND SUMMARY

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 (approved March 2016) 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/our-story/the-legacy-corporation/business-plan>

The first section provides information about **financial performance**. Subsequent sections are grouped by the Legacy Corporation's strategic objectives as set out in the five year strategy: **Live, Work, Visit, Inspire and Deliver**. 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. The milestones and targets are set out in the 2018/19 Budget <https://www.london.gov.uk/sites/default/files/finalconsolidatedbudget2018-19.pdf>, the appendix setting out the 10 Year Plan which was approved by Board in March 2016 (<http://queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/our-committees>) along with other milestones and targets selected to reflect the Corporation's major activities and workstreams.



SUMMARY OF PROGRESS IN THE QUARTER APRIL TO JUNE 2018

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

- Launch of the East Bank project by the Mayor of London on 5 June including confirmation of the involvement of the BBC.
- Government approval for the Full Business Case for the East Bank project, subject to conditions. Completion of Agreements for Lease with CED partners.
- Launch of initial OJEU procurements for Stratford Waterfront works.
- Mayor of London approval outline planning for UCL East and the finalisation of the associated Section 106 agreement with UCL.
- The Stratford Waterfront Schools Challenge completed with an event at the Podium.
- Major concerts held at the London Stadium including the Rolling Stones, Jay-Z and Beyoncé and the Foo Fighters.
- The successful Shell Make the Future event held in the Park.
- Hackney Wick Station’s new entrance opened.
- Announcement of Major League Baseball matches to be held at the London Stadium in 2019.
- Confirmation of over 6 million visitors to the Park in 2017/18 which exceeded annual estimates and represented our best year.
- The re-opening of the ‘Stitch’ pedestrian route into the Park from Westfield.
- Progress on the construction of the Bobby Moore Academy secondary school site marked with a ‘topping out’ ceremony.
- Establishment of a Training Association to deliver the Park-wide construction shared apprenticeship scheme.

Aims for next period

- Opening of the Bobby Moore Academy secondary school for the new school term.
- Hold the Summer Athletics meetings at the London Stadium.
- Transformation of the London Stadium back to football mode for the start of the 2018/19 football season.
- Vitality Hockey Women’s World Cup at the Lea Valley Centre with a fan zone in the north of the Park.
- Elrow Town music festival held on the Park.
- Creative Opportunities re-employability programme undertaken for 25 local residents.
- Hold Global Disability Summit on the Park.
- Complete drafting of revised Local Plan ahead of submissions to Planning Decisions Committee and Board.
- It is anticipated that the Park will have its Green Flag status confirmed for the fifth year in a row in July 2018.
- Launch of London Fashion District with partners including London College of Fashion.
- Submit Creative Enterprise Zone bid to the Mayor of London to support low-cost workspace for local businesses and the creative community.
- Complete Hackney Wick Station improvement works.
- Hold first strategic board meeting of the Park Training Association.
- Complete annual audit of accounts with an unqualified opinion.

FINANCIAL PERFORMANCE SUMMARY

	Month Jun 18			Year to 30 Jun 18			Full Year 2018/19		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Capital Income									
Development	0	0	0	0	0	0	(260)	(760)	500
East Bank	0	(323)	323	0	(799)	799	(57,574)	(57,534)	(40)
Total Capital Income	0	(323)	323	0	(799)	799	(57,834)	(58,294)	460
Capital Expenditure									
Development	951	2,591	(1,640)	4,525	8,500	(3,975)	35,905	43,916	(8,011)
Executive Office	0	8	(8)	9	25	(16)	100	100	0
Finance, Commercial and Corporate Services	129	192	(62)	395	405	(10)	2,354	1,694	660
East Bank	1,552	2,672	(1,121)	4,635	6,570	(1,934)	32,645	29,034	3,611
Park Operations and Venues – excl Trading	63	180	(117)	382	473	(91)	6,964	6,609	355
Regeneration and Community Partnerships	15	56	(41)	44	101	(57)	1,102	1,124	(22)
Stadium	3,354	2,211	1,143	6,121	6,634	(513)	25,156	26,537	(1,381)
Contingency (Cap)	0	0	0	0	0	0	10,557	11,365	(808)
Total Capital Expenditure	6,064	7,910	(1,846)	16,111	22,707	(6,596)	114,783	120,379	(5,595)
Net Capital Expenditure	6,064	7,587	(1,523)	16,111	21,908	(5,797)	56,949	62,085	(5,135)
Revenue Income									
Executive Office	(2)	0	(2)	(7)	0	(7)	(29)	0	(29)
Development	0	0	0	0	0	0	(120)	(120)	0
Finance, Commercial and Corporate Services	(33)	(7)	(25)	(98)	(22)	(76)	(391)	(87)	(304)
Park Operations and Venue – excl Trading	(83)	(289)	206	(678)	(1,001)	323	(4,018)	(4,103)	85
Park Operations and Venues – Trading	(665)	(558)	(107)	(2,099)	(1,805)	(294)	(7,451)	(7,220)	(231)
Planning Policy & Decisions	(129)	(142)	12	(254)	(425)	171	(1,800)	(1,700)	(100)
Regeneration and Community Partnerships	0	0	0	0	0	0	0	0	0
Total Revenue Income	(912)	(996)	83	(3,136)	(3,253)	117	(13,809)	(13,230)	(579)
Revenue Expenditure									
Communication, Marketing and Strategy	163	160	3	353	367	(13)	1,715	1,837	(122)
Development	5	8	(3)	6	27	(21)	129	128	1
Executive Office	373	207	166	688	621	67	2,355	2,485	(130)
Finance, Commercial and Corporate Services	20	511	(491)	1,276	1,534	(257)	6,203	6,164	39
Park Operations and Venues – excl Trading	678	722	(44)	1,873	2,120	(248)	8,759	8,439	320
Park Operations and Venues – Trading	791	705	86	2,229	2,116	113	8,771	8,464	307
Planning Policy & Decisions	163	234	(71)	643	703	(60)	2,888	2,813	75
Regeneration and Community Partnerships	134	262	(128)	450	768	(318)	3,228	3,351	(123)
Stadium	38	0	38	60	0	60	0	0	0
Contingency	0	0	0	0	0	0	553	1,186	(633)
Total Revenue Expenditure	2,365	2,809	(444)	7,580	8,257	(676)	34,601	34,867	(266)
Net Revenue Expenditure	1,453	1,814	(361)	4,444	5,004	(560)	20,792	21,637	(845)

	Month Jun 18			Year to 30 Jun 18			Full Year 2018/19		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Trading									
Timber Lodge Café	1	10	(9)	14	11	3	42	42	0
ArcelorMittal Orbit (AMO)	(34)	(65)	31	(119)	(196)	77	(783)	(783)	0
The Podium	18	18	(0)	69	(26)	95	(103)	(103)	0
London Aquatics Centre	269	151	118	573	438	135	1,753	1,753	0
Copper Box Arena	102	77	25	241	212	29	847	847	0
3 Mills Studio	(71)	(42)	(29)	(398)	(126)	(272)	0	(502)	502
Off Park Properties	(157)	(1)	(156)	(249)	(3)	(247)	(436)	(10)	(426)
Total Trading Net (Surplus)/Deficit	127	147	(21)	130	311	(181)	1,320	1,244	76

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	326,012	13,757	56,949	382,961	87,039	97,039

S106 & OPTEMS balance (£000)	15,556
CIL balance (£000)	2,157

Capital

- Capital receipts for the Hackney Wick Neighbourhood Centre were originally anticipated for 2018/19; however following delays, these are now expected to be received in 2019/20. The rest of the budgeted capital income is currently expected to be realised this financial year.
- Some enabling works have been brought forward from future years into 2018/19 for Stratford Waterfront (part of the East Bank project), which is the main driver of the forecast overspend on East Bank capital expenditure this year.
- The Legacy Community Scheme infrastructure budget is forecast to under spend due to changes in the spend profile on a number of key development projects, including Pudding Mill.
- There are currently £0.8m of expected draws on capital contingency including key items such as development feasibility work (£0.2m), footpath resurfacing works (£0.5m) and Section 106 responsibilities (£0.1m).

Revenue

- Revenue income is forecast to be slightly ahead of budget. This is mainly due to higher than planned programming and events income (in Park Operations and Venues).
- Revenue expenditure is expected to be below budget for the year. There are anticipated overspends on Programming and Events due to some ground remedial works on the North Park following a Tough Mudder event. However, this is offset by several small anticipated under spends across LLDC.
- 3 Mills river wall repair works are due to commence in quarter 4 of 2018/19 which may reduce 3 Mills Studios' capacity for filming space, resulting in a loss of income. However, LLDC is reviewing the timing of the works in order to minimise disruption and achieve a break-even position by managing around the river wall works.
- There are currently £0.6m of expected draws on revenue contingency including key items such as security (£0.1m), Hostile Vehicle Mitigation maintenance (£0.1m) and Stadium bridges works (£0.1m).



LIVE

Establish successful and integrated neighbourhoods, where people want to live, work and play

Demand for new housing in London is very high, especially in east London. The growth boroughs have a particular need for high-quality family homes and affordable housing, to keep people living in the area for longer which in turn helps to build sustainable communities. The vision for the Queen Elizabeth Olympic Park programme demands that new neighbourhoods are not islands of prosperity and excellence but properly knitted into the existing and developing communities. It also requires that neighbourhoods are developed in a way that meets high standards of design, sustainability and accessibility, delivers all the social infrastructure required (schools, health, community centres), and includes evidence-based projects to develop — at pace — the things that make communities function effectively. Successful neighbourhoods will be vibrant, engaged and connected, exemplifying the future while also preserving the best of the local heritage.

PROGRESS AGAINST MAJOR LIVE MILESTONES

Milestones for completion in 2018/19	Performance and commentary
Further completion of residential units at Chobham Manor.	196 homes in blocks 1A, 1D and 1C are all now complete and occupied. Block 1B is also complete apart from 1BA which is scheduled for completion in October 2018.
Completion of construction of the Bobby Moore Academy secondary school site.	The construction phase on the secondary school commenced in November 2016 and is on schedule to reach practical completion in the next period and meet its opening date of September 2018.
Start on site at East Wick and Sweetwater.	Construction is scheduled to start on site with enabling works due to commence in the next period.
Pudding Mill developer procurement launched.	Development of business case to commence following agreement of housing strategy with LLDC Board and the GLA.

Milestones for completion in 2018/19	Performance and commentary
Progress development strategy for Bromley by Bow.	LLDC is working alongside key stakeholders in the area including local landowners and as a result the first two planning applications submitted to the Planning Decisions Committee (by Lindhill and Danescroft) were approved, subject to referral to the GLA. Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area.
Hackney Wick Neighbourhood Centre development partner procurement underway.	The procurement strategy to select a development partner was approved by LLDC's Investment Committee in June 2017. The aim is to commence procurement in autumn 2018.
Complete the Hackney Wick station improvement works.	<p>COMPLETE</p> <p>Network Rail completed construction works on the new station entrance which opened on 18 May 2018. The remainder of the construction works on the Station are due to be complete by September 2018.</p>
Progress Stratford Station improvement works.	Good progress has been made on agreeing a funding package specifically for a new entrance at Carpenters Estate and work is ongoing with TfL on other potential schemes.
3 Mills river walls repair work undertaken.	Procurement for a contractor for this work commenced in this period.
3 Mills future use agreed.	Discussions with GLA and partners ongoing ahead of presenting a delivery strategy to the Investment Committee.
Agree delivery strategy with LB Newham for Rick Roberts Way.	Work continues with joint landowners LB Newham and stakeholders to reach agreement on a delivery strategy and programme ahead of aiming to agree a timeline and objectives.

COMMENTARY ON KEY LIVE PROJECTS

Work has continued on construction of the Legacy Corporation's first housing development at **Chobham Manor**, providing over 850 homes. Block 1B is complete apart from 1BA which is scheduled for completion in October 2018. 196 homes are now occupied at the development. Construction work for Phase 2 (207 homes) is underway: Block 2A is progressing well and is on track to complete at the end of 2018. Blocks 2B, C and D works are on target to complete in spring 2019

East Wick and Sweetwater: work has continued to create new neighbourhoods, including up to 1,500 new homes in East Wick and Sweetwater. Phase 1 has full Reserved Matters planning.

Construction is scheduled to start on site with enabling works due to commence in the next period.

The Reserved Matters Application for phase 2 construction will be submitted in October 2018 following completion of design work.

LLDC funded infrastructure works related to the development were granted planning permission by the PDC at its March 2017 meeting. Construction work on Stour Road (H16) Bridge has commenced with the demolition of Vittoria Wharf complete and work underway to install the gable end wall; work is due to complete by the end of 2018. The north/south road build and Monier Road (H14) Bridge are also due to complete by the end of 2018.

Agreement has been made with the Mayor of London on a portfolio approach to affordable housing across all future housing developments, which would see 50% affordable across Hackney Wick Central, Pudding Mill Lane and Rick Roberts Way. Discussions are ongoing in relation to funding and delivering these developments.



Hackney Wick Central: the Planning Decisions Committee resolved to grant planning permission for Hackney Wick Central in April 2017, the masterplan covering the area around Hackney Wick Station. S106 Agreement is being finalised for presentation to GLA in the next period. Discussions with the GLA continue around affordable housing provision. The procurement strategy was approved by LLDC's Investment Committee in June 2017, with the aim to commence procurement in autumn 2018.

Hackney Wick Station: the new station entrance opened on 18 May 2018 following construction work. The works are funded by LLDC including contributions from local boroughs and other stakeholders, and delivered through Network Rail and their contractors. As part of the works a new subway running north to south beneath the existing railway line has replaced the pre-existing footbridge and will eventually open up new pedestrian and cycle links between Wallis Road and White Post Lane, better connecting the boroughs of Hackney and Tower Hamlets. The subway features coloured concrete walls imprinted with chemical symbols to signify the area's industrial heritage and

an illuminated glass wall to reflect the local waterways. The remainder of the construction works on the Station are due to be complete by September 2018.

Stratford Station improvements TfL with LLDC are working together to consider improvements to Stratford Station in the light of the very high usage levels it is already experiencing. The station is a challenge at busy times such as football match days and demands on the station will increase significantly as the quantum of work space, homes, schools, colleges and leisure attractions grow. Good progress has been made on agreeing a funding package specifically for a new entrance at Carpenters Estate and work is ongoing with TfL on other potential schemes.

The **Bobby Moore Academy** – A significant milestone was met on the construction of the Bobby Moore Academy, a split-site all-through school which consists of a two-form entry primary school at Sweetwater and a six-form entry secondary school at Stadium Island. The primary school opened on 11 September 2017 for the start of the 2017/18 academic year for classes of year 7 secondary school students. The school is being operated by the David Ross Education Trust.



The construction phase on the Bobby Moore Academy secondary school commenced in November 2016 and is on schedule to meet its opening date of September 2018. The progress made was marked with a ‘topping out’ ceremony on 23 April 2018. Guests for the ceremony included Stephanie Moore MBE, Bobby Moore’s widow and the founder of the Bobby Moore Fund, who unveiled a commemorative plaque

Community Infrastructure Levy (CIL) collection and allocation

The Legacy Corporation is required to prepare a report for any financial year in which it collects CIL. The charging authority must publish the report on its website no later than 31 December following the end of the reported year. Updates will continue to be made quarterly through this report.

The Legacy Corporation started charging its CIL on the 6 April 2015.

In Quarter 1 2018/19 one LLDC CIL payment was received.

Date received	Amount received
April 2018	£259,600.38
Total	£259,600.38

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 1 2018/19 £102,066.03 was collected. This will be transferred to Transport for London (less a 4% administration charge retained by LLDC).

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk relating to capital and revenue income.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control. Close working with the GLA.	R
Risk relating to future housing development delivery.	Financial and reputational impacts.	Close working with GLA in particular on affordable housing, agreeing housing strategy, ensure attractive propositions to market.	R
Risk relating to current housing development delivery.	Financial and reputational impacts.	Close work with development partners, close economic and financial monitoring.	R
Risk relating to the success of off-Park developments.	Financial and reputational impacts.	Local Plan approved and being implemented. Work ongoing on development opportunities including Hackney Wick, Pudding Mill Lane, Bromley by Bow.	A
Electric capacity requires reinforcement.	Financial impacts.	Energy strategy commissioned, review and implement findings.	A
Risk relating to construction and development communications.	Reputational impacts.	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future developments.	G

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, the British Council and Unicef UK will re-locate to IQL and it is hoped they will be joined by major commercial companies. Westfield (Europe’s largest urban shopping centre), Stratford town centre and the developing Hackney Wick Neighbourhood Centre all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the former Press and Broadcast Centre buildings on the Park is emerging as an important area for innovation with major tenants such as UCL, Loughborough University London, BT Sport, Studio Wayne McGregor, Hobs Studio and Sports Interactive already in place, and significant activity is emerging in the key modern industrial sectors of digital technology, creative, culture and fashion, and the automotive industry. The Park is becoming an innovation cluster with a global presence to stimulate economic growth benefiting people across the four boroughs. This has to be done in a way that complements and boosts existing local businesses (including SMEs), and which makes connections between businesses (big and small) that benefit them both and LLDC is actively encouraging the development of this network. Similarly, over the next five years, LLDC needs to support the development of effective links between the growing higher education presence on the Park and local businesses. The Legacy Corporation will use the higher education presence to support existing businesses and attract and generate new enterprises, an approach that should reach its full potential through East Bank (formerly the Culture and Education District).

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

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2018/19	Performance and commentary
Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.	This period saw delivery of a series of training courses including health and safety, site safety supervisory, and scaffolding.

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2018/19	Performance and commentary
<p>Establish a Park Training Association.</p>	<p>Good progress has been made on the aim to create a Park-wide construction shared apprenticeship scheme with agreement made by the three major contractors on the Park (Balfour Beatty, Taylor Wimpey and Mace) to establish a Training Association. The first formal meeting of the Association will be held in July 2018. A number of sub-contractors in the supply chain have also expressed interest in becoming involved.</p>
<p>Launch and delivery of Building Information Modelling curriculum in a total of 9 local schools and colleges.</p>	<p>Establishing mentoring programme for Balfour Beatty, Mace, ENGIE and Design graduates ready for autumn term delivery.</p>
<p>Provide start-up support to 45 entrepreneurs with Echo ++</p>	<p>Building on the success of the programme which has seen 201 business supported since 2016, with 75 from Host Boroughs, the 2018/19 programme is being developed and will commence in the next period with a Weekender in September.</p>
<p>Shared internship model piloted with East Bank partners and replicated in Plexal and across other employment areas.</p>	<p>STEP interns started the second 6 month placement and the start up internship programme with Plexal businesses launched in April.</p>
<p>Establish a training facility on the Park focusing on 3D printing and virtual reality.</p>	<p>Programme being developed.</p>
<p>Hold the East Works Awards (formerly Apprenticeship Awards).</p> 	<p>The awards will take place on 1 November 2018 at Here East.</p>

PROGRESS AGAINST MAJOR WORK MEASURES

Targets	Performance and commentary
<p>Construction</p> <ul style="list-style-type: none"> • 28% of the workforce have permanent residency in Host Boroughs • 25% of the workforce are from BAME groups • 5% of the workforce are women • 3% of the workforce are disabled people • 3% of the workforce are apprentices 	<p>The most recent construction figures available are to end of June 2018</p> <ul style="list-style-type: none"> • 23% of construction employees working on the Park are Host Borough residents* • 69% of the workforce are from BAME groups • 5% of the workforce are women • 4% of the workforce are disabled people • 5% of the workforce are apprentices
<p>End-use</p> <ul style="list-style-type: none"> • 25–85% of the workforce are from Host Boroughs • 25% are from BAME groups • 50% are women • 3–5% are disabled people • 5% are apprentices 	<p>Copper Box Arena and London Aquatics Centre workforce targets as of April 2018 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 69% workforce Host Borough residents • 42% workforce are from BAME groups • 48% workforce are women • 6% workforce are disabled people • There are 24 apprentices across the two sites <p>Estates and Facilities workforce targets:</p> <p>As of June 2018 the workforce performance is shown below:</p> <ul style="list-style-type: none"> • 67% workforce Host Borough residents • 62% workforce are from BAME groups • 33% workforce are women** • 7% workforce are disabled people • Apprentice figures to be provided when available

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

** Against contractual target of 30 – 42%.

COMMENTARY ON KEY WORK PROJECTS

Work is continuing to support construction and end-use employers on the Park to maintain and improve on consistent performance in achieving workforce targets to date.

In construction performance is below the target for employees on the Park from the host boroughs: 23% against a target of 28%. However, it is anticipated that over the few months the percentage of local employees will increase as new subcontractors start on site and the workforce grows, and the LLDC is doing some targeted work with the supply chain labour agencies at Chobham Manor to focus their recruitment more locally.

Performance on disabled people as part of the workforce and women has been inconsistent, fluctuating above and below the targets, and it is to address these issues (and others such as ensuring consistent apprenticeship delivery) that the LLDC, Taylor Wimpey, Balfour Beatty and Mace have agreed to be founding members of the Park Training Association (TA) for construction.

The TA will be a formal (by way of a signed MoU) partnership that brings together the three employers above, as well as their supply chains, to work more closely together on shared recruitment and training needs. By providing a coordinated vehicle for aggregating demand, the TA will be a vehicle by which under-represented groups will be more effectively supported into construction jobs. The TA will be piloted to run alongside the growing construction programme at QEOP from 2019 with the major schemes at Stratford Waterfront, Eastwick and Sweetwater and Chobham Manor in full flow. The first Training Association Board meeting will be held on 20 July where the Memorandum of Understanding and scope of activities of the Association will be discussed.

LLDC have raised local, women and BAME performance with GLL who are currently recruiting for a number of vacancies at both the Copper Box Arena and the London Aquatics Centre.

ACHIEVEMENTS IN THE LAST PERIOD INCLUDE:

LLDC continues to work with partners to help deliver jobs, training and support to businesses, key achievements include:

LLDC's Chief Executive visited Hackney Wick and Fish Island in this period and met with the Economic Development leads from the Boroughs to discuss the **Creative Enterprise Zone (CEZ)**, and what could be done to ensure low-cost workspace is made accessible to local businesses and the creative community there. This included discussions to tailor business support as part of the Fashion District and how these programmes could ensure linkage for local people to access job opportunities in the creative sectors. The CEZ proposal will also support the setup of a community benefit society and governing board that acts on behalf of the broader community interest and continues to grow creative and cultural opportunities locally. The CEZ proposal will be submitted to the Mayor of London on 31 July.

The Black Training and Enterprise Group have been appointed and commenced a project to support minority ethnic pupils in East London schools to **professional and technical apprenticeships**. The Black Training and Enterprise Group are also working with West Ham United Foundation to deliver our East Works **Careers Programme** targeted at supporting local BAME 16-19 year old under-employed and unemployed people to further their careers. Delivery will commence in July 2018

Preparations have been made for the **Creative Opportunity Programme** which takes place from 16 to 27 July. It is a two-week pre-employability programme for residents of Hackney, Tower Hamlets, Waltham Forest and Newham and will feature industry led masterclasses from creative and cultural organisations. 25 participants will receive employability support and access to live job and training opportunities. Partner organisations include: Sadler's Wells, V&A, Yard Theatre, Whitechapel Gallery.

LLDC competed the **'Flipside'** programme for 12 local young who completed a three-month immersive digital product design training programme. The project aims to launch diverse talent into digital roles: since the programme completed nine of the participants have moved into employment or internship and we are working with the other participants to help them access other opportunities, including internships at the Plexal innovation centre in Here East and other organisations. LLDC has facilitated Plexal's in delivering seven internships based on our STEP internship programme.



Here East (former Press Centre and Broadcast Centre):

Several large-scale events were held in this period. April saw Ford hold their European press launch for the new Ford Focus and Tech London Advocates hold the bi-annual Conference with over 800 delegates in attendance. In May, Here East hosted Network Rails 500 person Annual Conference, whilst in June Open City Families a London wide event open to the community to learn more about the area and the building architecture was hosted at Here East. Events continue to be varied and demonstrate the flexibility of the space.

Tenant activity in this period was positive: Scope completed their fit out in the Press Centre, relocating their Head Office operation of 260 employees. Barratts London and Barratts East London also relocated making Here East their permanent home, relocating 150 of their team. Ford have acquired additional space and will move a further 100 people in during the next period. The build of 21 affordable creative studios on The Gantry has completed and The Trampery, who will manage the space, are in the process of securing local creatives to make the space their home out is now complete with work now being undertaken to find tenants to occupy the affordable work space. Neopost commenced their fit out in the Press Centre and plan to move their team later in the year. Let space in this period is at 80% let and occupancy levels averaged 2,500 people per day. Further letting opportunities in the pipeline are positive.

Local employment with the Here East team remains at 44% within the four host boroughs but remains high on the agenda.

International Quarter London (IQL)

Visible progress is being made on the build out of (IQL) which is now nearing the first phases of completion. In this period IQL announced that Unicef will relocate its London headquarters to the development from September 2018. The charity joins Transport for London (TfL), the Financial Conduct Authority (FCA) and the British Council as the latest high-profile organisations to choose the £2.4 billion development in Stratford as their new base.

TfL have continued their phased move into their building and FCA will move in from spring 2018. Cancer Research UK and British Council will jointly occupy the third commercial building to be built at IQL, totaling 280,000 sq. ft. The topping out ceremony for this building takes place on 5 July 2018.



KEY RISKS

Summary	Impact	Mitigation	RAG
Risk relating to meeting priority theme targets and wider regeneration aspirations.	Reputational impacts.	A strong set of targets agreed through procurement and contracts; close working with partners.	G

VISIT

Create a diverse, unique, successful and financially sustainable visitor destination



Queen Elizabeth Olympic Park opened fully to the public in April 2014 and from the outset offered 'something for everyone' with new parklands and playgrounds, world-class sporting facilities open for public use, and a varied programme of public sporting, cultural and community events in the venues and open spaces. Nearly four million visitors came in the first full year — well above expectations.

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

LLDC's objective in the next five years is that visitor numbers should be maintained at least at current levels, and that as the Park develops the numbers of visitors should increase in line with that development. The opening of the Stadium brings over a million spectators per year and raises the profile of the Park through a global TV audience of millions. A growing number of people view the Park as their local leisure space as the new residential developments and workspaces are occupied, and the spaces and activities in the Park should be a vital component in joining new and existing communities together. Attracting visitors to the Park is important because it ensures the financial sustainability of the venues and the upkeep of the Park, brings people in who will spend in the local economy (contributing to local jobs and wellbeing), and contributes a critical mass of people to metropolitan Stratford. While increasing the national and international appeal of Queen Elizabeth Olympic Park, LLDC's visitor strategy will also ensure that it is still viewed — and used — positively by the local community, and maintains its reputation as somewhere different and exciting. It will support the GLA's cultural tourism vision, promoting authentic cultural opportunities outside central London.


PROGRESS AGAINST MAJOR VISIT MILESTONES

Milestones for completion in 2018/19	Estimated date and comment
<p>Support the delivery of a programme of major sporting events on the Park including major athletics, hockey and cycling events.</p> 	<p>Preparations are advanced for athletics meetings in the London Stadium in July and the Vitality Hockey Women’s World Cup at the Lee Valley Hockey and Tennis Centre in July and August. The ISSOT UCI Track Cycling World Cup series is scheduled to take place at the Lee Valley VeloPark from 14-16 December 2018.</p>
<p>Support the delivery of a major concert series in the summer including the Rolling Stones, Foo Fighters, Jay-Z and Beyoncé, Arcadia and Elrow Town.</p>	<p>Our major concert series in the London Stadium for 2018 has completed and the Arcadia festival was held on the Park in May. Elrow Town London festival will take place on the Park in August.</p>
<p>Deliver two community events on QEOP (Great Get Together and Harvest Stomp).</p> 	<p>The Great Get Together was held on the Park in June 2018. Preparations are being made for the Harvest Stomp festival on the Park on 23 September 2018.</p>
<p>Maintain Green Flag status for the Park.</p>	<p>It is anticipated that the Park will have its Green Flag status confirmed for the fifth year in a row in July 2018.</p>

Target for 2018/19	Performance and commentary
Estimated 6m visitors to the Park.	Visitor numbers to the Park from April to June are estimated at 1.6m. This includes venue numbers, wi-fi based usage numbers and some estimation.
London Aquatics Centre throughput of 1m.	On target, figures from April to June 2018 show over 273,000 visitors to the London Aquatics Centre.



Copper Box Arena throughput of 445,000.	On target, figures from April to June 2018 show over 137,000 visitors to the Copper Box Arena.
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<p data-bbox="124 1601 627 1637">ArcelorMittal Orbit throughput of 180,000.</p> 	<p data-bbox="715 1601 1177 1671">Figures for April to June 2018 show over 42,000 visitors to ArcelorMittal Orbit.</p>
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COMMENTARY ON VISIT ACTIVITIES

The Legacy Corporation, on behalf of E20 Stadium LLP has completed its work 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.

Following the violent scenes by some spectators at West Ham United's home match against Burnley on 10 March 2018, E20 and LLDC staff have been working closely with the Stadium Operator LS185, the Mayor's Office, West Ham United and other stakeholders to put in place a range of measures to help prevent further problems at future events.

The Mayor and LLDC are committed to working with West Ham, UK Athletics and Stadium operators LS185, to improve the Stadium's performance and finances. A Corporate Restructuring Officer is developing a plan to improve the Stadium's commercial performance with significant savings already having been secured and work underway in a range of other areas.

The final West Ham United match of the 2018/19 football season took place in this period and the seats were moved successfully to allow the first of the series of summer concerts to take place at the London Stadium (see below).

The Mayor of London announced that in 2019 the London Stadium will host the first ever Major League Baseball matches to be held in Europe. The New York Yankees and Boston Red Sox will play each other in two Major League Baseball regular season games on 29 and 30 June 2019.

Events and Programming

Following the most successful year for visitor numbers to the Park in 2017/18 we are continuing to hold events on the Park and make preparations for events later in the year.

The Rolling Stones rolled back the years to rock the London Stadium on 22 and 25 May. Around 115,000 people attended the Stadium to see their No Filter shows. For the first time, LS185 managed the Town Centre Link Bridge during ingress and egress, which worked well. The no bags policy required by the artists created an issue with bag drop on the first evening but this was much better on the second show.

Beyoncé and Jay-Z performed sell out shows on 15 and 16 June and the Foo Fighters performed on 22 and 23 June to record crowds of circa 76,000 each day. Foo Fighters' front man Dave Grohl described the London Stadium as the 'biggest, best Stadium in the world'.

The concerts followed the Park's first major music event of 2018, the Arcadia London Festival, which was held on 5 and 6 May, with around 15,000 people attending on each day.

This period also saw the successful return of the Great Get Together to the Park on 24 June. Around 12,000 enjoyed family friendly activities at the day which formed part of a nationwide event in partnership with the Jo Cox Foundation to bring communities together to celebrate connections and commonality. Contributors to the event included East Bank partner, Sadler's Wells, who presented dance performances on the day.



Over 4,000 people attended the inaugural Street League Skateboard championships event over the late May Bank Holiday weekend. Skateboarding is an Olympic sport in Tokyo 2020, and a full concrete skateboard course was constructed inside the Copper Box Arena for the London event, which was supported by The Mayor's sports office. There is an opportunity for it to return next year.

Other sporting events included the Virgin Sport Hackney Half which was held on 20 May and saw 16,000 runners completing the course which includes the Park. The event was very successful and only 13 runners require medical attention.



Plans are well progressed for the major summer athletics meetings at the London Stadium: the new Athletics World Cup in the London Stadium on 14-15 July, the Muller Anniversary Games on 21-22 July. After this the Stadium will move back into football mode for and the start of the new football season with West Ham United's first Premier League match of the new season on 18 August against AFC Bournemouth.

The 2018 Women's Hockey World Cup which will be held on the Park at the Lea Valley Hockey and Tennis Centre will include a free to enter Fan Zone which will be operational during the whole tournament, held between 21 July and 5 August. The Fan Zone will be in the north of the Park close to the venue, it will be open to everyone and will include a big screen, live music, entertainment and an exciting, diverse street food offering. There will also be opportunities to play hockey and learn about the history of the sport at the Hockey Museum.

Other summer activities in the Park include: the Shell Make the Future Live on 5-8 July and the Elrow Town London festival in the north of the Park on 18-19 August.

Events taking place later in the year include: the ISSOT UCI Track Cycling World Cup series at the VeloPark from 14-16 December; and in November the Shrouds of the Somme installation, to mark 100 years since the end of the First World War. This installation will include 72,396 shrouded figures will be laid out in rows, shoulder to shoulder covering an area over 4000 square metres across the South Park Lawn (next to the ArcelorMittal Orbit). Each figure represents a British serviceman killed at The Battle of the Somme who has no known grave, many of whose bodies were never recovered from the battlefields.

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk relating to security on the Park and the threat level.	Reputational, operational and financial implications.	Monitoring threat levels across the Park ensuring appropriate security resource and implementation of new initiatives.	R
Risk of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	A
Risk that related development projects undertaken by third party organisations are not successful.	Negative knock on effect on the success of the Park and its developments.	Close working with partners to influence developments and monitor progress.	G
Risk relating to Park visitor numbers and experience.	Financial and reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Positive record of figures for visitors to the Park.	G

INSPIRE

Establish a 21st century district promoting cross-sector innovation, education, culture, sport, aspiration and participation in east London

The initial legacy priority was to establish a viable future for the Park as somewhere to live; work and visit, and the key ingredients of this success were laid down early on. This created space to review the plans and seek to secure an even greater benefit for the surrounding community. The ambitious vision for The Culture and Education District (now known as East Bank) was developed during late 2013 and 2014, and secured government funding in December 2014. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £2.8 billion of economic value from the area. East Bank will create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

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

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2018/19	Performance and commentary
Progress delivery of Stratford Waterfront residential.	Agreement made with the Mayor of London on a portfolio approach to affordable housing across all developments, including Stratford Waterfront. Discussions continue regarding funding and delivery.
Stratford Waterfront town planning submitted.	The latest round of public consultation on Stratford Waterfront completed in this period which will inform the planning submission which is scheduled to be submitted later this year.
Full business case for East Bank approved by HMG.	COMPLETE The Full Business Case was approved, subject to conditions, in May 2018.

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2018/19	Performance and commentary
Progress delivery of Stratford Waterfront procurement.	OJEU procurement is underway for enabling works, substructure works and Carpenters Land Bridge.
Progress delivery of UCL East (undertaken by UCL).	UCL and LLDC signed their revised Agreement for Lease in this period. UCL have continued procurement for a contractor for Marshgate with a view to appoint in the next period.
Continue to work with East Bank partners to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster.	The Strategic Objectives Delivery Plan has been agreed with East Bank partners. Initiatives underway include employment and skills programmes, the Global Disability Innovation Hub and in the next period the launch of the East London Fashion District and a joint cultural event.
Deliver of East Education programme with East Bank partners.	The EAST Education framework has been launched by all East Bank partners as the shared strategic approach to education engagement.
Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst East Bank partner institutions to engage local communities.	<p>Following the establishment of the Chobham Manor Residents' Association, supported by initial seed funding grant from LLDC, support has continued including hosting of meetings regarding service charge issues.</p> <p>East Wick and Sweetwater: site relations planning continues for infrastructure works. London Stadium activity commenced at the community track supported by a Community track manager.</p> <p>Engagement activity for the East Bank partners currently focused on the EAST Education programme. Coordinated creative programming group working towards the Open Doors event at Here East in July.</p>
Ensure and deliver best practice consultation programmes in line with LLDC Code of Consultation for new developments on and around the Park.	UCL East and Stratford Waterfront (East Bank) consultations ongoing; LLDC Code of Consultation updated in Q1.

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2018/19	Performance and commentary
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>Lease extended at Hub67 to December 2019. Regular programme activity is ongoing. Continuing activity at Carpenters Cage including activation by UK Wall Ball. Mobile Garden activity at Chobham Manor completed and garden moved from site into storage ahead of move to a location in East Wick, Clarnico Quay. Planning application has been submitted for overall Clarnico Quay development.</p>
<p>Deliver youth engagement programme to enable local young people to feed into future plans for the Park and connect opportunities in the Park to local young people in East London.</p>	<p>Initial Stratford Waterfront sessions held and planning for August three day intensive workshop to be held in August 2018. Development of Mayor's Youth Fund bid to deliver outreach programme.</p>

COMMENTARY ON INSPIRE MILESTONES

East Bank

LLDC has continued to work with partners on the delivery of a world-class culture and education district on the Park, now known as East Bank.

The Mayor of London launched East Bank on 5 June at an event held at the London Aquatics Centre. At the launch, the Mayor confirmed that the BBC will join the list of prestigious institutions that will be coming to the Park. This will create a new home for the world-renowned BBC Symphony Orchestra & Chorus and BBC Singers, with a substantial presence from the BBC Concert Orchestra as well as state-of-the-art recording facilities to host recording sessions and live performances across all genres from global stars to emerging talent. The BBC will also bring a series of events to the area, with both performances and opportunities for young people from east London to participate in choirs and ensembles.



The launch also unveiled new plans and building designs for Sadler’s Wells, UAL’s London College of Fashion and the V&A (including a partnership with the Smithsonian Institution) across the Stratford Waterfront site, and UCL’s new and pioneering campus at the UCL East site.

The Mayor confirmed his financial support for the project and announced that at least 50 per cent of new homes across the remaining development sites on the Park – Stratford Waterfront, Pudding Mill and Rick Roberts Way - will be affordable, in line with the Mayor’s commitment that all sites he disposes of will be at least 50 per cent affordable.

Representatives from all East Bank partners attended the launch (see photograph right). The event received significant media coverage and included a speech from Jake Berry MP, the Minister for the Northern Powerhouse and Local Growth, who confirmed the Government’s financial contribution to the project secured through approval for the Full Business Case in May 2018 (subject to conditions).



Attendees also enjoyed a dance performance from Jonelle Douglas and heard Jade Leatham talk about how her involvement in LLDC’s Creative Opportunity Programme helped her secure an internship at Sadler’s Wells and led to her current position at the National Centre for Circus Arts.

In this period, Agreements for Lease between LLDC and UCL, UAL, Sadler’s Wells and the V&A were all completed. UCL have also continued procurement for a contractor for Marshgate with a view to appoint in the next period. UCL’s Section 106 agreement for the project was agreed in this period and the Mayor of London approved UCL’s outline planning permission.

Procurement for initial Stratford Waterfront contracts commenced, including for enabling works, substructure and Carpenter’s Land Bridge. RIBA Stage 3 for Stratford Waterfront has commenced and will conclude in September 2018.

The latest round of public consultation on Stratford Waterfront completed on 24 June with over 990 people attending consultation events at the London Aquatics Centre Upper Welcome Zone. This is complemented by online consultation via our consultation platform, commonplace: <https://stratfordwaterfront.commonplace.is/>

Following an international design competition, the V&A has appointed Diller Scofidio + Renfro (DS+R) to lead the design of its new Collection and Research Centre at Here East. V&A stated that DS+R’s winning proposal will give visitors, researchers and staff new ways to interact with the museum’s national collections and archives. The appointment follows the 30 April 2018 LLDC Planning Decisions Committee approval of Here East’s change of use in order to house the V&A’s collection. The collection is expected to open to the public in April 2023.

The **Global Disability Innovation Hub** (GDI Hub) is a hub for academic excellence, innovative practice and co-creation; harnessing technology for good. A world leader in inclusive design, the GDI Hub spans the sectors of sport, the built environment, accessibility, art, theatre, dance and assistive technology. Following the success of the success of the world’s first Global Disability Innovation Summit held on the Park last summer, the commencement of a new MSc course titled ‘Disability, Design and Innovation’ and the launch of six initial funded PhD studentships leadership of the GDI Hub has now passed from LLDC to UCL as planned, supported by the establishment of a Community Interest Company for all non-academic activity. Activity in the last period includes: working with the Department for International Development to shape plans for the Global Disability Summit in July 2018 at Here East; attending the Conference of States Parties (COSP) at the UN in New York with Lord Chris Holmes; and commencement of the design for the GDI Hub website.

Plans are advanced for the launch of the **London Fashion District** on 10 September 2018. East Bank partner the London College of Fashion have been working with partners including the GLA, the British Fashion Council and Poplar Harca with the aim for the district to become a global hub of fashion technology.

Community Engagement

LLDC presented at the UCL Provost engineering engagement awards on 8 May 2018 on the STEM tutoring project that we have rolled out with UCL in 8 local schools this year (primary and secondary). This is a great example of one of the projects within our East Education programme; demonstrating how a major global institution can make a direct, practical and hugely beneficial impact locally. The Deputy Head for Chobham Academy, one of the participating schools, spoke about the benefit the school has felt from this project and the impact it's had, explaining that every student who took part in the tutoring project has gone up at least one grade in Maths.

Moving Rap, a unique dance and spoken word project working with Sadler's Wells, Breakin' Convention and the forthcoming Hip Hop Academy, took place in 7 local schools working culminating in a performance at the Great Get Together event on the Park on 24 June

Over 30 local schools entered the Stratford Waterfront Schools Design Challenge, culminating in a judging event at the Podium on 19 June. The schools were tasked with designing a new piece of street furniture for Stratford Waterfront which would be playful and interactive but also practical and multifunctional. The judging panel included representatives from LLDC, Sadler's Wells, the V&A and Allies and Morrisons. 5 secondary and 5 primary schools were shortlisted and prizes of £1,500 went to the winning schools in judges' and people's choice categories:

- Secondary school judges' winner – Buxton school, Waltham Forest
- Secondary school people's choice winner – Forest Gate Community School, Newham.
- Primary school judges' winner – Maryland School, Newham.
- Primary school people's choice winner – Dersingham Primary School, Newham

Motivate East, LLDC's disability sports inclusion programme, ended in February 2018. It outperformed against all of its targets: over the two year programme there were 46,891 attendees (against a target of 33,998) and 13,264 unique participants (against a target of 7,175). Motivate East equipment, such as sports wheelchairs, and being gifted formally to community partners who are continuing to deliver sports inclusion programmes.

Contracts have been signed with all the sports delivery partners contributing to Active August 2018 to allow another full and fun summer of Community Sports activity on the Park.

LLDC hosted and chaired the UK Innovation Districts Group at the Park as part of the collaborative research work we are leading on Innovation Districts as potential models for inclusive growth and Industrial Strategy delivery at a local and regional level.

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk that the East Bank will be delayed or costs will be more than anticipated.	Financial implications and programme delays.	Effective design management and coordination. Cost control. Close work with partners, GLA and Government. Three lines of defence assurance approach.	R
Risk to East Bank funding.	Financial implications and programme delays.	Close working with Foundation for Future London. Full Business Case for the project approved subject to conditions. Ensure best outcome from residential development.	R
East Bank construction interface risk	Financial implications and programme delays.	Experienced and well-resourced project management partner, LLDC team and assurance.	R

DELIVER

Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC's core values: Ambition, Responsibility, Collaboration, Excellence, Accessibility and Sustainability

Work in this area includes functions to support the delivery of the Legacy Corporation's objectives through services including finance, human resources, IT and information management, programme management, legal and procurement. This section also covers the Communication, Marketing and Strategy directorate which is responsible for the external reputation of the Legacy Corporation and Queen Elizabeth Olympic Park, and defines the way we manage all of our external activity and relationships. In addition, it is responsible for shaping the long-term organisational goals and ambitions, through its strategy work.

PROGRESS AGAINST DELIVER MILESTONES

Milestones for completion in 2018/19	Performance and commentary
Work towards improved financial sustainability of the Stadium.	E20 Stadium LLP Board and LLDC board approved a restructuring plan in June 2018.
Health and safety Construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.	There have been no reportable accidents in this period, representing a rate of 0.0.
Unqualified annual accounts for 2017/18.	Annual accounts for 2017/18 have been drafted and the external audit undertaken. The accounts are on schedule to be signed off by the Board in July.
Prepare draft revised Local Plan and undertake formal public consultation before submitting it to the Planning Inspectorate for a formal Examination.	Following formal consultation, an initial draft of the revised Local Plan is due to be completed in the summer of 2018 and reported to both Planning Decisions Committee and Board for comment and approval.

Milestones for completion in 2018/19	Performance and commentary
Deliver an effective and responsive planning service. At least 70% of applications determined in time.	This has been exceeded each month in this quarter, with over 85% of applications determined in time in each month.
Number of planning enforcement cases closed per month.	One enforcement case has been closed in this period. 14 cases remain open.
Annual Environmental Sustainability Report published.	The Annual Environmental Sustainability Report for 2016/17 is due to be published in the next period; the 2017/18 Report will be published later in the year.
Deliver the environmental engagement strategy (including Earth Hour and Climathon).	Earth Hour took place on 24 March including AMO lights being switched off for an hour. Planning for Climathon 2018 on 25/26 October, focusing on the circular economy and single use plastics.
Deliver the QEOP Smart Sustainable District programme.	Future Infrastructure study is underway for completion in mid August. This will help shape the strategy for the deployment of the carbon offset fund.
Development of smart mobility living lab on the Park and in Greenwich.	Collaboration agreement signed with consortium partners. Routes and specification are being agreed.

COMMENTARY ON KEY PROJECTS

Planning

Local plan review: a further round of public consultation and engagement on the review completed in this period following the initial round in late 2017. Relevant evidence base studies have been updated and an initial draft of the revised plan has been produced for internal review. Following further discussion and engagement, an initial draft of the revised Local Plan is due to be completed in the summer of 2018 and reported to both Planning Decisions Committee and Board for comment and approval.

Development Management: The Madison Square Garden Company's plans to build MSG Sphere London – a music and entertainment venue in Stratford – went out to public consultation with a series of events which commenced on 7 July with an exhibition vehicle at the Timber Lodge Café.

Bow East planning appeals: confirmation of the appeals against PPDT's refusals of the concrete batching and aggregate related uses on Bow East has been received. A public inquiry has now been scheduled for February 2019 and an independent planning inspector will determine the applications.

Business Planning

The 2018/19 budget submission has been prepared and was approved by the Board on 28 November 2017. The submission was made to the GLA on 29 November as part of the GLA's statutory budget process and a draft consolidated budget was published for consultation by the GLA in December 2017. LLDC attended the London Assembly Budget and Performance Committee on 3 January 2018 and LLDC's budget was included in the Mayor's spending plan published on 26 February 2018. Final Board approval for the Corporation's 2018/19 budget was given in this period. The budget process concluded in this period with an update to the Board on 2017/18 outturn.

The long-term plan was last approved in March 2016 by the LLDC Board. Cost movements and changes in assumptions and policy from the previously approved model have been reflected in an updated model that has been discussed by the LLDC Board. The long-term plan will be tabled for formal approval by LLDC's Board and GLA thereafter.

Sustainability

As part of LLDC's advanced mobility programme the Smart Mobility Living Lab (SMLL) consortium of partners who will bring forward the London **Connected and Autonomous Vehicle testbed** (split between two nodes at Queen Elizabeth Olympic Park and Royal Borough of Greenwich) are continuing to engage with key automotive, infrastructure, communications and city stakeholders in order to test the evolving detailed designs for the SMLL testbed. Programme remains on track to open the testbed to customers in 2019.



In addition to the above, LLDC is now under Non-Disclosure Agreement with a number of mobility partners who wish to explore the opportunity to work with LLDC in order to develop innovative mobility solutions. One of these partners is undertaking field research to develop innovative mobility solutions.

As previously reported, NESTA has chosen London as one of its **Unmanned Aerial Vehicle city-challenge areas**. Transport for London led an expression of interest that identified the Park and surrounding area as a localised area in which they would like to work through potential UAV use-cases in order to shape the Mayor of London's vision for London. LLDC are continuing to work closely with TfL on this programme.

LLDC has also recently started a piece of research looking at **Future Infrastructure** trends to help inform the refresh of the LLDC Local Plan. This study will include a state of the art review of global cities innovating in the areas of environmental and digital performance; a horizon scan of likely policy and investment trends in this space and consultation with the Smart London Board; the four host boroughs; the UCL grand challenges panel and local stakeholders in order to help LLDC identify state of the art investment, technology and policy interventions that could help delivered shared SSD objectives. LLDC is awaiting a final version of the research and have opened discussions with partners to consider next steps.

LLDC is also facilitating discussion with ENGIE and Thames Water to look at the potential to generate heat from sewage waste currently treated at the Old Ford Waste Water treatment plant. A feasibility study is underway.

Diversity and Inclusion

The Mayor of London launched his 'Our Time' initiative to address the gender imbalance in leadership roles, and bridge the gender pay gap. LLDC is one of the members of the GLA Group involved in the initiative which will pair high potential women with senior staff (both women and men) supported by a training programme.

This is part of the work of LLDC's internal Diversity and Inclusion Group who are tasked with managing the agenda and drive forward initiatives and programmes that will help the LLDC to achieve its key diversity aims.

We hosted Future of London who visited the Park on 2 May 2018 to look at the work LLDC and partners is doing to overcome barriers as part of the Future of London's Future London Leaders course. Topic around physical and social integration were discussed with LLDC officers and a report back has been published on the Future of London website: <https://www.futureoflondon.org.uk/2018/05/21/overcoming-barriers-olympic-park/>

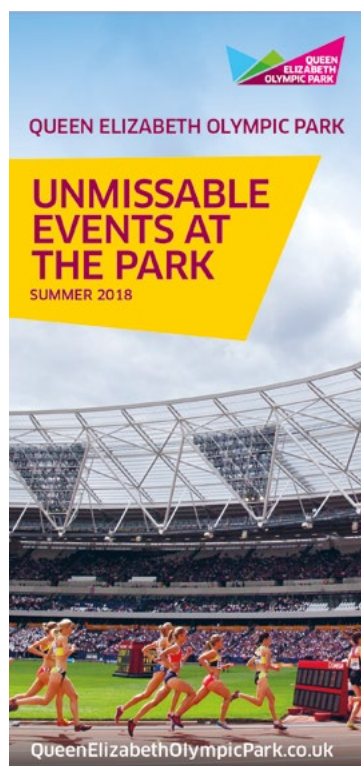
Communications, Marketing and Strategy

After the completion of the Easter marketing campaigns for the ArcelorMittal Orbit and the Park as a whole, the focus from a visitor destination perspective moved quickly on to May half term, and updating the Park's suite of promotional materials ahead of the summer (for example, a new Summer Events Leaflet was brought out in this time). Significant work was also put into supporting the Arcadia music festival (May) – including community ticket distribution - and encouraging people from the neighbouring boroughs to attend the Great Get Together event (June), one of the most successful of these events so far, attracting 10-12,000 people from the local area. Support for the EAST Education Summer School also began during this time, including online activity and production of flyers and posters.

To support the Park's commercial ambitions, further work on trademarking a number of our brands was completed during this time, as was an extensive programme to ensure GDPR compliance. Other projects progressed during this time include the retendering of the Park Branding framework; the agreement of a new approach to the LLDC intranet; and progression of development of a narrative around the Park and its surrounding areas as a place, working with a range of Park partners.

External affairs work focused on the re-launch of the East Bank project in early June. The event, attended by the Mayor and East Bank partners generated significant media coverage and provided the opportunity for a successful community and stakeholder engagement event on the Park.

LLDC's Executive Directors of Regeneration and Development appeared before the London Assembly's Housing Scrutiny committee to answer questions on housing delivery on the Park and the levels of affordable housing achieved.



Health and Safety

The following is an extract from the regular report from LLDC's Health and Safety consultant, Lawrence Waterman, covering the period of April to June 2018.

This period has seen 10 major event days in stadium and multiple smaller events throughout the Park including the Great Get Together. Visitor numbers have increased across the period as expected: accidents remained extremely low with 22 in total occurring across the period in the Park and public realm, proportionate to the visitor numbers. Spectator safety remains a key focal point for park operations management; this is in relation to stadium events and the ingress/egress route security, safety and spectator flows.

An accident occurred at George Irvin's Ultimate Fun Fair on the Park on 6 May 2018 on the 'Star Flyer' ride. The chairplane style ride was completing the cycle but as the chairs were descending the ride did not slow down sufficiently, resulting in three people hitting their legs on flag poles surrounding the ride. This has been reported to the Health and Safety Executive by the fun fair operator and the mother of two of the injured parties. who will investigate the incidents with London Borough of Newham, as the licensing authority. LLDC is dealing with a complaint about the incident from the mother of two of the injured parties. Any insurance claims will be dealt with by the fun fair operator.

Other health and safety incidents:

- A cyclist had an accident in the south of the Park which resulted in minor first aid treatment being given. He lost control of his bike and could not unclip cycle shoes to stop a fall.
- A man fell off outdoor gym monkey bars at the south playground. He suffered a broken leg and was taken to hospital.
- A van was given access over the H05 Bridge, where there are Hostile Vehicle Mitigation bollards and another vehicle attempted to tailgate. The bollards were in motion and the second vehicle struck the HVM on the underside of the vehicle rendering it unable to be driven.
- A Parking Attendant was assaulted by a member of the public who threw a phone at his face. The Attendant suffered a cut under his right eye, and police attended the scene.
- A cyclist was knocked off his bicycle by a vehicle at the crossing on Carpenters Road, he suffered a cut to his head, the London Ambulance Service was in attendance.
- A teenager dislocated his shoulder whilst skateboarding outside the London Aquatics Centre and was taken to hospital.
- A man was treated by paramedics after suffering a seizure on the South Lawn.
- Two people were injured using the gym equipment: a man was treated by paramedics after dislocating his shoulder and a child was taken to hospital with a suspected broken arm.
- A multi-storey car park security officer fell down stairs and hurt his knee.
- Two children received first aid, one for a cut foot at the water fountain and the other for a grazed elbow at Stratford Walk.
- An aggressive male in Copper Box Arena gym, who was later found to have concealed a knife when in the venue, led to police attendance.

Construction

An incident occurred at **East Wick and Sweetwater** on 21 June 2018 when a scaffolding operative sustained a sprained ankle when walking on poorly made ground. The incident has been investigated by the contractor and action has been taken to prevent reoccurrence. The operative did not lose any time as a result. Site inspections have identified a number of good practices and the contractor continues to welcome Client inspections and the feedback given.

A detailed inspection of vehicles on site identified one vehicle that did not meet LLDC standards for vulnerable person's safety. The contractor was reissued with LLDC Common and Visual Standards and

recommendations were made to improve checking of vehicles on entry to site to sustain CLOCS compliance.

The Vittoria Wharf project as part of East Wick and Sweetwater infrastructure works is at handover stage and has been well managed.

Chobham Manor: no report of incidents during the period. General site standards are being maintained to a good level.

Surface Water Drainage and Stop Logs: Site inspection identified some issues associated with security when the sites were being left unattended: the heras fencing was not completely secure in line with manufacturer's guidance; and the heras fence feet were protruding into the public walkway. These issues were brought to the attention of the contractor and rectified

Stadium: Phase 2 transition completed with no incidents reported. Inspections during the transition phase raised some issues relating to delivery vehicle compliance, site tool storage and compound area fire arrangements. These were brought to attention of the contractor and rectified.

Staff health, safety and well-being

No incidents to report in this period.

General Data Protection Regulation

The General Data Protection Regulation (GDPR) came into effect in May 2018. This puts a greater focus on organisations' responsibilities regarding personal data. Having worked with GLA family members including TfL Legal and completion of a MOPAC checklist we are confident that LLDC fully complies with GDPR. An independent legal advisor (Lewis Silken) reviewed the Communication team's systems including the web site. An overview of work completed is set out below:

- Engagement with external parties to understand the responsibilities related to GDPR; includes the GLA family, independent legal advisors and attendance at industry seminars and workshops
- Awareness training for all staff through All Staff Meeting briefings, regular information security briefings and by targeting those responsible for management of personal data in the corporation
- Privacy Impact Assessments of systems that hold personal data have been completed to ensure compliance with GDPR and to contact people whose details are held on the system if necessary
- Systems and communication tools (such as the Park web site, Planning Portal and Park Wi-Fi registration) have been reviewed to ensure that published terms and conditions and privacy notices are clear with some text changes as necessary
- Partners such as Engie and E20 that hold personal data have been consulted to ensure that data ownership responsibilities are clear and in line with GDPR
- Ongoing monitoring to ensure continuing compliance alongside a close watch on industry developments to better understand how the regulations will be applied.

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk about successful implementation of the Local Plan including sufficiency of community infrastructure.	Reputational impacts.	Progress reporting including annual monitoring report, review of local plan including population forecasts.	A
Risk relating to the potential impact of policy change on the Corporation.	Programme delays, budget impacts.	Continue political engagement work and briefings. Work through implications of withdrawal from the EU.	A
Risk about the impacts of health and safety failures 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.	A
Risk relating to failure to embed fraud and assurance processes.	Financial and reputational impacts.	New finance system implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners.	A
Staff resourcing, recruitment and retention.	Missed opportunities against LLDC's objectives. Poor staff morale.	High quality recruitment and communications. Remuneration package including benefits. Staff development.	A
Meeting revenue budget forecasts for 2018/19.	Reputational and operational impacts	Effective financial management and monitoring, close working with LLDC teams on savings and efficiencies.	A

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk relating to information security non-compliance.	Potential loss, theft or corruption of data with reputational and financial impacts.	Information security gap analysis complete, action plan being implemented. Ongoing information security briefings.	G
Risk of impact of changes to Board membership on timeliness of decision making.	Programme impacts.	Induction plans and briefings for new Board members.	G

