

# CORPORATE PERFORMANCE

APR-JUN 2019  
QUARTER 1

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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 [queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/business-plan](https://www.queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/business-plan) and the Corporation's 2019/20 budget. It also sets out information about the Legacy Corporation's financial performance <https://www.london.gov.uk/sites/default/files/mayors-final-budget-2019-20.pdf>

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.



## SUMMARY OF PROGRESS IN THE QUARTER APRIL TO JUNE 2019

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

- The 5-year anniversary of the Park re-opening was celebrated with an event on the Park.
- Planning Permission for East Bank's Stratford Waterfront was granted in this period. UCL's Reserved Matters Application was also approved subject to conditions.
- Outline planning permission for the Hackney Wick masterplan was issued following GLA stage 2 sign-off.
- Design teams appointed for the Pudding Mill Lane development.
- The Tessa Jowell Boulevard was unveiled to mark the role Tessa Jowell played in delivering the 2012 Olympic and Paralympic Games.
- The London Stadium hosted Europe's first ever Major League Baseball matches; the FINA World Diving Championships were held at the London Aquatics Centre.
- As estimated 10,000 people came to the Great Get Together community event on the Park.
- Four local young people completed the STEP into Smithsonian training and employment programme in Washington DC.

### AIMS FOR NEXT PERIOD

- Mark the start of East Bank Construction at Stratford waterfront and UCL East with the Mayor attending a Ground Breaking event. (This took place on 2 July, details in this report).
- Continue the East Bank construction, procurement and design works.
- Hold the Muller Anniversary Games in the London Stadium then complete seat transitions in time for the start of the 2019/20 football season.
- Active East in July including free outdoor sports sessions on the Park and community sport activities linked to Major league baseball, the Muller Anniversary Games and the launch of the South Park watersports pontoon.
- The Park retains Green Flag status.
- Opening two new routes from Stratford into the south of Park to cyclists and pedestrians.
- Completion of phase 2 construction works at Chobham Manor.
- Commence Planning phase for Training Association on site facility.
- Commence procurement to select a developer for Hackney Wick Neighbourhood centre.
- Appoint training provider for Hobs Studios Training Academy at Here East.
- Commence trial of Capri project using autonomous pods on the Park.
- Commence Local Plan public examination hearing sessions.
- Unqualified external audit of LLDC, E20 and LS185 accounts.

## FINANCIAL PERFORMANCE SUMMARY

|  | Quarter Jun 19 |                 |                  | Year to Jun 19 |                 |                  | Full Year 2019/20 |                 |                  |
|--|----------------|-----------------|------------------|----------------|-----------------|------------------|-------------------|-----------------|------------------|
|  | Actual<br>£000 | Budget<br>£000  | Variance<br>£000 | Actual<br>£000 | Budget<br>£000  | Variance<br>£000 | Forecast<br>£000  | Budget<br>£000  | Variance<br>£000 |
| <b>Capital Income</b>                      |                |                 |                  |                |                 |                  |                   |                 |                  |
| Development                                | 21             | (11,856)        | 11,877           | 21             | (11,856)        | 11,877           | (32,268)          | (32,268)        | 0                |
| East Bank                                  | 0              | (33,500)        | 33,500           | 0              | (33,500)        | 33,500           | (39,269)          | (39,269)        | 0                |
| Park Operations and Venues - excl Trading  | 0              | (13)            | 13               | 0              | (13)            | 13               | (45)              | (45)            | 0                |
| <b>Total Capital Income</b>                | <b>21</b>      | <b>(45,369)</b> | <b>45,390</b>    | <b>21</b>      | <b>(45,369)</b> | <b>45,390</b>    | <b>(71,582)</b>   | <b>(71,582)</b> | <b>0</b>         |
| <b>Capital Expenditure</b>                 |                |                 |                  |                |                 |                  |                   |                 |                  |
| Construction                               | 565            | 1,129           | (564)            | 1,914          | 3,039           | (1,125)          | 7,126             | 6,526           | 600              |
| Development                                | 702            | 3,262           | (2,560)          | 3,089          | 4,749           | (1,660)          | 22,327            | 22,767          | (440)            |
| Executive Office                           | 1              | 7               | (6)              | 8              | 20              | (12)             | 190               | 228             | (38)             |
| Finance, Commercial and Corporate Services | 306            | 227             | 79               | 432            | 804             | (372)            | 6,768             | 5,620           | 1,148            |
| East Bank                                  | 4,564          | 2,723           | 1,841            | 11,971         | 13,570          | (1,599)          | 86,842            | 86,842          | 0                |
| Park Operations and Venues - excl Trading  | 390            | 526             | (136)            | 561            | 1,151           | (590)            | 10,161            | 10,389          | (228)            |
| Regeneration and Community Partnerships    | 8              | 53              | (45)             | 100            | 164             | (64)             | 747               | 782             | (35)             |
| Stadium                                    | 3,274          | 3,675           | (401)            | 7,253          | 12,271          | (5,018)          | 29,182            | 29,945          | (763)            |
| Contingency (Cap)                          | 0              | 0               | 0                | 0              | 0               | 0                | 7,610             | 8,444           | (834)            |
| <b>Total Capital Expenditure</b>           | <b>9,809</b>   | <b>11,602</b>   | <b>(1,793)</b>   | <b>25,328</b>  | <b>35,768</b>   | <b>(10,440)</b>  | <b>170,953</b>    | <b>171,543</b>  | <b>(590)</b>     |
| <b>Net Capital Expenditure</b>             | <b>9,809</b>   | <b>(33,767)</b> | <b>43,576</b>    | <b>25,350</b>  | <b>(9,601)</b>  | <b>34,950</b>    | <b>99,371</b>     | <b>99,961</b>   | <b>(590)</b>     |
| <b>Revenue Income</b>                      |                |                 |                  |                |                 |                  |                   |                 |                  |
| Executive Office                           | (7)            | (9)             | 2                | (7)            | (9)             | 2                | (29)              | (29)            | 0                |
| Development                                | 0              | 0               | 0                | 0              | 0               | 0                | (120)             | (120)           | 0                |
| Finance, Commercial and Corporate Services | (118)          | (75)            | (43)             | (118)          | (75)            | (43)             | (303)             | (303)           | 0                |
| Park Operations and Venues - excl Trading  | (237)          | (946)           | 709              | (237)          | (946)           | 709              | (3,691)           | (3,791)         | 100              |
| Park Operations and Venues - Trading       | (1,763)        | (1,837)         | 74               | (1,763)        | (1,837)         | 74               | (7,410)           | (7,502)         | 92               |
| Planning Policy & Decisions                | (410)          | (400)           | (10)             | (410)          | (400)           | (10)             | (1,600)           | (1,600)         | 0                |
| <b>Total Revenue Income</b>                | <b>(2,535)</b> | <b>(3,267)</b>  | <b>732</b>       | <b>(2,535)</b> | <b>(3,267)</b>  | <b>732</b>       | <b>(13,153)</b>   | <b>(13,345)</b> | <b>192</b>       |
| <b>Revenue Expenditure</b>                 |                |                 |                  |                |                 |                  |                   |                 |                  |
| Communication, Marketing and Strategy      | 391            | 385             | 6                | 391            | 385             | 6                | 1,707             | 1,726           | (19)             |
| Development                                | 45             | 0               | 45               | 45             | 0               | 45               | 118               | 118             | 0                |
| Executive Office                           | 565            | 637             | (72)             | 565            | 637             | (72)             | 2,551             | 2,551           | 0                |
| Finance, Commercial and Corporate Services | 1,643          | 1,566           | 78               | 1,643          | 1,566           | 78               | 6,028             | 6,266           | (238)            |
| Park Operations and Venues - excl Trading  | 2,649          | 2,241           | 408              | 2,649          | 2,241           | 408              | 9,050             | 8,968           | 82               |
| Park Operations and Venues - Trading       | 1,536          | 2,239           | (703)            | 1,536          | 2,239           | (703)            | 9,095             | 8,953           | 142              |
| Planning Policy & Decisions                | 678            | 628             | 50               | 678            | 628             | 50               | 2,476             | 2,515           | (39)             |
| Regeneration and Community Partnerships    | 399            | 439             | (40)             | 399            | 439             | (40)             | 3,274             | 3,289           | (15)             |
| Revenue Contingency                        | 0              | 0               | 0                | 0              | 0               | 0                | 758               | 972             | (214)            |
| <b>Total Revenue Expenditure</b>           | <b>7,906</b>   | <b>8,134</b>    | <b>(228)</b>     | <b>7,906</b>   | <b>8,134</b>    | <b>(228)</b>     | <b>35,057</b>     | <b>35,358</b>   | <b>(301)</b>     |
| <b>Net Revenue Expenditure</b>             | <b>5,371</b>   | <b>4,867</b>    | <b>504</b>       | <b>5,371</b>   | <b>4,867</b>    | <b>504</b>       | <b>21,904</b>     | <b>22,013</b>   | <b>(109)</b>     |

|  | Quarter Jun 19 |                |                  | Year to Jun 19 |                |                  | Full Year 2019/20 |                |                  |
|--|----------------|----------------|------------------|----------------|----------------|------------------|-------------------|----------------|------------------|
|  | Actual<br>£000 | Budget<br>£000 | Variance<br>£000 | Actual<br>£000 | Budget<br>£000 | Variance<br>£000 | Forecast<br>£000  | Budget<br>£000 | Variance<br>£000 |
| <b>Trading</b>                             |                |                |                  |                |                |                  |                   |                |                  |
| Timber Lodge Café                          | (14)           | 1              | (15)             | (14)           | 1              | (15)             | (5)               | 3              | (8)              |
| ArcelorMittal Orbit (AMO)                  | (66)           | (63)           | (3)              | (66)           | (63)           | (3)              | (30)              | (252)          | 222              |
| Kiosks                                     | (5)            | (12)           | 7                | (5)            | (12)           | 7                | (50)              | (50)           | 0                |
| The Podium                                 | 6              | (26)           | 32               | 6              | (26)           | 32               | (105)             | (105)          | 0                |
| London Aquatics Centre                     | 120            | 331            | (211)            | 120            | 331            | (211)            | 1,324             | 1,324          | 0                |
| Copper Box Arena                           | (22)           | 203            | (225)            | (22)           | 203            | (225)            | 810               | 810            | 0                |
| 3 Mills Studio                             | (234)          | 0              | (234)            | (234)          | 0              | (234)            | (300)             | 0              | (300)            |
| Other Trading Income                       | 3              | (29)           | 32               | 3              | (29)           | 32               | (121)             | (265)          | 144              |
| On Park Properties                         | (25)           | (105)          | 80               | (25)           | (105)          | 80               | (217)             | (420)          | 203              |
| Off Park Properties                        | 10             | 102            | (92)             | 10             | 102            | (92)             | 379               | 406            | (27)             |
| <b>Total Trading Net (Surplus)/Deficit</b> | <b>(227)</b>   | <b>402</b>     | <b>(629)</b>     | <b>(227)</b>   | <b>402</b>     | <b>(629)</b>     | <b>1,685</b>      | <b>1,451</b>   | <b>234</b>       |

|                            | Opening<br>balance | Year to<br>date | Forecast<br>in-year | Forecast<br>closing | Headroom<br>operational | Headroom<br>authorised |
|----------------------------|--------------------|-----------------|---------------------|---------------------|-------------------------|------------------------|
| Borrowings from GLA (£000) | 326,012            | 13,159          | 92,245              | 418,257             | 51,743                  | 61,743                 |

|                              |        |
|------------------------------|--------|
| S106 & OPTEMS balance (£000) | 55,609 |
| CIL balance (£000)           | 5,252  |

## CAPITAL

- Final planning consent for Stratford Waterfront was granted in June, with the Agreements for Lease with V&A, Sadler's Wells and UAL expected to become unconditional in the autumn. On the execution of the lease, LLDC will receive a lease premium payment from UAL.
- Receipts due from Chobham Manor sales completed in quarter 1 of 2019/20 will be confirmed in July and recognised in LLDC's quarter 2 accounts.
- There is a forecast overspend on the 3 Mills River Wall project following the discovery of concrete and timber obstructions. A Change Control Notice was approved to adopt an alternative design solution and corporate contingency drawn to fund this.
- Corporation Tax is expected to be higher than budgeted in 2019/20 due to higher payments for the 2018/19 charge. This was driven largely by the income from Chobham Manor sales received earlier than planned and increased revenue grant funding from the reclassification of E20 Stadium LLP loan funding in 2018/19.
- There are currently £0.8m of draws on capital contingency including £0.6m for 3 Mills River Wall project obstruction costs.

## REVENUE

- Car park income is lower than anticipated, which is due, in part, to planned work on the car parks which has restricted customer access to these facilities.
- The transfer of corporate IT services to a GLA shared service has been rescheduled for operational reasons. There is a forecast overspend as a consequence, which is offset by anticipated underspends on staffing budgets, driven by unfilled vacancies.
- Estate charge income is behind budget in the year to date pending agreement of charging schedules with third parties. Income to date is expected to be in line with budget by the end of the next quarter.
- In the year to date trading is ahead of budget. This is driven, in part, by higher than anticipated income from 3 Mills Studio, where a strong order book is expected to generate a full year surplus, despite ongoing major works.
- The ArcelorMittal Orbit operator business plan is currently being reviewed to establish measures to achieve a breakeven position for the year. Elsewhere within Trading, income from on-park properties is expected to be lower than budget due to restrictions on interim uses pending the potential disposal of one of the development sites. Budgeted income from a new Park attraction is anticipated to be behind budget due to delays to the project; however, this is expected to be offset by improved performance from 3 Mills Studios rental income.
- There are currently £0.2m of draws on revenue contingency including a £0.1m drawdown for fees relating the Park's (non-drinking) water supply.



# 1. 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 2019/20  | PERFORMANCE AND COMMENTARY  |
|---|---|
| <p>Chobham Manor phase 2 construction complete and phase 3 continues on schedule.</p>  | <p>The first block of the second phase of homes is complete and mostly occupied; the rest of Phase 2 is on schedule to complete in summer 2019. Construction works for Phase 3 is already underway.</p> |



## PROGRESS AGAINST MAJOR LIVE MILESTONES

| MILESTONES FOR COMPLETION IN 2019/20  | PERFORMANCE AND COMMENTARY  |
|---|---|
| <p>East Wick and Sweetwater construction continues on schedule, including commencement of phase 2.</p>  | <p>Construction of Phase 1 and sitewide infrastructure works for East Wick and Sweetwater development continued in this period.</p>   |
| <p>Progress master planning for Pudding Mill Lane.</p>  | <p>Design teams have been appointed for both sites in the development: Pudding Mill and Bridgewater.</p>  |
| <p>Agree delivery approach for Rick Roberts Way with London Borough of Newham and GLA.</p>  | <p>Work continues with joint landowners LB Newham and with the GLA to reach agreement on a delivery strategy and programme ahead of aiming to agree a timeline and objectives.</p>  |
| <p>Progress development strategy for Bromley by Bow.</p>  | <p>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 and have subsequently been given consent by GLA. The site has since been acquired by The Guinness Partnership who have increased the percentage of affordable homes to be built to 50% and will begin construction shortly. Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area.</p> |

## PROGRESS AGAINST MAJOR LIVE MILESTONES

| MILESTONES FOR COMPLETION IN 2019/20  | PERFORMANCE AND COMMENTARY  |
|---|---|
| Commence Stratford Waterfront Residential Developer Procurement.            | The Stratford Waterfront site’s hybrid planning application was approved by the Planning Decisions Committee in April 2019, with the GLA confirming approval for Stage 2 in June. Procurement of a developer is expected to commence later this year. |
| Hackney Wick Neighbourhood Centre development partner procurement complete. | The procurement strategy to select a development partner was approved by LLDC’s Investment Committee in June 2017. Following GLA planning approval, the aim is to commence procurement in the next period.  |
| 3 Mills river walls repair work completed.                                  | Construction has commenced on the river wall repair works which are scheduled to complete this year.  |

## COMMENTARY ON KEY LIVE PROJECTS

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.

### CHOBHAM MANOR

Work has continued on construction of the Legacy Corporation’s first housing development at Chobham Manor, providing over 850 homes. 350 homes have now been completed. Phase One (consisting of 259 homes in blocks 1A, 1B, 1C and 1D) is now fully complete. The first block of the second phase of homes is complete and mostly occupied; the rest of Phase 2 is on schedule to complete in summer 2019. Construction works for Phase 3 is underway with piling complete.

### 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 and the development secured £78m loan funding from Homes England in this period. Construction for the East Wick and Sweetwater development continued in this period, with continuation of the main works in phase 1.

LLDC is working with the developer to ensure that Reserved Matters Applications for later phases are submitted on time to meet planning deadlines.

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 completed in this period. Ongoing work on North South Highway is due to complete this summer, this has been delayed due to utility obstructions. For the Monier Road (H14) Bridge, hoarding has been erected and the bridge has closed to allow works to be undertaken for completion in the next financial year.

### 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. Outline planning permission for the Hackney Wick masterplan was issued in this period following GLA stage 2 sign-off.

The procurement strategy was approved by LLDC’s Investment Committee in June 2017, with the aim to commence procurement in September 2019.

### HACKNEY WICK STATION

The improvement works undertaken at Hackney Wick Overground Station has won two awards in this period, a RIBA London Award 2019 and an ICE London Civil Engineering Award for Community Benefit.

### 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.

### 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 2019/20 two LLDC CIL payments were received.

| Date received | Amount received      |
|---------------|----------------------|
| May 2019      | £1,136,444.95        |
| June 2019     | £160,474.93          |
| <b>Total</b>  | <b>£1,296,919.88</b> |

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 1 2019/20 £1,578,221.51 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.   | <b>R</b> |
| 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.                | <b>R</b> |
| Risk relating to current housing development delivery.             | Financial and reputational impacts.                       | Close work with development partners, close economic and financial monitoring.  | <b>R</b> |
| 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. | <b>A</b> |
| Electric capacity requires reinforcement.                          | Financial impacts.  | Energy strategy commissioned, review and implement findings.  | <b>A</b> |
| Risk relating to impact of construction on residents and visitors. | Reputational and financial impacts.                       | Deliver a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future.       | <b>G</b> |
| Delivery of the strategy for 3 Mills Studios                       | Financial and reputational impacts                        | Formalised working with partners and engagement with stakeholders.  | <b>A</b> |

# 2. 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) and Financial Conduct Authority (FCA) have re-located into IQL. Other organisations such as Cancer Research UK, the British Council and Unicef UK are re-locating 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 2019/20                                 | PERFORMANCE AND COMMENTARY  |
|--|---|
| Continue to deliver the QEOP ‘East Works’ jobs and skills programme. | Highlights in this period include the completion of the STEP into Smithsonian programme: 4 young people undertaking a 3 week course in Washington DC to help progress their career in the cultural and creative sector. |

## PROGRESS AGAINST MAJOR WORK MILESTONES

| MILESTONES FOR COMPLETION IN 2019/20   | PERFORMANCE AND COMMENTARY   |
|--|--|
| <p>Holding the annual East Works awards.</p>   | <p>The East Works awards are being reviewed, as the Park enters a new phase of development, the LLDC will continue to review the most effective mechanism for celebrating the key role local communities and employers have played and will continue to play in the construction and management of the Park.</p> |
| <p>Continuing the development of the QEOP Training Association, delivering the centrally commissioned construction training programme.</p> | <p>Design and planning documents for on-site facility finalised and interim training arrangements in place with the Skills Centre for during the planning phase.</p>   |
| <p>Delivering the Design...Engineer...Construct (DEC) Building Information Modelling (BIM) curriculum in five local schools.</p>           | <p>Continuing to work with the Black Training and Enterprise Group to support DEC candidates who have been placed into work. Engagement plan with industry to tailor employers' work with individual schools.</p>  |
| <p>Delivering the Hobs Studios training academy at Here East.</p>  | <p>Training provider to be appointed in the next period, with the Academy to open in late 2019.</p>  |

## PROGRESS AGAINST MAJOR WORK MEASURES

| TARGETS   | PERFORMANCE AND COMMENTARY   |
|---|--|
| <p><b>Construction</b></p> <ul style="list-style-type: none"> <li>• 28% of the workforce have permanent residency in Host Boroughs</li> <li>• 25% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 3% of the workforce are apprentices</li> </ul> | <p><b>The most recent construction figures available are to end of May 2019</b></p> <ul style="list-style-type: none"> <li>• 31% of construction employees working on the Park are Host Borough residents</li> <li>• 72% of the workforce are from BAME groups</li> <li>• 7% of the workforce are women</li> <li>• 2% of the workforce are disabled people</li> <li>• 3% of the workforce are apprentices</li> </ul>   |
| <p><b>End-use</b></p> <ul style="list-style-type: none"> <li>• 25-85% of the workforce are from Host Boroughs</li> <li>• 25% are from BAME groups</li> <li>• 50% are women</li> <li>• 3-5% are disabled people</li> <li>• 5% are apprentices</li> </ul>   | <p><b>Copper Box Arena and London Aquatics Centre</b><br/>Workforce targets as of April 2019 (these figures are reported annually):</p> <ul style="list-style-type: none"> <li>• 67% workforce Host Borough residents</li> <li>• 47% workforce are from BAME groups</li> <li>• 55% workforce are women</li> <li>• 4% workforce are disabled people</li> <li>• There are 6 apprentices across the two sites</li> </ul> <p><b>Estates and Facilities</b><br/>Workforce targets as of April 2019:</p> <ul style="list-style-type: none"> <li>• 64% workforce Host Borough residents</li> <li>• 60% workforce are from BAME groups</li> <li>• 32% workforce are women*</li> <li>• 10% workforce are disabled people</li> <li>• 10 apprentices on site</li> </ul> |

\* Against contractual target of 30 – 42%.

## COMMENTARY ON KEY WORK PROJECTS

The LLDC continues to work with its partners to deliver jobs, training and support to businesses through its East Works programme. Key highlights include:

Four young east Londoners completed the **STEP into the Smithsonian** – programme with our East Bank partner, the Smithsonian Institution, with a three-week course in Washington DC. The Shared Training and Employment Programme (STEP) helps local young people to progress their career in the cultural and creative sectors. The four – Chess Charles from Newham, Abundance Matanda from Hackney, Iranga Tcheko from Tower Hamlets and Mohammed Rahman from Waltham Forest, visited many of the Smithsonian’s museums and research centres, exploring a diversity of topics including; photography and print, graphic design, African American history, popular culture, natural history, global art forms and much more. One of the participants has written a blog about the experience: <https://step-interns.com/2019/05/10/step-into-the-smithsonian-pre-departure-reflections-part-1/>



The development of the **QEOP Training Association** has continued with the finalisation of the commission for lead Training Association provider. The Training Association will be invited to address the Committee at its next meeting.

LLDC, in partnership with the TfL (who are the accountable body), have secured £1m funding from the CITB through its Construction Skills Fund to support new entrants to the construction sector through the provision of employer-led training courses and brokerage support. The project is centred on the Park and will work closely with the boroughs of Newham, Tower Hamlets, Waltham Forest and Hackney that surround the Park. We have the appointed

project lead and about to go to market for training provider for courses in late summer.

**3D and Virtual reality studio:** mobilisation phase is being implemented, with interviews held for Academy Training Manager and market-testing for Education Partner.

Part of the funding is earmarked for the delivery of an on-site training facility and the LLDC and TfL have been in discussion with Eastwick and Sweetwater Ltd. (EWS), regarding the feasibility of locating the training facility on one of the site’s development plots.

LLDC is also part of the TfL-led Mayor’s Construction Hub bid that was recently approved by the GLA.

The showcase event for **Flipside** was held at Bio Agency in Hackney on 15 May. This concluded the second delivery phase of Flipside – a three-month digital product design immersive training programme, co-created and co-delivered by industry – with LLDC as one of the founding partners. During the programme 10 young people, all of Black and Minority Ethnic heritage, were trained and mentored by industry as they rotated round different agencies and worked on client briefs. Past participants have gone on to roles in UX/UI design, User Research, Product Design as well as videography and freelance creative and art direction. Flipside is gaining more traction within the industry as a talent pipeline programme with 11 creative agencies participating this year – 120% increase from last year’s pilot. We will continue to build on this to scale the programme in future years.

On 15 and 16 May 2019, LLDC hosted two Jobs and Apprenticeship Information events to promote **LLDC’s business support roles** to local, host borough candidates. The event, led by LLDC HR, provided an overview of working for LLDC and key points on preparing a personal statement for a job application form.

Staff members from the recruiting teams, PPDT and Development provided personal insights into their own experience of working at LLDC and their job roles. We attracted over 60 local candidates across all 4 boroughs to the event who were referred via the local jobs brokerages as well as community partners such as Poplar Harca and Bromley by Bow Centre and received excellent feedback from attendees, many of whom indicated they will be submitting applications. The 6 vacancies including 1 apprentice role are now live on our website.



The LLDC continues to work with its partners to understand the reasons for any underperformance against targets and to develop solutions to address that underperformance. Areas of focus include:

LLDC are addressing local, women and BAME performance against target with GLL who are currently recruiting for a number of vacancies at both centres. LLDC have discussed this issue with borough partners and are connecting GLL to the Black Training & Enterprise Group and West Ham United FC Foundation who design and deliver LLDC’s East Work – careers work, with a focus on 15-19 year olds. GLL apprentice recruitment is currently on hold due to the changes in qualification prerequisites for the Leisure Team Member apprentice standard. GLL apprentice recruitment is currently on hold due to the changes in qualification prerequisites for the Leisure Team Member apprentice standard.

Current workforce performance at Stratford Waterfront on Enabling Works is on target. The construction figures reflect under-performance by Taylor Wimpey at Chobham Manor. LLDC now has an embedded Employment and Skills Manager who is working with Taylor Wimpey to monitor the implementation of their action plan which is being led by Taylor Wimpey’s Project Director.

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

The founding members of the Training Association have all signed the Memorandum of Understanding that sets out the principles and commitments for its governance and delivery. In this period Lendlease agreed that they would join the association. In this period design and planning documents for the on-site facility were finalised and interim training arrangements in place with the Skills Centre for during the planning phase which will commence in the next period.

## 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   |

# 3. 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 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 2019/20  | ESTIMATED DATE AND COMMENTARY  |
|---|--|
| <p>Support the delivery of a programme of major sporting events (including the Diving World Series), music festivals and community events.</p>  | <p>In this period the FINA World Diving Championships was held at the London Aquatics Centre, where three British divers who train at the London Aquatics Centre won gold, the Vitality Netball Superleague final, the Street League Skateboarding World tour, the Call of Duty World League Tournament, and FIH Pro League international men’s and women’s hockey matches at the Lee Valley Hockey and Tennis Centre.</p> |
| <p>High ropes attraction opens.</p>   | <p>Construction is due to commence in the next period for completion by the end of the financial year.</p>   |
| <p>Continue Stadium operations including football, summer athletics and Major League Baseball.</p>   | <p>Stadium seats were moved successfully in this period following the end of the football season which allowed Muse to hold a concert at the stadium. The second seat transition took place for the hugely successful Major League Baseball matches on the weekend of 29 June 2019.</p>  |
| <p>Maintain Green Flag status for the Park.</p>   | <p>It is anticipated that the Park will retain Green Flag Status in the next period.</p>   |

| TARGETS   | PERFORMANCE AND COMMENTARY   |
|---|--|
| <p>Achieve 6.2m visitors to the Park in the context of less event space and more construction work.</p>                               | <p>Visitor numbers to the Park for April to June 2019 are estimated at over 1.5 million.</p>       |
| <p>London Aquatics Centre throughput of 1m.</p>      | <p>Visitor numbers for the London Aquatics Centre for April to May 2019 are over 180,000.</p>      |
| <p>Copper Box Arena throughput of 445,000.</p>  | <p>Visitor numbers for the Copper Box Arena for April to May 2019 are over 95,000.</p>             |
| <p>ArcelorMittal Orbit throughput of 180,000.</p>  | <p>Visitor numbers for the ArcelorMittal Orbit for April to May 2019 are over 26,000 visitors.</p> |

\* Note: The Park figures for 2019/20 are estimates. The camera based approach to collecting visitor numbers was becoming increasingly less definitive (e.g. eight cameras but over 20 entrances) and an increasing reliance on estimates. Therefore, the means of collecting visitor numbers on the park was revised during 2018 from the camera based system to a wi-fi based approach. While the basis of the wi-fi figures is being refined, the park estimates for 2018/19 have been extrapolated using historical park visitor numbers and current venue figures.

## COMMENTARY ON VISIT ACTIVITIES

The Legacy Corporation, on behalf of E2O Stadium LLP, has completed its work to transform the London Stadium in the Park into a year-round multi-use venue to deliver a permanent sporting, cultural and community legacy in east London.

LLDC took control of the London Stadium operator, LS185, through the acquisition by E2O Stadium LLP of the company.

E2O and LS185's parent company Vinci came to the agreement so both businesses could move forward in the direction that matches their priorities. This ends a 25-year contract – that had 21 years to run – which was proving difficult for both parties as it did not deliver the right incentives for any party to maximise returns. The deal was completed and announced in January 2019.

The operational focus remains on safety and security for all events, but this is also an important step in the progress which has been made in getting the London Stadium on a firm financial footing. It means there will be improved opportunities to drive costs and maximise the fantastic potential of the venue which is one of the biggest multi-use stadiums in Europe.

LLDC is continuing to work closely with West Ham United: legal disputes with West Ham have been closed and LLDC is continuing to explore with supporters some changes to improve the seating and experience of supporters in the Stadium. The new claret pitch side cover was used for the first time at West Ham United's match against Leicester City on 20 April 2019.

Following the end of the football season the retractable seats were moved successfully, which allowed Muse to hold a concert at the stadium. The second seat transition was then undertaken to ensure the Stadium was ready to hold Major League Baseball (MLB) on the weekend of 29 June 2019. This was the first time MLB had ever been held in a venue in Europe. The weekend was a huge success, with sell-out crowds enjoying the Boston Red Sox facing the New York Yankees in two matches, with television coverage around the world. Initial feedback from MLB is that they could not be happier with how the event went, and a full evaluation will be undertaken.

Following hosting the Muller Anniversary Games on 20 and 21 July, with an accompanying schools' programme, the Stadium will move back to football mode for the start of West Ham United's 2019/20 season in August.

### Park

The vital role played by the late Tessa Jowell in securing and delivering the 2012 Olympic and Paralympic Games for London was marked with a ceremony to name a walkway in the Park 'Tessa Jowell Boulevard'. The Mayor of London joined Tessa Jowell's family and friends to unveil a memorial plaque for the walkway, which runs through the Pleasure Gardens in the south, starting at the ArcelorMittal Orbit and passing along the waterways to Carpenters Lock in the centre of the Park. New street signs have been placed along the length of the newly named boulevard.



Activities on the Park in this period include the FINA World Diving Championships at the London Aquatics Centre, where three British divers who train at the London Aquatics Centre won gold, the Vitality Netball Superleague final, the Street League Skateboarding World tour, the Call of Duty World League Tournament, and a schools' opera event at the Copper Box Arena and FIH Pro League international men's and women's hockey matches at the Lee Valley Hockey and Tennis Centre.

Our free community event, the Great Get Together, was held on 23 June, with an estimated over 10,000 people attending this hugely successful event. Local organisations, including our East Bank partners, provided a wider range of activities for people of all ages to enjoy including music and dance performances, crafts, story-telling, art and amazing food at the free family festival.

Major events scheduled for the next period include the Race for Life Pretty Muddy 2019 race on 27 July, the start of the new football season in August and New Japan Pro-Wrestling's first major event in Europe: Royal Quest at the Copper Box Arena on 31 August.



The Park will also host Active East in the next period. This will include a range of free outdoor sports sessions – yoga, running, basketball, cycling and exercise classes – aimed at a range of ages, ability levels and skills. The UK Athletics Festival of Athletics, centred around London Stadium will run from 18 to 21 July, and there will be free chances to take part in canoeing and rowing and to celebrate the opening of our pontoon in the south of the Park as part of National Park City's waterways festival on 27 and 28 July.

## 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 the Stadium restructuring will not sufficiently improve the financial position of the Stadium. | Financial and reputational impacts.                   | E20 Stadium LLP Board and funders considering commercial options. In this period LLDC completed its deal with UK Athletics to amend the concession agreement. This fixes dates for athletics over the next six years and allows more flexibility to hold other events in the Stadium over the summer months. | R   |

# 4. 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 East Bank (formerly the Culture and Education District) was developed during late 2013 and 2014, and secured government funding in December 2014. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £1.5 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’s College of Fashion, the Victoria and Albert Museum collaborating with Smithsonian Institution, Sadler’s Wells and BBC are key partners in the development of a culture and education district.

## PROGRESS AGAINST MAJOR INSPIRE MILESTONES


| MILESTONES FOR COMPLETION IN 2019/20  | PERFORMANCE AND COMMENTARY  |
|---|---|
| Stratford Waterfront town planning approved.  | <p><b>COMPLETE</b></p> <p>The Stratford Waterfront site’s hybrid planning application was approved by the Planning Decisions Committee in April 2019, with the GLA confirming approval for Stage 2 in June.</p> |
| Stratford Waterfront: start on site construction of cultural and educational buildings.   | Enabling works are underway on site.  |
| UCL start on site constructing their new university campus, UCL East (undertaken by UCL). | Enabling works are underway on site.  |

## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

| MILESTONES FOR COMPLETION IN 2019/20  | PERFORMANCE AND COMMENTARY  |
|---|---|
| <p>Continue to work with East Bank partners to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster.</p>  | <p>Highlights in this period include the East Bank Ground Breaking Event and partner content in the Great Get Together community event.</p>   |
| <p>Progress EAST Education, an education engagement programme with East Bank partners.</p>  | <p>The focus on this period has been on planning the expanded QEOP Summer School with partners: a free 2-week programme for 13 – 16 year olds running from the 29 July to the 9 August.</p>   |
| <p>Deliver environmental engagement events e.g. World Environment Day, Climate Week).</p>   | <p>As part of 2019 Earth Hour the lights at the ArcelorMittal Orbit were switched off for an hour on 30 March.</p>  |
| <p>Deliver the QEOP Smart Sustainable District programme.</p>   | <p>Planning is underway for the trail of the Capri project on the Park, using autonomous pods on public roads for the first time, scheduled to commence in September 2019.</p>  |
| <p>Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst East Bank partner institutions to engage local communities.</p> | <p>Continued attendance at monthly Chobham Manor Residents' Association and support in engaging with the developer on community facility.</p> <p>East Wick and Sweetwater: site relations underway for infrastructure works and phase 1 construction works.</p> <p>Monitoring deliverables within London Stadium's Community Engagement Plan.</p> |



## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

| MILESTONES FOR COMPLETION IN 2019/20  | 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 2021. 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.</p> |
| <p>Deliver successful Park Champions programme, including obtaining Investing in volunteers' status.</p>  | <p>Park Champions volunteering programme achieved the Investors In Volunteering award in May 2018.</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>Refreshed Legacy Youth Board with new membership now in place, first board meeting held and chair appointed, new members met with LLDC Board members.</p>   |

## COMMENTARY ON INSPIRE MILESTONES



The Mayor of London broke ground at an event held just after the end of this reporting period on 2 July to mark the start of construction on East Bank – the country’s new powerhouse of culture, education, innovation and growth. Work began at the new UCL East and Stratford Waterfront sites at Queen Elizabeth Olympic Park, which will become the largest culture and education project for a generation, helping to cement the capital’s reputation as a world leader in these fields.

During the event, attended by representatives including from East Bank partners and local boroughs, local schoolchildren buried a time capsule symbolising the huge impact the project will have on the capital’s future generations. The historic moment was accompanied by a fanfare from a group of young east London musicians specially commissioned by the BBC.

The Mayor also announced a £10m funding package from Westfield Stratford City secured by the Foundation for FutureLondon. This new funding will help to deliver careers coaching, mentoring, learning opportunities, internships and apprenticeships as well as support for entrepreneurs and new business start-ups in the arts, culture and placemaking industries. In addition, the City of London Corporation pledged £1 million that will enable the Foundation for Future London to deliver even more arts and education programmes in east London with the East Bank partners.

The event generated significant coverage in the London and arts and construction media (see Deliver section of this report).

In addition to construction work commencing, good progress being made on East Bank planning and design. Procurement for initial Stratford Waterfront contracts are underway with contracts awarded for Enabling Works, Substructure, Tower Cranes, Carpenter’s Land Bridge and Common Site Services, with procurement underway for other construction packages.

The Stratford Waterfront site’s hybrid planning application was approved by the Planning Decisions Committee in April 2019, with the GLA confirming approval for Stage 2 in June.

The Stratford Waterfront consultation project was highly commended at the Planning Awards 2019, in the Stakeholder Engagement category. The awards celebrate excellence in planning and placemaking and the judges commented the Stratford Waterfront consultation programme’s reach and scope, particularly in hard-to-reach groups and emerging communities, as well as the way the results of the consultation were factored into the final application.

UCL’s Reserved Matters Application was approved by PDC on 26 March 2019, subject to conditions relating to wind mitigation. Vinci has been named as preferred bidder for UCL’s Pool

St West Building which will be home to student residential units and academic and research space.

All East Bank partners will contribute to the return of QEOP Summer School which is an intensive, free 2-week programme for 13 – 16 year olds running from the 29 July to the 9 August. A total of 24 different courses, creating 595 student places are available. In addition, free lunches will be provided in response to the holiday hunger issue and feedback from boroughs and 2018 pilot.

This year’s school challenge is being delivered by London College of Fashion and Westfield – “Store of the Future”. 50 local schools attended the launch event in March and final entries are due in June.

### COMMUNITY ENGAGEMENT

Our annual **Family Fun Day** was held at the at the Timber Lodge Café on 17 April. This was targeted at local residents through community group networks and children’s centres and was attended by over local 1,300 people.

**Your Neighbourhood Talks** was held at Bobby Moore Academy on 19th March with representation from over 25 Park stakeholders as part of the information sharing marketplace and was attended by over 120 local residents.

### 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. Planning permissions in place. | 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 securing Government funding. Ensure best outcome from residential development.         | R   |
| East Bank construction interface and procurement risk.                          | Financial implications and programme delays. | Experienced and well-resourced project management partner, LLDC team and assurance. Initial procurements gone well.   | R   |

# 5. 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 2019/20   | PERFORMANCE AND COMMENTARY  |
|--|---|
| <p>Work towards improved financial sustainability<br/>Ongoing delivery of the restructuring plan of the Stadium.</p>   | <p>In January 2019 E20 Stadium LLP (E20) completed a transaction to bring the London Stadium Operator, LS185, in house. E20 and LS185's parent company VINCI Stadium came to the agreement so both businesses could move forward in the direction that matches their priorities. LLDC and E20 is working with LS185 to maximise the fantastic potential of the venue and ensure that progress continues to be made in getting the London Stadium on a firm financial footing.</p> |
| <p><b>Health and safety</b><br/>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.</p> | <p>There have been no reportable accidents in this period, representing a rate of 0.0.</p>  |
| <p>Conclude finalisation of revised Local Plan.</p>  | <p>The revised Local Plan and Community Infrastructure Levy were submitted to the Planning Inspectorate for examination in March 2019, and questions from the inspector were received in this period. Hearing sessions for the public examination are programmed to commence in September 2019.</p>   |

## PROGRESS AGAINST DELIVER MILESTONES

| MILESTONES FOR COMPLETION IN 2019/20  | PERFORMANCE AND COMMENTARY   |
|---|--|
| <p>Unqualified annual accounts for LLDC and E20 for 2018/19.</p>  | <p>The draft unaudited LLDC Annual Report and Accounts was published on LLDC’s website at the end of May, in line with the statutory deadline. Audits of LLDC, E20 and LS185 accounts have commenced for approval by Audit Committee and Board in July 2019.</p> |
| <p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p> | <p>This has been exceeded each month in this quarter, with 94% of applications determined in time in June 2019.</p>  |
| <p>Number of planning enforcement cases closed per month.</p>   | <p>Three enforcement case have been closed in this period. 28 cases are open at the end of the period.</p>   |
| <p>Annual Environmental Sustainability Report published.</p>  | <p>The 2017/18 Annual Environment Sustainability Report is due to be published in the next period.</p>   |
|                            |  |
| <p>Develop and agree high-level LLDC Transition strategy.</p>   | <p>Transition roadmap produced and discussed with Board. A strategy is being developed for completion later in 2019/20.</p>  |

## COMMENTARY ON KEY PROJECTS

### PLANNING

#### Hackney Wick

Site remediation works on the Telford Homes site in Wallis Road in LB Hackney ceased in late 2018 under instruction from LLDC and the LB Hackney, the Local Authority, following the release of unpleasant odours during excavation of contaminated material. Testing has been undertaken and an updated methodology for the management and removal of site contaminants has been agreed with LLDC and LB Hackney and Telford Homes resumed on site on 7 May 2019 under heavily controlled conditions. These include removal works only during times when there is no pick up and drop off at the local schools and a daily site presence from LB Hackney's Environmental Health Officers, monitoring of odour levels and on-line publication of monitoring reports. We are continuing to engage with the local community on this issue.

Outline planning permission for the Hackney Wick masterplan was issued in March following GLA stage 2 sign-off. Work is ongoing to prepare to select a developer for LLDC's land in this area later this year. For other sites coming forward in Hackney Wick Neighbourhood Centre, the Planning team is either holding pre-application discussions with landowners or is processing applications which have already been submitted, for example for Queen's Yard.

#### Local plan review

The revised Local Plan and Community Infrastructure Levy were submitted to the Planning Inspectorate for examination in March and LLDC has received questions from the inspector. Hearing sessions for the public examination are programmed to commence in September 2019. The Greater Carpenters Neighbourhood Plan was submitted to the Corporation in mid-June and in accordance with Neighbourhood Planning Regulations, LLDC is required to formally consult on the Plan and then appoint an independent examiner to hold and Examination into the Neighbourhood Plan. Consultation commences on 3 July.

#### Development Management

Madison Square Garden Company submitted a Planning application in March 2019 for MSG Sphere London, a music and entertainment venue in Stratford. Public consultation completed in June 2019 including meetings with the resident and the business community. The application is

being reviewed for determination which is likely to be towards the end of 2019.

Work has continued with landowners at Bow East relating to the concrete batching plant. I have written to operators, Network Rail, the local Borough and the Bobby Moore Academy setting out our concerns around site management. Network Rail have set up a Management Committee to look at improving site impact and installing measures to manage and mitigate the impact of dust and reduce the height of stockpiles. LLDC are meeting Network Rail in the next period to discuss both current operations and the long-term future of the site. LLDC have also met with the Head of the Bobby Moore Academy to discuss their concerns.

#### International Quarter London (IQL):

pre-application discussions are continuing about the revised masterplan for the northern part of the IQL South estate, with applications for additional office and residential development expected in late summer 2019.

### SUSTAINABILITY

#### Smart mobility update: Capri project

This project aims to build passenger, regulatory and market confidence in autonomous pods as a practical, safe and affordable way to travel. The project will achieve this by demonstrating an on-demand autonomous pod service that will see pods using public roads for the first time. The proposed trial of the pods on the Park has been rescheduled from May to September 2019 to allow technical requirements to be addressed. The trial will see three PODs operating on the paths within the Park providing an on-demand service across both the north and the south of the Park. Members of the public will be able to book a pod to take them to a stop in the Park. It is the first time this on demand and point to point service has been trialled. More information can be found on the Capri Mobility website: <https://caprimobility.com/>

#### Smart Mobility Living Lab

This aims to build the UK's most advanced environment for developing future transport technologies, services and business models. The project legacy will be a permanent driverless vehicle test environment in the Park. The main focus of this project currently is the roadside build so the installation of the equipment needed to create the test bed and securing garage and office space on the Park, followed by commissioning and a small number of vehicles

Queen Elizabeth Olympic Park will soon be home to one of the world's largest and most ambitious cultural and education districts:

# EAST BANK

Building on the legacy of the London 2012 Olympic and Paralympic Games, world-renowned universities UCL, University College London and UAL's London College of Fashion will join world-class cultural institutions the BBC, Sadler's Wells and the V&A, including a partnership with the Smithsonian Institution. They will bring their expertise, resources and profiles to deliver a new creative powerhouse for artistic excellence, learning, research, performance and exhibitions.

East Bank will be set across three sites on the Park:

**1 UCL East**

UCL are creating a new university campus, UCL East, in the heart of the residential district. With around 6,000 students across two buildings, it will provide multi-disciplinary research, teaching and innovation in areas of creative robotics, smart cities, culture and conservation. The campus will be embedded in the local community, with public spaces and collaborations with schools, charities and community organisations.

**2 Here East**

Just 100 metres from Stratford Waterfront, this new residential district will also be home to the new V&A Culture and Research Centre – a new facility that, as part of the V&A East Project, will provide access to the museum's vast collection of art, design and performance. UCL have already established presence at Here East, providing a new space for their architects, engineers and computer scientists.

**3 Stratford Waterfront**

Close to the London Aquatics Centre, Stratford Waterfront will include UCL's London College of Fashion – a new campus for 5,500 students and staff including public open spaces, galleries, lounge and cafe.

Sadler's Wells – a new 550 seat theatre, presenting the best talent from the UK and around the world at a rehearsal space and a top tier academy, learning and engagement programme for artists, audiences and local communities.

BBC – a new home for the BBC Symphony Orchestra, BBC Symphony Chorus, BBC Singers and rock and pop recording facilities, access to the studio for performance.

The V&A, including a partnership with the Smithsonian Institution – a site relevant to explore the V&A's renowned collection: a co-curated space with the Smithsonian, featuring exhibitions, gallery displays and spaces for community-led projects.

**Timeline**

- 2018 Initial works begin on site
- 2019 Construction starts
- 2020 UCL East opens its first building to students
- 2021 UCL's London College of Fashion and Sadler's Wells open
- 2022 UCL East opens its first building to students
- 2023 BBC and both V&A sites, including partnership with the Smithsonian Institution, open

East Bank is far more than a collection of cultural and university buildings; its full potential lies in the opportunities it generates for local communities and local arts and educational organisations. The partners are already working on projects with local people and businesses such as EAST Education, which is working with schools, raising aspiration and attainment in one of the youngest populations in the country. Summer schools, classroom activities and events based around arts, music, science, fashion and technology will equip young people with the skills, knowledge and confidence they need to take advantage of the jobs and opportunities being created.

using the route. Once the test bed is operational it will be operated by Smart Mobility Living Lab: London Limited testing a whole range of use cases and technologies. To start with the main things people will see are extra CCTV cameras and other boxes on light columns which are starting to install now and then for commissioning there will be an electric vehicle with sensors on followed by CAVs later this year.

Both projects are being supported by academics from Loughborough University London and other University partners. LLDC is working with Here East and Plexal regarding their involvement in the projects. More information can be found on the Smart Mobility website: <https://www.smartmobility.london/>

**COMMUNICATIONS, MARKETING AND STRATEGY**

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues. Marketing campaigns in this period highlighted that the Park is free to enter through an integrated campaign using high impact platforms. Out of home advertising across town (the tube and train network and a creative adapt for local bus routes across the boroughs), impacts are over 20 million. Communications have focussed on ongoing activities such as Parkland walks, food and drink and swan pedalos and specific school holiday activities like Aqua Splash at London Aquatics Centre cycling sessions at Lea Valley Velodrome and extended hours at the ArcelorMittal Orbit.

The CMS team has promoted a number of very successful events on the Park generating good publicity including the Great Get Together, the 5 year anniversary of the Park re-opening, the unveiling of the Tessa Jowell Boulevard and Major League Baseball at the stadium. Details about these events can be found elsewhere in the report.

The East Bank programme continues to be a major focus of our marketing work, information boards have been installed on the site so that people could understand more about future works and temporary branding is now up on the Stratford Waterfront site. An East Bank special pull-out was included in the recent edition of Park News written in conjunction with Mace. Plans completed for the East Bank ground breaking event to mark start of construction work at both East Bank sites (see inspire section), with a positive leader piece appearing in the Evening Standard (scroll down to the second article on this webpage): <https://www.standard.co.uk/comment/comment/evening-standard-comment-don-t-blame-the-civil-service-when-politics-fails-a4180391.html>

Promotion for other future events and activities on the Park is underway, including promoting the QEOP Summer School.

LLDC continued to make presentations to promote our work and the opportunities provided by the Park relationships with Stadium partners have been promoted through media and local publications and national media.

### HEALTH AND SAFETY

LLDC’s health, safety and security is overseen by its Health, Safety and Security Committee and led at the executive level by Mark Camley, Executive Director of Park Operations and Venues. The Board receives a report back from each Health, Safety and Security Committee meeting, the Committee meets at least three times a year (the report back from the last meeting is a separate item on the agenda). The standing item in the Chief Executive’s Report to Board focusses on a summary on accidents and any major incidents, with more detailed information provided through the Committee as appropriate. This will include information around safeguarding; the Chair of the Health Safety and Security Committee, Simon Blanchflower, has been confirmed as LLDC’s safeguarding champion. It has also been agreed that Modern Slavery will now be included within LLDC’s Safeguarding Policy.

The period from April to June 2019 has seen three major event days in Stadium; Fed Cup Tennis in the Copper Box Arena Hackney Half Marathon and various other smaller events in the public realm. Accidents remained low at 41 across the three months, proportionate to the visitor numbers. There have been no major incidents to report.

Two H&S reports have been received on East Bank as part of the planned series of reviews. These were on the subjects of design and substructure and there were no non-conformances. An additional report was commissioned into the corrective actions taken following a cable strike incident on Stratford Waterfront. This found one issue of non-conformance which is being addressed.

### 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, including leaving the EU.      | Programme delays, budget impacts.  | Continue political engagement work and briefings. Work through implications of withdrawal from the EU.  | R   |
| Risk about the impacts of Health and Safety failures, including East Bank.                                | 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. Oversight through Health, Safety and Security Committee. | R   |



**KEY RISKS**

| SUMMARY  | IMPACT   | MITIGATION   | RAG |
|--|--|--|-----|
| 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   |
| Future transition of LLDC activities.  | Negative impacts on regeneration of the area.  | Transition strategy being developed, updates presented to Board. Close working with key stakeholders.  | A   |
| Ensuring that staff resourcing is sufficient for delivering against LLDC objectives. | Missed opportunities against LLDC's objectives.                                      | High quality recruitment and communications. Remuneration package including benefits. Staff development.   | A   |
| 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 that HMRC rules against LLDC's Corporation Tax application.                     | Financial impact.  | Tax and legal advice, engagement with HMRC, submit application in Q2 2019/20.  | R   |