

# CORPORATE PERFORMANCE

JUL-SEP 2020  
QUARTER 2

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# INTRODUCTION AND SUMMARY

## PURPOSE OF THE DOCUMENT

This is a quarterly report of the London Legacy Development Corporation (LLDC, the Legacy Corporation) that provides an update on progress on strategic objectives and against corporate milestones and measures. It also sets out information about the Legacy Corporation's financial performance, including updates on achieving savings and efficiencies, and key financial risks.

The first sections provide a summary of progress in this reporting period and 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 JULY TO SEPTEMBER 2020

**Note that this reporting period covers the impact of COVID-19 on LLDC's activities. Delivery of some of milestones and measures has been impacted by the crisis, stated where relevant. The 'Deliver' section includes LLDC's corporate issue relating to COVID-19.**

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

- Continued to implement safety measures for LLDC employees and Park and venue users in line with Government and Mayoral guidance, supported by clear and consistent communications
- The successful and safe re-opening of the London Aquatics Centre, Copper Box Arena and ArcelorMittal Orbit
- London Stadium's new seating installed, ahead of the 2020/21 football season
- Re-opening of the London Marathon Community Track for public use
- Chobham Manor construction continued and all phase 2 homes now occupied
- East Wick and Sweetwater: infrastructure works progressed with the opening of the southern section of the north south highway and lifting the Monier Road (H14) bridge into place. Opening of the East Wick and Sweetwater Sales and Marketing Suite
- Planning approval granted for Sweetwater Zonal Masterplan and revised Zonal Masterplan for East Wick
- Public consultation on Pudding Mill masterplans undertaken
- The Snoozebox hotel, an interim use at Pudding Mill lane, opened
- UCL East construction progressed well and on programme
- Good progress in construction at Stratford Waterfront including productivity increases. The site passed an unplanned health and safety inspection and received an excellent Considerate Constructors Scheme Monitor's Site Report
- Adoption of the Local Plan
- Completion of the East Summer School online, with 250 young people from the 4 local boroughs participating

### AIMS FOR NEXT PERIOD

(note: aims for the next period have been reviewed in the light of the COVID-19 crisis)

- Work with operators and construction partners to ensure Government and Mayoral guidance is followed
  - Park achieves Green Flag status for the seventh year in a row
  - Continue construction of East Wick and Sweetwater phase 2 and open the full North South highway. Achieve first sales of homes
  - Completion of first block of Chobham Manor phase 3
  - Continue East Bank construction works
  - Complete main 3 Mills River Wall
  - Launch of developer procurement for Stratford Waterfront and Bridgewater
  - Continue masterplanning work for Pudding Mill Lane development
  - Appoint Good Growth Hub service provider
  - Support local communities and businesses in their response to the crisis
  - Selection of a developer for Hackney Wick Neighbourhood centre
  - Third round of public consultation on MSG Sphere commences
  - Submission of 2021/22 budget
  - Complete statutory accounts for LLDC, E20 and LS185
- 
- Completion of roof repairs at 3 Mills Studios
  - Smart Mobility Living Lab launched
  - Bio Diversity action plan published
  - Appointment of new Chief Commercial Officer
  - Launched internal Inclusive Culture campaign

## FINANCIAL PERFORMANCE SUMMARY

### CAPITAL SUMMARY

	Qtr to 30 Sep 20			Year to 30-Sep-20			Full Year 2020/21		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
<b>CAPITAL INCOME</b>									
Development	0	(4,033)	4,033	(6)	(4,498)	4,492	(10,786)	(27,388)	16,602
East Bank	(8,661)	(41,130)	32,469	(38,661)	(86,640)	47,979	(142,217)	(173,280)	31,063
Park Operations and Venues – excl Trading	0	365	(365)	(600)	(322)	(278)	(1,103)	(1,397)	294
<b>Total Capital Income</b>	<b>(8,661)</b>	<b>(44,798)</b>	<b>36,137</b>	<b>(39,267)</b>	<b>(91,460)</b>	<b>52,193</b>	<b>(154,106)</b>	<b>(202,065)</b>	<b>47,959</b>

<b>CAPITAL EXPENDITURE</b>									
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Construction	551	761	(211)	1,390	1,523	(132)	2,854	1,930	924
Development	3,932	5,583	(1,652)	6,482	10,520	(4,038)	21,610	25,088	(3,478)
Executive Office	2	14	(11)	7	27	(20)	54	54	0
Finance, Commercial and Corporate Services	5,817	1,177	4,640	6,337	2,354	3,984	8,100	4,707	3,393
East Bank	22,951	41,382	(18,431)	36,903	82,764	(45,861)	88,902	165,528	(76,626)
Park Operations and Venues – excl Trading	901	2,797	(1,896)	1,512	3,712	(2,200)	9,391	10,517	(1,126)
Regeneration and Community Partnerships	39	166	(127)	78	332	(254)	702	664	38
Stadium	4,357	3,983	374	5,382	7,967	(2,585)	15,992	15,933	59
Contingency	0	0	0	0	0	0	9,875	11,369	(1,494)
<b>Total Capital Expenditure</b>	<b>38,550</b>	<b>55,863</b>	<b>(17,313)</b>	<b>58,091</b>	<b>109,197</b>	<b>(51,106)</b>	<b>157,479</b>	<b>235,790</b>	<b>(78,311)</b>
<b>Total Net Capital Funding required (GLA)</b>	<b>29,890</b>	<b>11,065</b>	<b>18,825</b>	<b>18,824</b>	<b>17,737</b>	<b>1,087</b>	<b>3,374</b>	<b>33,725</b>	<b>(30,351)</b>

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	354,886	18,824	17,348	372,234	126,766	147,766

S106 & OPTEMS balance (£000)	38,017
CIL balance (£000)	17,873

### CAPITAL INCOME

- The developer's revised sales programme for Chobham Manor now reflects the impact of the site being closed due to COVID-19. Following review, £16.0m of the budgeted £23.2m receipts expected in 2020/21 has been rephased into future years. This does not affect LLDC's borrowing position this year as there is sufficient headroom due to expected slippage in capital expenditure detailed later in this report.
- The University of the Arts London (UAL) lease was executed in June, resulting in the payment of a £30m lease premium by UAL. The BBC lease execution is expected to follow imminently (Sadler's Wells and the V&A will transfer on practical completion of their buildings).
- Contributions from the BBC towards the cost of their building will be covered by a loan from LLDC. The budget assumed these contributions would be recognised this year (in accruals terms); however, it is now confirmed that these will not be recognised until the building is complete (this has no effect on LLDC's borrowings position as they were non-cash amounts). This accounts for £26.2m of the above variance on East Bank income; the remainder relates to expected slippage in contributions from UAL towards their building, which corresponds to slippage in capital expenditure.
- The disposal of Vittoria Wharf, a light-industrial unit in Hackney Wick, completed in Quarter 2, resulting in a capital receipt for LLDC.

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## **CAPITAL EXPENDITURE**

- The revised East Bank expenditure forecast for 2020/21 reflects the 'Revision 9' programme developed by Mace, which forecasts substantial slippage in expected costs this year due to the pandemic. Mace are working on the 'Revision 10' programme which reflects updated assumptions regarding the now more likely longer period of COVID-19 disruption to the programme, to December 2021. This is likely to have a further substantial impact on programme costs. Work at the East Bank site is accelerating, with LLDC and Mace looking at innovative ways of increasing the number of workers on the site without compromising social distancing regulations.
- The increase in costs in FCCS capital relates to corporation tax on grant funding and contributions from UAL to the East Bank project and is expected to be offset by future losses.
- Infrastructure works have continued over the lockdown period at East Wick and Sweetwater site and both bridges now installed.
- The purchase of land at Bridgewater is expected to complete in October 2020; this is an important part of mobilising the Stratford Waterfront and Bridgewater residential development, which is also being launched to the market in October.
- On the 3 Mills River Wall project, the existing repair works are now substantially complete. During the original river wall repairs, additional brickwork repairs were also identified as being required. A contractor has now been selected to carry out these works.

## REVENUE SUMMARY

	£000						Variance breakdown £000		
	Original Budget	Savings	Revised Budget	Actual to Date	Forecast	Variance	COVID-19 impact	Savings (Additional) / Shortfall	Other
<b>REVENUE INCOME</b>									
East Bank	0	0	0	(10)	(10)	(10)	0	0	(10)
Executive Office	(29)	0	(29)	(15)	(29)	0	0	0	0
Development	(238)	0	(238)	(148)	(122)	116	0	0	116
Finance, Commercial and Corporate Services	(360)	0	(360)	(57)	(360)	0	0	0	0
Park Operations and Venues – excl Trading	(3,956)	(242)	(4,198)	(1,497)	(3,476)	721	699	22	0
Park Operations and Venues – Trading	(8,988)	(124)	(9,112)	(3,173)	(7,430)	1,682	2,770	(1,087)	0
Planning Policy & Decisions	(1,600)	(150)	(1,750)	(1,358)	(2,000)	(250)	50	0	(300)
Regeneration and Community Partnerships	(63)	0	(63)	0	(63)	0	0	0	0
<b>Total Revenue Income</b>	<b>(15,234)</b>	<b>(516)</b>	<b>(15,750)</b>	<b>(6,258)</b>	<b>(13,490)</b>	<b>2,260</b>	<b>3,519</b>	<b>(1,065)</b>	<b>(194)</b>

<b>REVENUE EXPENDITURE</b>									
Communication, Marketing and Strategy	1,932	(182)	1,749	652	1,709	(40)	0	(40)	0
Development	119	0	119	65	206	87	0	0	87
Executive Office	2,559	(200)	2,360	1,091	2,344	(16)	0	(16)	0
Finance, Commercial and Corporate Services	6,537	(315)	6,222	3,591	5,781	(441)	0	(441)	0
Park Operations and Venues – excl Trading	9,789	(486)	9,303	4,004	9,108	(194)	(36)	(212)	54
Park Operations and Venues – Trading	9,922	(318)	9,605	3,671	9,356	(249)	(338)	(60)	150
Planning Policy & Decisions	3,090	0	3,090	1,576	3,129	39	0	0	39
Regeneration and Community Partnerships	2,867	(68)	2,799	774	2,498	(302)	0	17	(319)
Stadium	16,627	(5,314)	11,313	8,915	10,948	(365)	0	(365)	0
Revenue Contingency	1,051	0	1,051	0	869	(182)	0	0	(182)
<b>Total Revenue Expenditure</b>	<b>54,493</b>	<b>(6,883)</b>	<b>47,610</b>	<b>24,340</b>	<b>45,948</b>	<b>(1,662)</b>	<b>(374)</b>	<b>(1,117)</b>	<b>(171)</b>
<b>Net Revenue Expenditure</b>	<b>39,259</b>	<b>(7,399)</b>	<b>31,860</b>	<b>18,082</b>	<b>32,458</b>	<b>598</b>	<b>3,145</b>	<b>(2,182)</b>	<b>(365)</b>

	£000					
	Original Budget	Savings	Revised Budget	Actual to Date	Forecast	Variance
<b>TRADING</b>						
Timber Lodge Café	(37)	0	(37)	55	119	156
ArcelorMittal Orbit (AMO)	(12)	(125)	(137)	346	504	641
Kiosks	(50)	0	(50)	0	(4)	46
The Podium	(125)	0	(125)	(69)	(125)	0
London Aquatics Centre	1,342	0	1,342	828	1,702	360
Copper Box Arena	797	0	797	313	885	88
3 Mills Studio	(600)	(175)	(775)	(541)	(454)	321
Other Trading Income	(270)	71	(199)	(11)	(105)	95
On Park Properties	(330)	(212)	(542)	(422)	(748)	(206)
Off Park Properties	219	0	219	(1)	151	(68)
<b>Total Trading Net (Surplus)/Deficit</b>	<b>934</b>	<b>(441)</b>	<b>493</b>	<b>499</b>	<b>1,926</b>	<b>1,434</b>

## REVENUE INCOME

- In June 2020, the Mayor of London published his 2021/22 budget guidance, which is dominated by the impact of COVID-19 on the Mayor's finances. Accordingly, it contained new savings targets for all Functional Bodies, including LLDC, that supersede those set in November 2019. As such, LLDC was required to repurpose its 2020/21 budget to deliver additional in-year savings and efficiencies of £7.4m. These are now reflected in the revised budget for the year, split between additional income (£0.5m) and expenditure savings (6.9m) as reflected in the tables above. Since June, additional savings have been identified, including £1.1m of income, mainly additional income from 3 Mills Studios and interim uses of the Corporation's remaining development sites – these are reflected in the forecast for the year.
- The Corporation relies on substantial third party income to balance its books and the COVID-19 pandemic is having a significant direct impact upon the Corporation's revenue position, particularly as many of the venues had to close during lockdown and, whilst now they are now substantially reopened, they are operating with social distancing restrictions. In addition, events on the Park have either been postponed or cancelled, resulting in a loss of income in 2020/21. The Corporation offered rental relief to SME's throughout the first and second quarter of the financial year.
- The total impact of COVID-19 on the Corporation's income is forecast to be £3.5m for this financial year\*, with continued effects into future financial years. As confirmed in the Mayor's Budget guidance, the impact of COVID-19 for LLDC will be funded above the normal revenue grant funding control total. This additional funding is shown as an adverse variance against LLDC's revised budget position, as illustrated in the table above.
- Included within 'Other Variances' is a reprofiling of rental income from the Corporation's major residential developments, which is now expected to be received in future years. This is more than offset by higher than anticipated Planning income.

## REVENUE EXPENDITURE

- As described above, the Corporation has repurposed its 2020/21 budget to include a £6.9m savings target in 2020/21. The majority of the savings are expected to come from the London Stadium where, due to the pandemic, the venue has been closed to spectators and its summer events, which included Major League Baseball, international athletics and the Mega Hella tour, have been cancelled or postponed. As a result, the Stadium is expected to incur significantly lower operating costs in 2020/21, particularly relating to the cost of moving the seating between football and summer events mode.
- LLDC's discretionary cost base is limited, largely due to savings delivered over previous years. However, a bottom-up review and challenge of all budgets has identified c£1.6m of discretionary spend that can be reduced in 2020/21 including from budget rolled-forward from 2019/20. These costs include professional fees, IT costs, repairs and maintenance and marketing and communications.
- The COVID-19 pandemic has also resulted in some reduction in costs for operations such as Park Estates and Facilities Management, which help to offset the amount of additional grant funding required from the GLA.

\* Note this estimate was made prior to the second national lockdown in November; however, early estimates do not anticipate the impact of this to be material



## SAVINGS AND EFFICIENCIES

LLDC has delivered significant revenue savings in recent years and a further £2.0m of savings and efficiencies were already incorporated into the approved budget for the year.

However, in response to the Mayor’s Budget Guidance published in June, LLDC undertook extensive work to identify an additional £7.4m of savings in 2020/21 as required by the Mayor.

LLDC’s savings target is profiled to deliver more in 2020/21 than in the following years due to the impact of lockdown on London Stadium events this summer and the cancellation of the summer event programme and associated seat moves.

Based on latest forecasts, LLDC expects to deliver £9.6m of savings in 2020/21 against the target of £7.4m. As agreed with the GLA, these additional savings will be carried-forward into next year to help LLDC deliver a balanced budget. The table to the right sets this out.

	2020/21 - Full Year		
	Savings Target £000	Forecast £000	Variance £000
<b>REVENUE INCOME</b>			
Park Operations and Venues - excl Trading	(242)	(220)	22
Park Operations and Venues - Trading	(124)	(1,211)	(1,087)
Planning Policy & Decisions	(150)	(150)	0
<b>Total Revenue Income</b>	<b>(516)</b>	<b>(1,581)</b>	<b>(1,065)</b>
<b>REVENUE EXPENDITURE</b>			
Communication, Marketing and Strategy	(182)	(222)	(40)
Executive Office	(200)	(216)	(16)
Finance, Commercial and Corporate Services	(315)	(756)	(441)
Park Operations and Venues - excl Trading	(486)	(699)	(212)
Park Operations and Venues - Trading	(318)	(378)	(60)
Regeneration and Community Partnerships	(68)	(51)	17
Stadium	(5,314)	(5,679)	(365)
<b>Total Revenue Expenditure</b>	<b>(6,883)</b>	<b>(8,000)</b>	<b>(1,117)</b>
<b>Net Revenue Expenditure</b>	<b>(7,399)</b>	<b>(9,581)</b>	<b>(2,182)</b>

Savings are expected to be delivered from:

- **London Stadium:** Most of the savings are expected to come from the London Stadium where, due to the pandemic, the venue has been closed to spectators and its summer events, which included Major League Baseball, international athletics and the Mega Hella tour, have been cancelled or postponed. As a result, the Stadium is expected to incur significantly lower operating costs in 2020/21, particularly relating to the cost of moving the seating between football and summer events mode.
- **Income opportunities:** These are expected to be challenging in the current climate but LLDC has identified potential for additional income, mainly from opportunities at 3 Mills Studios and interim uses of the Corporation’s remaining development sites.
- **Discretionary spend:** LLDC’s discretionary cost base is very limited, largely due to savings delivered over previous years. However, a bottom-up review and challenge of all budgets has identified discretionary spend that can be reduced in 2020/21 including from budget rolled-forward from 2019/20. These costs include professional fees, IT costs, repairs and maintenance and marketing and communications. LLDC is reviewing all staff vacancies on a case by case basis and redeploying staff to other duties where appropriate. It has also protected spend on Inclusion and Diversity, which is a priority area for LLDC.

LLDC has reacted quickly and decisively to meet the significant challenge posed by the Mayor in June. Despite committing to delivering the additional savings, LLDC strongly believes that it and Queen Elizabeth Olympic Park are well-placed to support the recovery from COVID-19. The ongoing investment in infrastructure, homes and jobs will play an important role in supporting London’s social and economic recovery.

## KEY FINANCIAL RISKS

SUMMARY	POTENTIAL IMPACT	MITIGATION	RAG
Risk relating to COVID-19 impact on LLDC's revenue and capital budgets.	Potential additional costs and loss of income due to COVID-19.	LLDC has forecast the immediate financial impact of COVID-19 in 2020/21; the Mayor's Budget Guidance for 2021/22 has confirmed that GLA funding for this would be provided outside of LLDC's existing control totals. LLDC's overriding objective, however, is to minimise the financial impact as far as possible.	R
Risk relating to the delivery of revenue savings.	Missing savings targets and overspending on LLDC's revenue budget.	LLDC has identified a series of areas where savings can be targeted, which will be closely monitored and tracked.	R
Risk relating to current and future housing development delivery – market conditions. Including delivery of Rick Roberts Way.	Loss or delay in capital income.	Close work with development partners, land owners and local Boroughs. Close economic and financial monitoring.	R
Risk relating to delivery of affordable housing in line with Mayor's Strategy.	Delay in bringing housing forward.	Close working with GLA, agreeing housing strategy and portfolio approach, ensure attractive propositions to market.	A
Risk that East Bank will be delayed or costs will be more than anticipated.	Increase in capital costs, particularly due to the impact of COVID-19.	Effective design management and coordination. Cost control. Close work with partners, GLA and Government. Close management of procurement strategy. Three lines of defence assurance approach.	R

**KEY FINANCIAL RISKS**

SUMMARY	POTENTIAL IMPACT	MITIGATION	RAG
East Bank funding risk.	Gap in capital funding for the project.	Full Business Case for the project approved, condition for legal agreement with partners achieved. Close working with Foundation for FutureLondon, East Bank partners and the GLA. Ensure best outcome from residential development.	<b>R</b>
Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium.	Increase in capital and revenue costs.	Five-year business plan agreed. Chief Commercial Officer recruited to deliver Commercial Strategy.	<b>R</b>

# 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 2020/21	PERFORMANCE AND COMMENTARY
<p>Progress East Wick and Sweetwater construction, including commencement of phase 2 construction.</p> 	<p>Construction continues at East Wick and Sweetwater (a joint venture between Balfour Beatty and Places for People) and did not cease during lockdown. The pandemic has led to slight programme delays for Phase 1 construction.</p> <p>The first Private Rented Sector (PRS) block has completed and people are due to move in to their homes in the next period. Good progress was made on infrastructure works, including lifting the Monier Road (H14) bridge into place. The southern section of the north south highway and a temporary link to the existing Loop Road has opened following the installation of the bridge.</p>
<p>Submit a planning application for Pudding Mill Lane and Bridgewater sites, secure interim uses for the site.</p>	<p>Design work has continued for both sites and have been reviewed by the Quality Review Panel. Planning and Environmental Impact Assessment consultants appointed.</p>
<p>Agree delivery approach for Rick Roberts Way with LB Newham and GLA.</p>	<p>Continued engagement with London Borough of Newham. Aiming to agree approach in next period.</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 have been approved. These sites have since been acquired by The Guinness Partnership who have increased the percentage of affordable homes to be built to 50%, construction is underway.</p> <p>Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area, which will come forward following Transport for London (TfL) junction works to the A12. Project at risk due to (TfL) funding constraints following the COVID-19 crisis.</p>

## PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Hackney Wick Neighbourhood Centre development partner procurement complete.</p>	<p>Procurement underway and three parties are in the Invitation to Tender stage.</p>
<p>Progress delivery plans for Stratford Station improvement works.</p> 	<p>Agreement to progress two Strategic Outline Business Cases – one for small capital investment to improve immediate station issues and second for wider transformational longer term work. These projects will help to relieve increasing pressures on capacity of the Station, with particular concerns around football match days. Design brief Expression of Interest issued via GLA Architecture and Urban Design Panel. Project at risk due to TfL funding constraints following the Covid-19 crisis.</p>
<p>3 Mills river walls repair work completed.</p>	<p>River wall repair construction work paused at lockdown and have recommenced in June 2020. Completion scheduled in the next period.</p>
<p>Select a developer for Stratford Waterfront and Bridgewater residential development.</p>	<p>Preparations made to commence procurement in the next period.</p>

## 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 Stratford Waterfront, Pudding Mill Lane and Rick Roberts Way.

### CHOBHAM MANOR

The Chobham Manor development is underway, Taylor Wimpey are developing 850 homes at the site. Phase One (consisting of 259) is now fully complete and all homes have been sold. Phase Two is complete and all 207 units have been occupied. 38 of 62 Phase 3 homes have sold. The first Phase 3 block are scheduled to complete in the net period with block completions due to continue into 2021. Phase 4 completions will begin in 2022.

Construction ceased at lockdown and remobilised at the start of June 2020 and is at 80% of the pre-COVID-19 capacity, with a series of social distancing measures including new site inductions for all operatives alongside one-way systems, Perspex screening where necessary and a charter to be signed by all operatives. Measures have been successfully integrated and a survey to operatives concluded that operatives felt very safe on site. Taylor Wimpey have also worked with Lee Valley Regional Park Authority to provide parking for operatives to avoid public transport.

The Covid-19 crisis has caused an approximate 3-month delay, varying slightly from block to block depending on their construction. The developers are committed to reducing this delay as works continue.

### EAST WICK AND SWEETWATER

Work has continued to the new neighbourhoods, including up to 1,500 new homes, in East Wick and Sweetwater.

The Developers – Balfour Beatty and Places for People – did not cease construction at the point of lockdown. The crisis has led to slight programme delays for Phase 1 construction.

The first PRS block has completed and people are due to move in to their homes in the next period. The Sales and Marketing Suite opened (for appointment only) and Phase 1 market sales launched in late September and has generated a good level of interest. Good progress was made on infrastructure works, including lifting the Monier Road (H14) bridge into place. The southern section of the north south highway and a temporary link to the existing Loop Road has opened following the installation of the bridge. The full north south highway is due to open in November 2020 following the completion of tie in works with Waterden Road.

Planning approval granted for Sweetwater Zonal Masterplan and revised Zonal Masterplan for East Wick. In discussions with the Developer about the start date of construction of Phase 2, which will be delayed.

Construction continued for the Makeshift interim use for launch later in 2020: the space has been branded as ‘Hackney Bridge’ will include workspace and studios for artists, makers and small businesses; as well as space for food businesses, retailers, markets, events, community gardens and more.



**HACKNEY WICK CENTRAL**

Procurement has continued to select a developer for the Hackney Wick Central; Sifting Brief responses were received from five parties in April 2020. These responses were subsequently evaluated in accordance with the procurement documentation on this. LLDC has worked with London Borough of Hackney (LBH) colleagues on elements relating to retail, workspace and low-cost workspace and LBH colleagues will be part of the evaluation process in these areas. Three bidders are going through the ITT stage with an appointment due by the end of the year.

**PUDDING MILL LANE**

Plans for Pudding Mill Lane include new homes to meet the needs of families, a new neighbourhood centre around Pudding Mill Lane Docklands Light Railway (DLR) station, creation of new workspace and improving connections between Queen Elizabeth Olympic Park to Stratford High Street and beyond. Pudding Mill is comprised of two sites: Pudding Mill Lane and Bridgewater which together will deliver around 1,500 new homes and workspace for around 2,000 people.



Design teams have produced initial designs on both sites. Following completion of public consultation, pre-planning application discussions have been held and the scheme has gone to the Quality Review Panel Planning and EIA consultants appointed to support the planning application. Public consultation on the plans was undertaken in this period.

Preparations are being made to launch procurement the next period to select a joint venture partner to take forward the Bridgewater and Stratford Waterfront sites.

**3 MILLS STUDIOS**

3 Mills Studios are open for access and filming is now starting to resume. East London Science School is open for the children of key workers. There is a skeleton staff providing the security to the overall site. River wall repair construction works have recommenced.

**COMMUNITY INFRASTRUCTURE LEVY (CIL) COLLECTION AND ALLOCATION**

The Legacy Corporation is required to prepare an Infrastructure Funding Statement annually reflecting CIL and Section 106 income and expenditure. The charging authority must publish its Infrastructure Funding Statement 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 (LCIL1) and put in place a new charging schedule on 1st July 2020 (LCIL2), which applies to schemes given permission after this date.

in Quarter 2 2020/21 one LLDC CIL payment was received.

Date received	Amount received
September 2020	£932,960
<b>Total</b>	<b>£932,960</b>

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 2 2020/21 £381,914 was collected. This will be transferred to TfL (less a 4% administration charge retained by LLDC).



## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to future housing development delivery, including Rick Roberts Way.	Financial and reputational impacts.	Close working with GLA in particular on affordable housing, agreeing housing strategy, ensure attractive propositions to market. Close work with land owners and local Boroughs.	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.	R
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 developments.	A
Risk that Town Planning submission deadlines for LLDC’s housing developments will be missed.	Delivery, financial and reputational impacts.	Close working with development partners, other land owners and the Mayor of London’s office. Recent Government announcement extending planning permission deadlines will help mitigate the risk for some developments.	R

## 2. WORK

Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people

**Queen Elizabeth Olympic Park is perfectly positioned to support High quality businesses and employment opportunities, 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), Nursing and Midwifery Council, Insolvency Service, Financial Conduct Authority (FCA), Cancer Research UK and Unicef, have re-located into IQL. Other organisations such as the British Council 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, V&A, 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 2020/21	PERFORMANCE AND COMMENTARY
<p>Continue to deliver the QEOP ‘East Works’ jobs and skills programme.</p>	<p>See commentary below.</p>
<p>Good Growth Hub, the physical facility to consolidate and scale the East Works programme to open at Hackney Bridge (formerly Clarnico Quay).</p> 	<p>Launched a procurement exercise to appoint a company or a consortium to run the GGH over 8 years. The evaluation process is due to complete in the next period.</p>
<p>Continuing the development of the QEOP Training Association.</p>	<p>Planning consent for the training centre had been agreed with, on site work was due to commence early April 2020 but this has been delayed to the next period due to the Covid-19 crisis.</p>
<p>Delivering the Design...Engineer...Construct Built Environment curriculum in ten local schools and colleges.</p>	<p>Currently in 6 schools and colleges. In initial conversations with a number of local schools interested in the programme.</p>
<p>Completion of LLDC’s Shared Training and Employment Programme (STEP) programme with East Bank partners and commencement of 2020/21 programme.</p>	<p>The 2020/21 programme was modified to accommodate employer partner restrictions imposed by Covid. An enhanced development programme has been put in place and individualised support programme to ensure young people are not negatively impacted by the Covid-19 crisis. Launch of next programme is delayed until early 2021.</p>
<p>Delivering the Hobs Studios training academy at Here East.</p>	<p>Hobs 3D/VR/AR Academy has delivery cohort with 16 students and is currently recruiting for second cohort.</p>

TARGETS	PERFORMANCE AND COMMENTARY
<p><b>Construction</b></p> <ul style="list-style-type: none"> <li>• 28% of the workforce have permanent residency in Host Boroughs</li> <li>• 25% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 3% of the workforce are apprentices</li> </ul>	<p>The most recent construction figures available are to end of September 2020.</p> <ul style="list-style-type: none"> <li>• 27% of construction employees working on the Park are Host Borough residents</li> <li>• 76% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 2% of the workforce are disabled people</li> <li>• 5% of the workforce are apprentices</li> </ul> <p>Sites not yet fully operational due to Covid closure, apprentices on furlough impacting on local numbers.</p>
<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></p> <p>Workforce performance 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>Due to the impact of COVID-19 – furloughing of staff and subsequent staffing changes – GLL have asked if LLDC can defer reporting until they can commit more time to it and we have greater stability around the figures and time for HR to be able to process the results. We have not yet agreed to this and are in discussion with them.</p> <p><b>Estates and Facilities</b></p> <p>Workforce performance as of September 2019:</p> <ul style="list-style-type: none"> <li>• 60% workforce Host Borough residents</li> <li>• 60% workforce are from BAME groups</li> <li>• 30% workforce are women*</li> <li>• 8% workforce are disabled people</li> <li>• 10 apprentices on site</li> </ul>

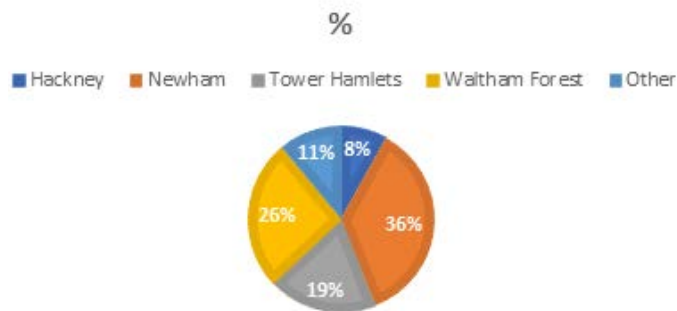
\* Against contractual target of 30 – 42%.

## COMMENTARY ON KEY WORK PROJECTS

### Construction figures

Through our East Works and East Education programmes we were able to act quickly as lockdown began to support the people from diverse local communities who were learning at or through QEOP or working with QEOP and East Bank partners as interns, trainees, apprentices or other employees. Highlights in this period include:

Completion of the 3-week **East Summer School** on line. 250 young people attended the school, which is in line with attendance in previous years. 89% of the participants were from the 4 boroughs of Hackney, Newham, Tower Hamlets and Waltham Forest with the remaining 11% falling outside of the boroughs being from other local boroughs such as Redbridge, Barking and Dagenham and Islington, see breakdown below. We had a large percentage of attendees from the London Borough of Newham which reflects the relationships that we have with the schools and youth teams in the borough. 75% of the attendees were from BAME communities and the gender breakdown is 44% male and 56% female.



The young people took part in learning activities on a wide range of subjects including coding, choreography, sustainability and architecture, with partners such as BBC, UCL, Studio Wayne McGregor and The Yard Theatre.



Good progress made on the **Good Growth Hub**. This facility, based in Hackney Bridge, will be a physical presence for the East Works programme and allow delivery to be scaled up. The Hub is central to the LLDC's plans to maximise apprenticeship and employment opportunities for local people and under-represented groups. It will also see the launch of a Freelance Academy as part of its core offer. LLDC has appointed a contractor to design and fit out the space and are aiming to appoint a service provider towards the end of the year ahead of the Hub opening late this year or early next.

Completion of the **Shared Training and Employment Programme (STEP)**. The current STEP programme was modified to accommodate employer partner restrictions imposed by the Covid-19 crisis. The programme has continued with more online engagement, including an enhanced development programme and individualised support programme. Participants are in the final cycle of personal development workshops ahead of an end of programme celebration event in November.

### Here East

Here East's Business Resilience Plan continues to be in place through Q2, with both buildings remaining open for business critical operations in line with government guidance. The main focus has been on remaining safe and secure and providing tenants with support where appropriate. Occupancy numbers have increased in Q2 to c900 people a day, mainly led by the return of students to campus. LMA opened its doors for the first time on 21st September 2020, offering a range of degrees in media, music and performing arts subjects including screen acting, digital film and tv production, music musical theatre and dance performance. LMA becomes the fourth academic institution to choose Here East as its London home, sitting alongside world-class entrepreneurs, creatives and academics, sharing knowledge and expertise.

Here East food retailers have continued to trade providing an invaluable place for the local community to visit and to purchase takeout food. Aura Organics beauty and yoga studios and Evolve Skateboards have both chosen Here East as their home and opened their doors in Q2. Evolve is one of the world's leading electric skateboard brands from Australia and will bring to East London their innovative approach to e-skateboards and a premium micro-mobility solution.



Q2 saw the launch of the 2020 Impact Report, highlighting Here East’s contribution to the long term economic and social benefits of the area. It demonstrates what can be achieved post Olympics, showing the springboard for entrepreneurial success and launchpad for innovation.

Despite the pandemic, letting visits have continued on a virtual basis with interest being strong and

numerous heads of terms out. Ford have also confirmed expansion of their space at Here East, taking two additional units.

As expected, all events were cancelled for the quarter and for the rest of 2020.

## 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.	<b>G</b>

# 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 2020/21	ESTIMATED DATE AND COMMENTARY
<p>Achieve 6.2m visitors to the Park in the context of less event space and more construction work.</p>	<p>In this period, we maintained safe and high-quality Parklands during lockdown and recovery with visitor numbers increasing as lockdown measures eased, supported by on Park, web and social media communications. Park usage reduced to roughly a third of usual numbers following lockdown due to the closure of venues, schools and construction sites. Since that initial fall, numbers of visitors have grown: Total visitor numbers from April to late September 2020 are over 1.2m.</p>
<p>Achieve 1m visitors to the London Aquatics Centre.*</p>	<p>This period saw the successful and safe re-opening of the London Aquatics Centre with a reduced service, with just over 2,000 visitors in August and September.</p>
<p>Achieve 445k visitors to the Copper Box Arena.*</p>	<p>This period saw the successful and safe re-opening of the Copper Box Arena, with a reduced service, with over 200 visitors in August and September.</p>
<p>Achieve 180k visitors to the ArcelorMittal Orbit.*</p> 	<p>This period saw the successful and safe re-opening of the ArcelorMittal Orbit with over 200 visitors in August and September.</p>
<p>Support safe delivery of summer concerts, music festivals and sporting events.</p>	<p>The Major League Baseball series and athletics meetings were cancelled. The Hella Mega concert featuring Green Day has been rearranged for 2021 by the promoter. Safety has been the highest priority in holding Premier League matches behind closed doors.</p>
<p>Deliver two community events on QEOP (Great Get Together and Family Fun Day).</p>	<p>The community events were cancelled due to the lockdown.</p>



TARGETS	PERFORMANCE AND COMMENTARY
<p>Manage and maintain quality of core Parklands and venues during development, including retaining Green Flag.</p> 	<p>Continued estate and facilities management on Park and venues during lockdown to maintain the quality. The Green Flag award is due to be made in the next period.</p>
<p>High Ropes attraction opens.</p>	<p>Construction of High Ropes attraction was suspended due to the Covid-19 crisis. The operator have revised the scheme and are aiming to secure Planning permission to allow construction to commence by the end on 2020/21.</p>
<p>Maintain safety and security of the Park estate including measures to ensure safety during lockdown period and recovery.</p>	<p>Reinforced the Government’s guidance on the Park about social distancing through signage, security patrols and social media messaging. These measures were increased during periods, of very hot weather in the summer, when large numbers of visitors came to the Park.</p>
<p>Continue Stadium operations including football, summer athletics and Major League Baseball.</p>	<p>The London Stadium saw the safe resumption and completion of 2019/20 Premier League football behind closed doors. Since then, the new seating was installed successfully, ahead of 2020/21 football season which commenced on 12 September 2020. The Major League Baseball series and athletics meetings were cancelled. The Hella Mega concert featuring Green Day has been rearranged for 2021.</p>

\* Visitor numbers on the Park and in venues have been impacted by the lockdown due to COVID-19. Reporting this year will focus on the safe reopening of the venues and the Park facilities at the appropriate time, with the aim that visitor numbers increase as lockdown measures ease

## COMMENTARY ON VISIT ACTIVITIES



The Park has stayed open after lockdown to allow people to take their daily exercise whilst observing social distancing, whilst its venues, attractions and playgrounds closed.

In this period, we maintained safe and high quality Parklands during lockdown and recovery with visitor numbers increasing as lockdown measures eased.

Supported by on Park, web and social media communications. Park usage reduced to roughly a third of usual numbers following lockdown due to the closure of venues, schools and construction sites. Since that initial fall, numbers of visitors have grown week on week, see chart below, which shows us visitors from March to early September 2020 (based on Wi-Fi figures, a click test may follow later in the year to verify data). Total visitor numbers from April to late September 2020 are over 1.2m.

LLDC has reinforced the Government's message on the Park about social distancing through signage, security patrols and social media messaging. These measures are increased during periods, such during hot days in the summer, when large numbers of visitors came to the Park.

Food and beverage outlets on the Park also closed at lockdown.

The Last Drop has subsequently re-opened with a takeaway service and a small number of ice creams vans are also now licensed to operate on the Park. The Timber Lodge Café and food kiosks remain closed.

This period saw the successful and safe re-opening of the London Aquatics Centre, Copper Box Arena and ArcelorMittal Orbit, supported by communications and marketing. Filming recommenced on the Park, with over 30 shoots undertaken.

The London Stadium saw the safe resumption and completion of 2019/20 Premier League football behind closed doors. Since then, the new seating was installed successfully, ahead of 2020/21 football season which commenced on 12 September 2020. The Stadium's EE 5G network was installed successfully, along with WIFI into the bowl. This period also saw the successful and safe re-opening of the London Marathon Community Track for public use.

Work has commenced on upgrading the Stadium floodlights to energy saving LEDs.



LLDC’s new Chief Commercial Officer – Nathan Homer – took up his post in September 2020. Nathan brings with him a broad commercial and operational background across the FMCG, finance, sports and media industries which will help to realise the full commercial potential of the Park and venues – including London Stadium. His work will capitalise on the millions of visitors to the Park every year, London’s best recreational sports facilities and a world-leading range of elite sporting and entertainment events throughout the venues.

3 Mills Studios are open and filming is now starting to resume. River wall repair construction works are close to completion and roof repairs completed in this period.

The Snoozebox hotel, an interim use at Pudding Mill lane opened, along with temporary drive-in cinema at the site with film screenings during September.



## 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.	Stadium operations acquired. E20 Stadium LLP Board and funders considering commercial options.	R
Risk relating to trading activities including venues (CBA, LAC, AMO), events and car park.	Financial impacts, reduced income or increased costs.	Manage and monitoring financial targets and contracts. Spend to save initiatives. Implement commercial strategy.	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 with the Mayor of London and the East Bank partners, and secured government funding following approval of the Full Business Case in 2018. 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 coming 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 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 2020/21	PERFORMANCE AND COMMENTARY
<p>Continue construction of East Bank Stratford Waterfront cultural and educational buildings to programme.</p> 	<p>Following lockdown, construction work recommenced in June 2020 with social distancing measures such as one-way systems around the site and in welfare facilities and new contactless access control measures.</p>
<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>The East Bank Benefits Delivery Plan was approved by all partners in 2019/20 and all partners are working together to deliver this.</p>
<p>Progress EAST Education, an education engagement programme with East Bank partners</p>	<p>EAST Education programme being implemented, monthly working group ongoing. East Sumer School delivered successfully online (see commentary).</p>
<p>Deliver environmental engagement events e.g. World Environment Day, Climate Week.</p>	<p>LLDC's main focus in 2020/21 is London Climate Action Week. The event was rescheduled due to the Covid-19 crisis: an online event is scheduled for the next period followed by a main event in November 2020 which allows for adjustments for the majority of participants to the emerging new norm. LLDC is discussing outline plans with the GLA and other partners to coordinate activities.</p>
<p>Deliver the QEOP Smart Sustainable District programme (Smart Mobility Living Lab).</p>	<p>Smart Mobility Living Lab launched in this period, see commentary.</p>

## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Develop the QEOP advanced mobility programme (including the commencement of the Connected and Autonomous Vehicles test bed and trials of the Capri pods).</p> 	<p>Smart Mobility Living Lab launched in this period, see commentary.</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>Joint community engagement strategy developed with involvement from Chobham Manor residents though limited activity currently due to restrictions.</p> <p>Site relations activities ongoing for Phase 1 of East Wick and Sweetwater.</p> <p>East Bank focus on EAST Summer School 2020 which was delivered successfully online.</p>
<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 till December 2021. Activity during the programme moved to being online and team also supporting vulnerable people in Hackney Wick and Fish Island.</p> <p>Ongoing activity at Carpenters Cage and lease extension agreed with development.</p> <p>Mobile Garden currently in storage at Park HQ. Mobile Garden move programme progressing with move and opening for autumn 2020.</p>
<p>Deliver successful Park Champions programme, including obtaining Investing in volunteers' status.</p>	<p>Volunteering programme was suspended on lockdown but re-commenced in this period.</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>Legacy Youth Voice: session on Pudding Mill and East Wick youth play; supported development of EAST Summer School programme.</p> <p>2020 Youth Board cohort recruited and induction and training completed.</p>

## COMMENTARY ON INSPIRE MILESTONES



### EAST BANK

The Mayor of London broke ground at an event on 2 July 2019 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. RIBA stage 4 design for Stratford Waterfront is complete and procurement for the construction packages is well progressed.

East Bank: at Stratford Waterfront, construction work recommenced on 1 June with social distancing measures such as one-way systems around the site and in welfare facilities and new contactless access control measures. Productivity has increased since work re-commenced. The programme of procurement of contractors has continued.

The Carpenters Land Bridge contractor won both the Engineering and Overall Winner categories at the 2020 Chartered Institution of Highways & Transportation awards. The development has also achieved 9 out of 9 – equating to exceptional – across each of the five categories relating to caring about appearance, respecting the community, protecting the environment, securing safety and valuing workforce.

Work at the East Bank UCL East’s Pool Street site (Vinci) and Marshgate site (Mace) are progressing. Pool Street site works continued through the lockdown period with full social distancing measures in place.

### Community Engagement

During lockdown LLDC’s delivery partners in the community sports programme have adapted their activities to meet the needs of local communities in new ways, and we have supported them actively in this both financially and through other means. For example:

- **Badu Sports** set up One Community in reaction to COVID-19. This has been a lifeline for many local families in Hackney, supplying them with food and essential items and reaching nearly 2,000 people.
- **Bikeworks** set up a cycling service to deliver essential items and food to those in need across the 4 host boroughs. They have reached over 3,000 people since March and have delivered over 10,000 items.
- **Good Gym** have been using running as a way to deliver essential items to those in need and carrying out tasks for people over 60, such as changing lightbulbs and moving furniture to make room for hospital beds.

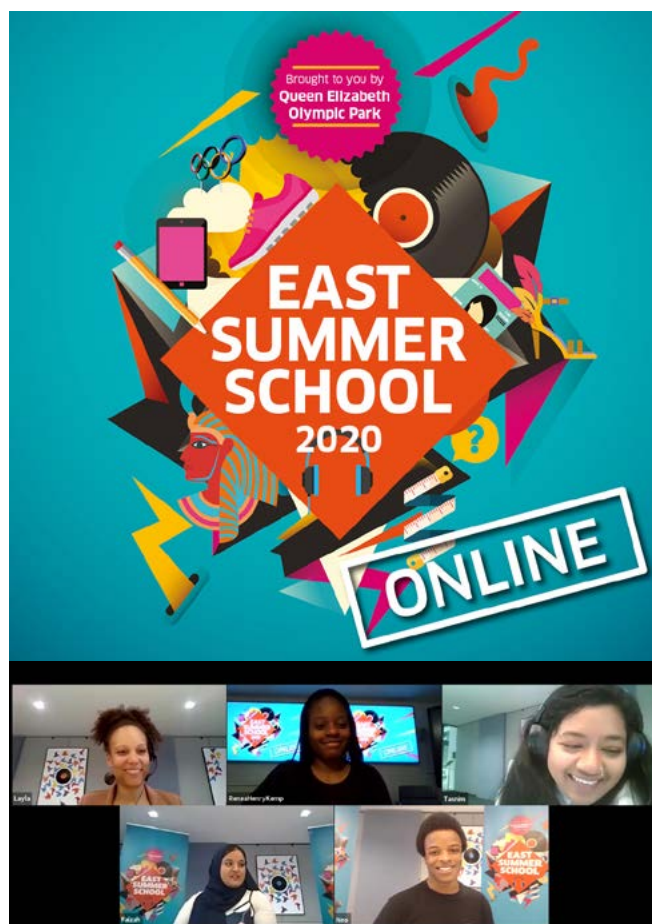
**The Great Get Together**, our annual free community event on the Park, was cancelled as a result of the lockdown. STEP interns are working to deliver an online micro-engagement programme targeting local 18 – 30 year olds to pilot a different type of engagement activity in lieu of the Great Get Together this year

Other community activities include moving the mobile garden which had previously been housed at Chobham Manor to Hackney Bridge, supporting L&Q with the development of the new community centre at Chobham Manor, managing the careful reopening of existing community centres at Hub 67 in Hackney Wick and The Hall in East Village, supporting Pudding Mill development's online public consultation and supporting PPDT with the next Neighbourhood CIL Fund bidding round.

LLDC work with young people continues through the Legacy **Youth Board and the Legacy Youth Voice** who contribute across LLDC's work. The new chair of the Youth Board – Kaitlene Koranteng – was interviewed by the Executive Director at an all-employee LLDC webcast in September 2020, giving an overview of the work of the Board. Planning is underway for a virtual Youth Conference looking at marking World Children's Day and the Youth Board is working on a communications strategy. LLDC plans to find out more about the views of young people through a youth survey which is launching in October 2020.

**The EAST Summer School**, our annual free programme for local young people who are interested in creative, tech and design industries, was held online for the first time in July and August. Courses were led by world-leading organisations, such as our East Bank partners the BBC, UAL/LCF and UCL, and other QEOP-based partners and local community organisations including the British Council, Jess and Morgs/ Studio Wayne McGregor, Staffordshire University Digital Institute London, Badu Sports, The Yard Theatre, Catalyst in Communities, Class of Your Own, LLDC/Idverde, Landscape Institute, Art Clubbers and People Speak.

Courses ranged from one-off classes to full week courses and include sessions on creative arts, theatre, dance, engineering, architecture and computer game design. LLDC was aware that some young people, particularly the ones we wanted to reach as part of this programme did not have access to IT equipment so we ensured that where possible all courses were available via a mobile phone and/or were posted out to participants.



The summer school was a great success with 250 local young people, taking part, in line with numbers from the previous year, 89% of the participants were from the 4 boroughs of Hackney, Newham, Tower Hamlets and Waltham Forest with the remaining 11% falling outside of the boroughs being from other local boroughs such as Redbridge, Barking and Dagenham and Islington. We had a large percentage of attendees from the London Borough of Newham which reflects the relationships that we have with the schools and youth teams in the borough. 75% of the attendees were from BAME communities and the gender breakdown was 44% male and 56% female.

It was decided that to celebrate the achievements of the East Summer School Participants we would host a Final Celebration event online. This year was the first year that we incorporated an awards ceremony into the final celebration event and it was hugely successful especially as this year we missed out on face-to-face communication and the social side of summer school. It gave young people and their families, tutors and our partners, an event they could all attend and witness collectively the achievements of the programme.



**KEY RISKS**

SUMMARY	IMPACT	MITIGATION	RAG
Issue 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.	<b>R</b>
Risk to East Bank funding.	Financial implications and programme delays.	Delivery of opportunities plan. Close working with East Bank partners and funders.	<b>R</b>

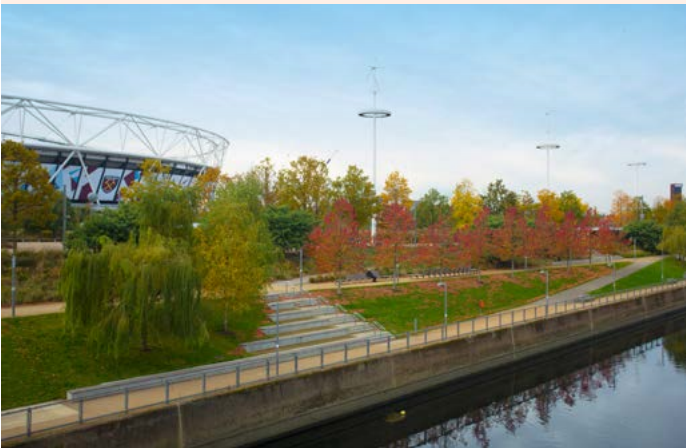
# 5. DELIVER

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 2020/21	PERFORMANCE AND COMMENTARY
<p>Work towards improved financial sustainability Ongoing delivery of the restructuring plan of the Stadium.</p> 	<p>LLDC’s new Chief Commercial Officer – Nathan Homer – took up his post in September 2020.</p>
<p>Annual Environmental Sustainability Report published.</p>	<p>Due to be published in the next period.</p>
<p><b>Health and safety</b> Construction undertaken without a fatal accident on site; to prevent any lifechanging 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>One further RIDDOR reportable incident in this period; a total of two in 2020/21. Further details can be found in the commentary below.</p>

## PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited.</p>	<p>Annual accounts for LLDC published. External audit underway for completion in the next period.</p>
 <p>LOCAL PLAN 2020 TO 2036</p> <p>ADOPTED 27 JULY 2020</p> <p>Conclude finalisation of revised Local Plan.</p>	<p><b>COMPLETE</b></p> <p>Local plan adopted by Board.</p>
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p>Target exceeded each month in this period, including 82% in August.</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>No cases closed due to lockdown.</p>
<p>Progress LLDC's Transition strategy.</p>	<p>High level strategy agreed by Board, further work underway.</p>

## COMMENTARY ON KEY PROJECTS

The 2020/21 Q1 report noted LLDC has now moved into recovery planning, for how LLDC plans for, and reacts to, easing of lockdown measures. Following the increases in COVID 19 cases in August and September, we took the decision to move back to Crisis Management mode, with the Silver Response Group and the Crisis Management Group reconvening to monitor the local and national situation and the impact on LLDC employees and activities.

The Recovery Group is continuing to look at the opportunities that the recovery might bring such as new ways of working that might emerge and the senior team agreed a set on principles to inform this: Inclusive Culture; Authentic Leadership and Management; and Flexible and Agile Working.

Following work undertaken by the Recovery Group the decision was taken to open 1 Stratford Place to up to 15 employees who wanted to return to the office at one time. This arrangement commenced in early August 2020 with protocols and training for employees and cleaning and safety measures in place to ensure the safety of our employees

Following changes to Government guidelines on 22 September LLDC took the decision to revert back to remote working. The Corporation has kept the provision that if the office environment presents a significantly better option than home working then that can be accommodated and we are also able to accommodate people where there are elements of their job which cannot be done remotely, for example essential and important site visits or to allow access to technology.

Employees have continued to adapt well to remote working due to our agile working practices, IT system and the positive approach taken by employees and the leadership team. Our senior management team monitor the well-being and capacity of their teams regularly, for example we have employees who have childcare and/or additional responsibilities which may impacts on productivity, and this informs prioritisation of LLDC's work during this period. LLDC has monitored how employees are feeling about the situation and LLDC's response through Pulse Surveys, with very positive results and comments.

We have been providing regular communications through regular emails, the Chief Executive's weekly webcast to all employees (including a question and answer session) and regular

wellbeing advice and links to resources. We have received positive feedback from employees on the content, frequency, and format of our internal communications, including through the Employee Forum and LLDC's Mental Health First Aiders.

The senior team has agreed and communicated some over-arching working principles to help us all to navigate this crisis as it relates to our working lives. These remind people to take care of their physical, emotional and mental health as well as being mindful of how others are adapting and coping with the situation.

LLDC has continued delivery of the inclusion and diversity action plan with the launch of our Inclusive Culture campaign in late September 2020. LLDC has also enabled an open debate on Black Lives Matter, including through webcasts and a well-attended event organised by the BAME lean in group and working in partnership with the Boroughs on our approach.

### PLANNING

**Local Plan review:** The Local Plan was adopted by Board in this period.

Following presentation to the July Board the Annual Authority Monitoring Report was published in July 2020.

The Development Management and Planning Policy functions have both maintained business as usual during this period, including exceeding targets for applications determined in time across this period.

On MSG Sphere London, a third round of public consultation will formally begin in the next period on the latest additional information submitted by MSG at the request of PPDT. Following a review of the latest consultation responses and consideration of the application details it is currently programmed to report the application to Planning Decisions Committee in the early New Year.

On construction Issues in Hackney Wick and Fish Island, the Construction Transport Management Group has continued to meet virtually to continue discussions and monitor the situation, including looking at requests to work longer hours on some sites. A Road Safety Audit produced on behalf of the Corporation has recently been shared with Borough colleagues and further discussion will take place over this period about the funding and delivery of the additional safety measures identified.

Work has continued with landowners at Bow East relating to the concrete batching plant. A Planning Application has been delayed until later in 2020 and PPDT will undertake public consultations once the application is received.

Amendments to the Government's Business and Planning Act have meant that from its September meeting onwards the Planning Decisions Committee is able to meet virtually and formally vote on items. The LLDC Board and other Committees can also meet virtually

The third Neighbourhood Priorities Fund bidding round opened in June with support to those interested in submitting bids. The bidding round completed in September 2020 and bids are being evaluated.

### **SUSTAINABILITY**

LLDC's sustainability team supported LLDC's corporate planning in light of COVID-19 using the "Respond, Recover" categorisation of actions. The immediate response was to ensure that environmental protection was provided as lockdown measures were implemented. To this end:

- Biodiversity and habitat protection was checked and assured via the security measures implemented by LLDC's Park Operations and Venues team; and
- LLDC's developer partners provided details of actions taken to ensure "mothballed" construction sites had fully considered environmental protection.

LLDC published the Biodiversity Action Plan in this period, which highlighted the rare plants and animals which we have welcomed to the Park

since the last plan was published. There are over 500 bird boxes and 150 bat boxes around the parklands. You can read more about it here and listen to the podcast on its findings and top ten flora and fauna here.

LLDC completed the Capri trials for driverless pods successfully and the Smart Mobility Living Lab launched in September with LLDC representatives speaking at an online event attracting over 500 participants. The lab aims to help businesses and public-sector organisations make future mobility a safe and commercial reality, with a current focus on autonomous vehicles. This makes the Park one of the small handful of "go-to" places in the UK for testing autonomous vehicles and other emerging mobility modes.

### **COMMUNICATIONS, MARKETING AND STRATEGY**

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues. Since lockdown the focus has been on communicating the impact on the Park and its venues and supporting social distancing guidelines through on-Park signage, extensive media coverage and social media messages. The external Stadium screen – Europe's largest – has been particularly effective carrying messages for Park users and supportive messages for key workers. This has been used as the backdrop for several media reports. The message has been coordinated through the London Response to Parks.

Communications and marketing activities have continued with the publication both Park News and Magazine, improved the website and increased followers on social media.



## BUDGET

Working closely with the GLA, LLDC has undertaken an exercise to identify savings to our revenue budget in 2020/21. Work is underway to submit budgets for 2021/22.

## TRANSITION

All Development Corporations are necessarily time limited organisations and, whilst LLDC still has a number of key strategic targets to deliver, the Mayor of London has requested that work begins to ensure that plans for the Transition of the organisation can start to be put in place from 2024, with earlier steps being taken where appropriate. Following discussions with the Mayor of London and Local Boroughs, LLDC's Board approved a high level strategy for Transition in February 2020.

## HEALTH AND SAFETY

LLDC's health, safety and security is overseen by its Health, Safety and Security Committee. The Board receives a report back from each Health, Safety and Security Committee meeting which meets at least three times a year, the last meeting was on 22 September 2020.

In the period from June to September 2020 accidents remained low proportionate to the visitor numbers and the restrictions in place.

Social distancing control has been a challenge during this period for the estate.

A major focus on the period has been to ensure that the venues on the Park which have re-opened have done so in a safe and secure manner, implementing COVID related measures. This has been successful, with no major issues to report to date. The Park Information Point and mobility service, staffed by volunteers, has also been able to reopen with social distancing measures in place.



3 Mills Studios has continued to operate with a clear set of operating procedures in place. All productions are required to follow British Film Commission Covid-19 guidelines. One production has reported one crew member with Covid resulting in the relevant areas of the Studio being closed and deep cleaned.

As has been reported in the media, two West Ham United players and the manager tested positive for COVID-19 on 22 September 2020. The three people are isolating and the Stadium team have ensured that all procedures have been followed, including a deep clean and swab test. All those who had been in contact with the three people the red zone had been re-tested.

A member of staff in the Mace team working at Stratford Waterfront tested positive for COVID-19. Since his last visit on site the offices and common areas have been cleaned and the fogging regime took place, All colleagues the person came into close contact with were informed.

There has been a major focus on ensuring health and safety on construction sites, ensuring safe working and social distancing. Stratford Waterfront passed an unanticipated Health and Safety inspection during this period.

There was a RIDDOR reportable incident during the Stadium Arena Transition works. A forklift was being marshalled to place its load and the stillage broke and dropped steels on the foot of the marshal. He sustained two broken toes as the steel hit above the toe cap.

## KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
<p><b>Corporate issue relating to COVID-19:</b>                      The impact of the COVID-19 crisis on LLDC’s activities including: the health of LLDC employees, partner employees and Park and venue users; construction, including East Bank and housing developments; stadium operations and stewarding; venue operations; estates and facilities management and security; visitor experience and events; suppliers unable to deliver materials or services; socio economic activities and LLDC operations. Ensuring LLDC manages the situation effectively to minimise impacts including: health and safety and public order, financial, operational, schedule, delivery of objectives, and reputation.</p>			R
Revenue budget issue: generating income and making savings in line with GLA’s revised budget guidance.	Financial and/ or delivery impacts. Reputational impacts.	Programme of savings and efficiencies, commercial strategy, close work with GLA.	R
Capital budget risk: generating income and managing cost pressures.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control, savings and efficiencies, commercial opportunities, close working with GLA.	R
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. Insolvency monitoring.	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 that HMRC rules against LLDC's Corporation Tax application.	Financial impact.	Tax and legal advice, engagement with HMRC.	<b>R</b>
Risk relating to information security non-compliance, including GDPR. Risk also relates to group subsidiaries (E20/LS185).	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.	<b>A</b>



