

CORPORATE PERFORMANCE

OCT-DEC 2019
QUARTER 3

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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 OCTOBER TO DECEMBER 2019

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

- Successful installation of Carpenters Land Bridge which will link East Bank with the International Quarter London. Continued East Bank construction, procurement and design works
- Completion of phase 2 of Chobham Manor construction and sale of all homes in this phase; commenced sales of phase 3 homes. Commencement of construction for phase 4. Affordable housing increase agreed for the development.
- Announcement that Green Day would play a concert at the London Stadium in summer 2020.
- 150 young people and stakeholders attended LLDC's first ever youth conference on the Park.
- The STEP training and employment programme was launched. STEP also won the Arts and Culture Award at the 2019 Children and Young People Now awards.
- Launch of the Hobs Studios training academy at Here East
- Copper Box Arena plays hosted the British Fasts All-Starts Netball Championship on and the British Basketball All-Starts Championship.
- Hosted the community focused Family Fun Day at the Podium café on 23 October
- Piloted a controlled descent abseil activity at the ArcelorMittal Orbit
- E20 Chief Commercial Officer took up post
- Completion of the examination phase for the Local Plan.
- Completion of public consultation on the plans for the neighbourhood at Pudding Mill Lane
- Budget submission for 2020/21 made to the GLA.
- Unqualified 2018/19 accounts published for E20 Stadium LLP and LS185.
- 2018/19 Annual Environmental Sustainability report published

AIMS FOR NEXT PERIOD

- Commence procurement to select a developer for Hackney Wick Neighbourhood centre
- Continue construction on Chobham Manor and East Wick and Sweetwater sites
- Continued East Bank construction, procurement and design works
- Hold events including the Vitality Netball Nations Cup, European Olympic boxing qualifiers and FIINA Diving World Series
- Planning permission granted for the QEOP Training Association training centre.
- Commence construction of the High Ropes attraction
- Smart Mobility test bed launched on the Park.
- Meet Park visitor estimates for 2019/20
- Conclusion of Local Plan examination

FINANCIAL PERFORMANCE SUMMARY

Note: Negative figures within tables represent income, underspends and surpluses.

	Oct-Dec 19			31 Dec 19			Full Year 2019/20		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Capital Income									
Development	(15,724)	(6,027)	(9,697)	(22,180)	(30,498)	8,318	(30,502)	(32,268)	1,766
East Bank	(3,531)	0	(3,531)	(10,648)	(5,769)	(4,879)	(53,378)	(56,878)	3,500
Park Operations and Venues - excl Trading	(5)	(20)	15	(15)	(45)	29	(652)	(52)	(600)
Total Capital Income	(19,260)	(6,047)	(13,213)	(32,843)	(36,312)	3,469	(84,532)	(89,198)	4,666
Capital Expenditure									
Construction	1,663	1,001	662	5,198	6,437	(1,239)	6,939	6,526	413
Development	2,842	2,227	615	9,279	14,451	(5,172)	14,979	22,854	(7,875)
Executive Office	46	19	27	149	209	(60)	173	228	(55)
Finance, Commercial and Corporate Services	573	679	(106)	2,968	2,165	803	4,332	5,620	(1,288)
East Bank	16,085	23,951	(7,881)	42,282	56,134	(13,852)	62,743	86,842	(24,099)
Park Operations and Venues - excl Trading	265	3,451	(3,186)	2,055	6,926	(4,871)	4,657	10,396	(5,739)
Regeneration and Community Partnerships	32	196	(165)	170	498	(328)	219	695	(476)
Stadium	3,442	5,702	(2,260)	18,352	25,387	(7,035)	24,327	29,945	(5,618)
Capital Contingency	0	0	0	0	0	0	5,619	8,444	(2,825)
Total Capital Expenditure	24,947	37,226	(12,295)	80,453	112,207	(31,754)	123,987	171,550	(47,563)
Net Capital Expenditure	5,687	31,180	(25,508)	47,610	75,896	(28,286)	39,455	82,353	(42,898)
Revenue Income									
East Bank	(15)	0	(15)	(15)	0	(15)	(15)	0	(15)
Executive Office	(7)	(6)	(1)	(22)	(23)	1	(29)	(29)	0
Development	(60)	0	(60)	(60)	0	(60)	(120)	(120)	0
Finance, Commercial and Corporate Services	(56)	(75)	19	(229)	(225)	(4)	(303)	(303)	0
Park Operations and Venues - excl Trading	(1,009)	(947)	(62)	(2,671)	(2,842)	171	(3,548)	(3,791)	243
Park Operations and Venues - Trading	(2,225)	(1,711)	(514)	(6,273)	(5,261)	(1,012)	(7,810)	(7,502)	(308)
Planning Policy & Decisions	(560)	(400)	(160)	(1,770)	(1,200)	(570)	(2,502)	(1,600)	(902)
Total Revenue Income	(3,933)	(3,139)	(794)	(11,040)	(9,551)	(1,489)	(14,327)	(13,345)	(982)
Revenue Expenditure									
Communication, Marketing and Strategy	403	423	(20)	1,224	1,245	(21)	1,671	1,726	(55)
Development	(11)	0	(11)	5	0	5	118	118	0
Executive Office	543	637	(94)	1,663	1,913	(250)	2,419	2,551	(132)
Finance, Commercial and Corporate Services	1,457	1,567	(109)	4,308	4,699	(390)	5,881	6,266	(385)
Park Operations and Venues - excl Trading	2,208	2,245	(37)	6,375	6,730	(355)	9,102	8,968	134
Park Operations and Venues - Trading	2,101	2,239	(137)	6,354	6,714	(359)	9,010	8,953	57
Planning Policy & Decisions	931	629	302	2,503	1,886	617	3,385	2,515	870
Regeneration and Community Partnerships	743	929	(186)	1,628	2,054	(426)	2,585	3,289	(704)
Stadium	(29)	0	(29)	6	0	6	0	0	0
Revenue Contingency	0	0	0	0	0	0	559	972	(413)
Total Revenue Expenditure	8,346	8,668	(322)	24,066	25,240	(1,174)	34,730	35,358	(628)
Net Revenue Expenditure	4,414	5,529	(1,115)	13,026	15,689	(2,663)	20,403	22,013	(1,610)

	Oct-Dec 19			31 Dec 19			Full Year 2019/20		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Trading									
Timber Lodge Café	(14)	1	(14)	(8)	3	(10)	(36)	3	(39)
ArcelorMittal Orbit (AMO)	45	(63)	108	(20)	(190)	170	(5)	(252)	247
Kiosks	0	(12)	12	(9)	(37)	28	(50)	(50)	0
The Podium	(33)	(26)	(7)	(69)	(79)	10	(111)	(105)	(6)
London Aquatics Centre	424	444	(20)	1,321	1,217	103	1,280	1,324	(44)
Copper Box Arena	190	218	(28)	574	639	(64)	781	810	(29)
3 Mills Studio	(577)	0	(577)	(1,595)	0	(1,595)	(600)	0	(600)
Other Trading Income	0	(31)	31	(44)	(91)	47	(121)	(265)	144
On Park Properties	(165)	(105)	(60)	(221)	(315)	94	(317)	(420)	103
Off Park Properties	6	102	(96)	151	305	(154)	379	406	(27)
Total Trading Net (Surplus)/Deficit	(124)	528	(652)	81	1,453	(1,371)	1,200	1,451	(251)

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	319,566	49,127	57,344	376,910	101,005	111,005

S106 & OPTEMS balance (£000)	34,901
CIL balance (£000)	12,199

CAPITAL

- The East Bank Agreements for Lease with V&A, Sadler's Wells and UAL are expected to become unconditional in the final quarter of this financial year. On execution of the UAL lease, LLDC will receive a lease premium and contributions towards the cost of their building from UAL.
- Expenditure on East Bank is expected to be lower than budget for the year, primarily due to delays in executing some package contracts. However, works are well-progressed with a series of significant packages about to commence. Any underspend will be carried forward into the next financial year.
- Capital expenditure on the Stadium has been re-phased, with some works now due to take place in the next financial year.
- In respect of LLDC's residential projects (within Development), spend on East Wick and Sweetwater infrastructure works and Pudding Mill Lane design and master-planning has also been re-profiled into 2020/21.
- There are currently £2.8m of net draws on capital contingency, including £0.9m for 3 Mills Studios roof repairs (net of £0.3m return to contingency) and £1.4m for 3 Mills Studios river wall obstruction costs.

REVENUE

- Trading performance is significantly ahead of budget for the year-to-date. This is driven primarily by higher than anticipated income from 3 Mills Studios, where income targets are expected to be exceeded due to a strong order book and despite ongoing major capital works.
- Planning income has also been higher than budget, due to several substantial planning applications and Community Infrastructure Levy administration fees. However, this is largely offset by increased expenditure on consultancy and other external support to review these submissions.
- There is an anticipated underspend on staffing revenue expenditure for the year, driven largely by unfilled vacancies.
- There are currently £0.4m of draws on revenue contingency including a £0.2m drawdown for funding for the Good Growth Hub project.



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>Phase 2 has completed and construction works for Phase 3 are underway and on programme. Phase 4 construction commenced in this period. Marketing of phase 2 homes commenced in this period, with a number of units already reserved.</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 Site-wide infrastructure works for East Wick and Sweetwater development continued in this period. In discussions with the Developer about the start date of construction of phase 2.</p>
<p>Progress master planning for Pudding Mill Lane.</p>	<p>Design teams have produced initial designs on both sites. Public consultation on the designs completed in this period.</p>
<p>Agree delivery approach for Rick Roberts Way with LB 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.</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% and will begin construction shortly.</p> <p>Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area, which will come forward following TfL junction works to the A12.</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 in 2020.
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, and the completion of soft market testing, the aim is to commence procurement in the next period.
3 Mills river walls repair work completed.	Construction is well-progressed on the river wall repair works, which are scheduled to complete in 2020.

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

Construction work has progressed on the latest phases of housing at the Chobham Manor. Phase 1 of Chobham Manor has now completed. The first block of the second phase of homes is complete and mostly occupied; the rest of Phase 2 has completed and all units have been sold. Construction works for Phase 3 are on programme for completion in summer 2020 and marketing of the homes commenced, with a number of units already reserved. Construction for phase 4 on the development commenced in this period.

A deal to increase affordable housing at Chobham Manor was announced, providing an additional 62 affordable homes at the site and bringing the overall level of affordable housing from 28% to 35%. This deal will take the percentage of affordable homes across Chobham Manor from 28% to circa 35% on completion. The new homes will be a mix of London Living Rent and London Affordable Rent. Importantly, a significant proportion (92%) of the new homes will be three-bed family sized units. The deal sees £22m of grant funding provided from LLDC to L&Q, the housing association delivering Chobham Manor through a joint venture with Taylor Wimpey.

EAST WICK AND SWEETWATER

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

Construction for phase 1 of the East Wick and Sweetwater development continued in this period. Related infrastructure works for the site are underway, with the Monier Road (H14) bridge being lifted out and hoardings erected around the area, construction of the new bridge is due to complete early in the new financial year. Ongoing work on North South Highway is due to complete later in 2020, this has been delayed due to utility obstructions. Construction continued for the Makeshift interim use for opening scheduled in Autumn 2022. An unidentified object was found on site in this period, there were some media reports that this was unexploded ordnance but on investigation it was found that this item was not ordnance and not a risk

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 the next period.

PUDDING MILL LANE

Consultation on the plans for the neighbourhood at Pudding Mill Lane commenced in September 2019. 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. Public consultation on the designs completed in this period. The comments received during the consultation will help shape the proposals before a planning application is submitted by late 2020. Plans for Pudding Mill include new homes to meet the needs of families, a new neighbourhood centre around Pudding Mill Lane DLR station, creation of new workspace and improving connections between Queen Elizabeth Olympic Park to Stratford High Street and beyond.

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.

LLDC started charging its CIL on the 6 April 2015.

In Quarter 3 2019/20 two LLDC CIL payments were received.

Date received	Amount received
August 2019	£0
September 2019	£ 0
Total	£1,296,919.88

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 3 2019/20 £1,864,677.24 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 future housing development delivery.	Financial and reputational impacts.	Close working with GLA in particular on affordable housing, agreeing housing strategy, ensure attractive propositions to market.	R
Risk relating to current housing development delivery.	Financial and reputational impacts.	Close work with development partners, close economic and financial monitoring.	R
Risk relating to the success of off-Park developments.	Financial and reputational impacts.	Local Plan approved and being implemented. Work ongoing on development opportunities including Hackney Wick, Pudding Mill Lane, Bromley by Bow.	A
Electric capacity requires reinforcement.	Financial impacts.	Energy strategy commissioned, review and implement findings.	A
Risk relating to 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

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 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 2019/20	PERFORMANCE AND COMMENTARY
Continue to deliver the QEOP ‘East Works’ jobs and skills programme.	Highlights in this period include the launch of the 2019/20 STEP training and employment programme, with 15 young people selected from over 180 applicants. All East Bank partners were involved in the recruitment process and are all employing local young people in the programme.

PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>Holding the annual East Works awards.</p>	<p>As the Park enters a new phase of development, LLDC is reviewing 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. As a result, it was agreed that the East Works awards would not be held this year and are unlikely to be held in future years.</p>
<p>Continuing the development of the QEOP Training Association, delivering the centrally commissioned construction training programme.</p>	<p>In this period, the lease was finalised for the Training Centre and Planning application has been submitted with determination expected in January 2020.</p>
<p>Delivering the Design...Engineer...Construct (DEC) Building Information Modelling (BIM) curriculum in five local schools.</p>	<p>Six schools have adopted the curriculum to date. 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>Ravensbourne University London has been appointed as training partner and the Academy was launched with prospective employers at an event at Hobs in in October 2019. Course content has been developed and initial phase of testing with employers and recruitment of learners has launched.</p>

PROGRESS AGAINST MAJOR WORK MEASURES

TARGETS	PERFORMANCE AND COMMENTARY
<p>Construction</p> <ul style="list-style-type: none"> • 28% of the workforce have permanent residency in Host Boroughs • 25% of the workforce are from BAME groups • 5% of the workforce are women • 3% of the workforce are disabled people • 3% of the workforce are apprentices 	<p>The most recent construction figures available are to end of November 2019</p> <ul style="list-style-type: none"> • 31% of construction employees working on the Park are Host Borough residents • 76% of the workforce are from BAME groups • 6% of the workforce are women • 3% of the workforce are disabled people • 4% of the workforce are apprentices
<p>End-use</p> <ul style="list-style-type: none"> • 25-85% of the workforce are from Host Boroughs • 25% are from BAME groups • 50% are women • 3-5% are disabled people • 5% are apprentices 	<p>Copper Box Arena and London Aquatics Centre</p> <p>Workforce performance as of April 2019 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 67% workforce Host Borough residents • 47% workforce are from BAME groups • 55% workforce are women • 4% workforce are disabled people • There are 6 apprentices across the two sites <p>Estates and Facilities</p> <p>Workforce performance as of September 2019:</p> <ul style="list-style-type: none"> • 60% workforce Host Borough residents • 60% workforce are from BAME groups • 30% workforce are women* • 8% workforce are disabled people • 10 apprentices on site

* Against contractual target of 30 – 42%.

COMMENTARY ON KEY WORK PROJECTS

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

The development of the QEOP **Training Association** has continued. The association is recommending a Park-wide shared apprenticeship framework. This will standardise construction contractors' approach to apprenticeship recruitment, payrates and conditions and allow for more collaborative working. This approach aims to help overcome the difficulties some contractors have found in meeting apprenticeship targets.

One of the Training Association's agreed objectives is to support under-representation across employment and training opportunities in construction. A programme of pre-employability training delivered by Capital City College with Women into Construction for women that are both new to the industry and those with some existing experience is currently being delivered through CITB-CSF funding. In this period, the lease was finalised for the Training Centre and the Planning application has been submitted with determination expected in January 2020.

LLDC is working on the development of a **Good Growth Hub**, a physical facility to consolidate and scale the East Works programme at Clarnico Quay. This will maximise employment opportunities for local people and under-represented groups. It will expand and scale the East Works programme to enable LLDC to fully respond to the unprecedented levels of employment growth in and around the Park. It will establish the Park as an exemplar in the design and delivery of high-quality technical skills; as the place to access a diverse talent pipeline and; as an Innovation District renowned for the delivery of 'Good Growth'.

The Good Growth Hub will connect local people from diverse communities and those under-represented in the workforce to the employment and business opportunities being generated by growth in the Cultural, Creative, Fashion and Technology industries. Commercial agreement with Make Shift signed to secure an 8-year lease and fit-out the space to establish the Good Growth Hub at Clarnico Quay in autumn 2020.

The 2019/20 **STEP training and employment programme** launched, with 15 young people selected from over 180 applicants. All East Bank partners were involved in the recruitment process and are all employing local young people in the programme. The STEP celebration event for the 2018/19 cohort was held at Sadler's Wells Theatre. STEP also won the Arts and Culture Award at the 2019 Children and Young People Now awards.

Hobs Training Academy: Ravensbourne University London has been appointed as training partner and the Academy was launched with prospective employers at an event at Hobs in October 2019. Course content has been developed and initial phase of testing with employers and recruitment of learners has launched.

LLDC have partnered with the Trampery on a **Sustainable Fashion Accelerator** which aims to support growth stage fashion businesses based at Fish Island Village and more widely across east London. The programme focuses on addressing specific barriers to growth as well as tackling industry-wide challenges around sustainable practise. Alongside this, a Good Work Standard for Fashion is being produced to support businesses develop fair and inclusive work practices and policies. We will be launching the programme and showcasing the successes of the first cohort at an event at Fish Island Village in November 2019.

Four young people graduated with Masters degrees from Loughborough University London through LLDC's **Inspiring Success programme**. 40 young people who live around the Park have now had their degrees funded by the programme. It is targeted at local graduates who attended schools in the 4 Boroughs. Applications have now opened for the 2020 intake.

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 British Fast Fives Netball Championship and the British Basketball All-Starts Championship were held in the Copper Box Arena.</p>
<p>High ropes attraction opens.</p>	<p>Delayed due to the investor completing Planning requirements. Construction is due to commence in the next quarter for completion early in the 2020/21 financial year.</p>
<p>Continue Stadium operations including football, summer athletics and Major League Baseball.</p> 	<p>The prestigious Muller Anniversary Games was held in the London Stadium on 20 and 21 July 2019. 40,000 spectators attended over the two days. Major League Baseball held in the Stadium in June. The Stadium successfully moved back to football mode for the start of West Ham United's 2019/20 season.</p>
<p>Maintain Green Flag status for the Park.</p>	<p>COMPLETE</p> <p>For the sixth year in a row, the Park was awarded the Green Flag Award Scheme as one of the best parks in the world.</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 December 2019 are estimated at over 5.3 m.</p>
<p>London Aquatics Centre throughput of 1m.</p> 	<p>Visitor numbers for the London Aquatics Centre for April to December 2019 are over 767,000.</p>
<p>Copper Box Arena throughput of 445,000.</p>	<p>Visitor numbers for the Copper Box Arena for April to December 2019 are over 264,000. Whilst attendance is lower than forecast, the strong event schedule means the venue is ahead of its income target.</p>
<p>ArcelorMittal Orbit throughput of 180,000.</p> 	<p>Visitor numbers for the ArcelorMittal Orbit for April to December 2019 are over 106,000 visitors, and is forecasting 130,000 visitors by year end.</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 2019/20 have been extrapolated using historical park visitor numbers and current venue figures.

COMMENTARY ON VISIT ACTIVITIES

The Legacy Corporation, on behalf of E20 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 E20 Stadium LLP of the company.

E20 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.

Outcomes of the impact event study carried out on the **economic benefits of the Major League Baseball** series (MLB) at the Stadium in summer 2019 were made public in December, generating coverage in the Evening Standard and trade press. The study, conducted by YouGov, found that MLB contributed nearly £47m to the UK economy, with close to £37m of this to London's economy.

The study also highlighted the success of the event as a visitor experience: the average event satisfaction score as 8.77 out of 10; 59% of attendees thought the series was better than other sporting events they have been to in the past; and 79% of visitors said they would now recommend people to visit London. MLB also went down well with residents, with 87% agreeing that the event made a positive contribution to the image, appearance and reputation of London

It was also announced that Green Day would play the London Stadium on 26 June 2020, along with Fall Out Boy and Weezer as part of the **Hella Mega tour**.

Activities on the Park since the last report included 5km and 10km runs on 21 September, the Memory walk on 29 September, the Great Willy Waddle on 26 September; Chase the Moon 5km and 10km runs on 9 October and the Ovarian Cancer Walk on 12 October; Team GB Hockey at Lee Valley VeloPark; Xbox 2019 at the Copper Box Arena, International Swimming League at the London Aquatics Centre, a sleepout for Centrepunt in the north of the Park



Four art installations from UCL researchers were on the Park close to The Last Drop café in October, as part of the Trellis Public Art project ahead of the opening of UCL East. The Copper Box Arena hosted the British Fast Fives Netball Championship on 12 October and the British Basketball All-Starts Championship on 13 October. Half Term events included Aqua Splash and the Short Swim and Diving Courses at the London Aquatics Centre, Six Day Cycle at the Lee Valley VeloPark, the London Lions at the Copper Box Arena and our community focused Family Fun Day at the Podium café on 23 October.

For one week between 20-27 October the ArcelorMittal Orbit promoted a controlled descent abseil activity; sales were low, partly because of the poor weather, and partly because it was not sufficiently dissimilar to the existing abseil proposition.

Events scheduled in the next quarter include the Vitality Netball Nations Cup is scheduled to take place on 25 and 26 January Call of Duty League – London Royal Ravens on 8 and 9 February 2020, the Queen Elizabeth Park Marathon on 16 February 2020, the Race the Thames indoor rowing challenge on 28 February 2020, European Olympic boxing qualifiers on 14-24 March 2020 and the FINA Diving World Series on 29-29 March 2020.

Our focus for 2020 is on the Year of Sport in the Park to align with the Tokyo 2020 Olympics and other summer sporting events. This includes 6 Olympic qualifying events taking place on the Park.

Wayfinding continues to develop across the estate. Whilst 82% of respondents to LLDC's recent Visitor Research agreed with the statement that it 'is easy to find your way around the Park', work has continued with stakeholders in surrounding areas to help people reach the Park through their estates.



New signs and maps have been installed on the newly opened section of the Greenway and in the Pudding Mill area, and an agreement is being reached with DLR/TFL for improved wayfinding at the Pudding Mill Lane station. Improved Park signage outside the Northern Ticket Hall at Stratford Station has been proposed to Westfield, and a response is being pursued. Conversations continue with Lend Lease for improved Park venue wayfinding on the International Quarter entrance to the Park.

On the Park, the approved wayfinding scheme continues to evolve with the Park, and new maps are to be installed across the site in January reflecting the new north/south highway and other Park changes. A project reviewing the integration of the East Bank sites into the existing scheme will commence in 2020.

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. Stadium operations brought in house.	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 2019/20	PERFORMANCE AND COMMENTARY
<p>Stratford Waterfront town planning approved.</p>	<p>COMPLETE</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>
<p>Stratford Waterfront: start on site construction of cultural and educational buildings.</p> 	<p>On site work has continued in this period. A major milestone was met in December with the installation of Carpenters Land Bridge which will link East Bank with the International Quarter London.</p>
<p>UCL start on site constructing their new university campus, UCL East (undertaken by UCL).</p>	<p>Enabling works at UCL East's Marshgate site have completed and piling is now underway. Good progress has been made on wind mitigation 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 this period.</p>
<p>Progress EAST Education, an education engagement programme with East Bank partners.</p>	<p>EAST Education programme being implemented, monthly working group ongoing. Collective narrative developed. EAST Summer School planning underway for 2020</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>The trail of the Capri project on the Park, using autonomous pods on paths in the Park, was undertaken in September 2019.</p>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<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. Chobham Manor community manager providing support to residents to deliver their own events and activities, including Christmas party. East Wick and Sweetwater: site relations underway for infrastructure works and phase 1 construction works. Community facilities group established and support being provided Monitoring deliverables within London Stadium's Community Engagement Plan.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>Planning permission granted for Clarnico Quay submitted including revised location and design for the Mobile Garden</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>Over 150 young people and stakeholders attended LLDC's first ever youth conference on the Park. The event was designed and delivered by the Legacy Youth Board and Youth Voice and saw young people from local schools and youth groups come together to discuss issues that are most important to them.</p>

COMMENTARY ON INSPIRE MILESTONES



East Bank

The Mayor of London broke ground at an event 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.

On site work at **Stratford Waterfront** has continued with minor delays but no onward impact to the construction programme. Procurement has continued including the appointment of two contracts in September: UAL Frame and Site Accommodation. RIBA Stage 4 design work is substantially complete.

A major milestone was met in December with the installation of **Carpenters Land Bridge** which will link East Bank with the International Quarter London. The bridge was manufactured by Briton, a company based in Hucknall, Nottingham, and transported down to London in parts, where it was then assembled on site and welded together. As it spans several live railway lines, the installation was undertaken over Christmas Day to coincide with other planned engineering works.

In total, the bridge is 65 metres long, 7 metres wide and weighs approximately 375 tonnes, and was lifted into place using Self Propelled Modular Transporter. It’s made of corten steel, which will impart its trademark rust-like appearance after exposure to weather.

While the bridge will remain closed until 2022, it will become a main access route between International Quarter London, home to Cancer Research UK, the British Council, Financial Conduct Authority and Transport for London, and East Bank. This will also create a link between Stratford and the Park, and its position between UAL’s London College of Fashion and the new V&A building will make it even easier for people to visit and enjoy the East Bank buildings.

Enabling works at **UCL East’s** Marshgate site have completed and piling is now underway. Good progress has been made on wind mitigation measures.

Community engagement

Over 150 young people and stakeholders attended LLDC’s first ever **youth conference** on the Park. The event was designed and delivered by the Legacy Youth Board and Youth Voice and saw young people from local schools and youth groups come together to discuss issues that are most important to them. Discussions focussed on: climate change, education, employment/

enterprise, mental health, and social order, and young people got the chance to express their concerns and come up with ideas on how they would like things to be in the future.

The key part of the evening was centred on a panel discussion and Q&A which included Mayor Glanville, Mayor Fiaz, Geoff Thompson, Lyn Garner and two young people; Leia from Spotlight Youth Empowerment Network and Katy from Waltham Forest Young Advisors. The panel were asked questions on; what they feel the challenges are facing young people today, climate change, education and studying abroad and the kind of future they would like to see for young people. The panel responded updating on some of the initiatives they are leading on in connection to these areas. The event was hosted by two of our young people who injected great energy into the evening. Mete Coban spoke about the power of youth democracy and Hassan Patel gave an incredible speech encouraging young people in the room to take action and to believe that anything is possible. This event gave us the chance to collaborate with the Youth Charter, and Unicef who now have their headquarters on the Park.

Overall this was a fantastic celebration of young people in the local area giving them a positive space to express themselves and feed into live

debates. We will develop an event summary capturing some of the key themes that came out of the discussions, which the Youth Board will review in terms of what they might be able to take forward and we hope to run this event in the future.

“They LOVED the performances, Hasan Patel, the fact that panellists ‘looked like them’ (i.e. Young, from East London, ethnic minorities etc.) and the kind of topics discussed. Overall, they all said they would come again and would recommend to others” Teacher, Mulberry School for Girls.

A public drop in session on emerging designs for the **Pudding Mill Lane** development was held on 17 October at Pudding Mill Lane DLR station with good local attendance. The first round of consultation completed on 23 October and feedback sessions have been held with the design team and the stage 1 consultation report completed.

A GLA ‘Learn at Lunch’ session on **EAST Education** was held on 3 October and was well attended. Following a separate briefing for GLA Culture and Creative Industries team, GLA have been invited to join the East Education Working Group

The **Family Fun Day** was successfully delivered at the Podium, attended by just over 800 local people

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.	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

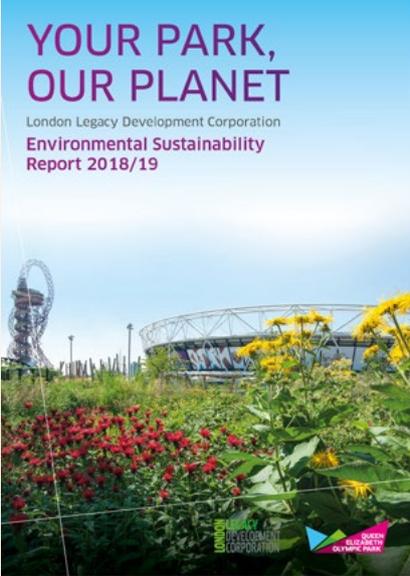
Work in this area includes functions to support the delivery of the Legacy Corporation's objectives through services including finance, human resources, IT and information management, programme management, legal and procurement. This section also covers the Communication, Marketing and Strategy

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 Ongoing delivery of the restructuring plan of the Stadium.</p>	<p>LLDC and E20 Stadium LLP (E20) is working with London Stadium 185 Limited (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. LLDC will seek to maximise the commercial opportunities from the events and assets and joining up the potential across all parts of LLDC's offer.</p>
<p>Health and safety Construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise RIDDOR reportable accidents to a rate below 0.17 per 100,000 hours worked.</p>	<p>There have been two RIDDOR reportable accidents at the East Wick and Sweetwater site which have been reported to the Health and Safety Executive: an operative slipping on site and fracturing his ankle; and a Banksman sustaining a double fracture to his foot/ankle because of a telehandler reversing. This means that for the East Wick and Sweetwater site the reportable accidents rate since the start of the financial year is 0.73 per 100,000 hours worked, above the target rate. There have been no reportable accidents between April and December 2019 in any of the other construction sites.</p>

PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<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. The Public Examination hearings took place over four days during the week commencing 16 September 2019. Conclusion of the examination is scheduled for March 2020.</p>
<p>Unqualified annual accounts for LLDC and E20 for 2018/19.</p>	<p>COMPLETE</p> <p>Unqualified 2018/19 annual accounts have been published for LLDC, E20 Stadium LLP and LS185.</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 October 2019.</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>Nine enforcement case have been closed in this period. 31 cases are open at the end of the period.</p>
<p>Annual Environmental Sustainability Report published.</p>	<p>COMPLETE</p> <p>The 2018/19 Annual Environment Sustainability Report was published in this period.</p> 
<p>Develop and agree high-level LLDC Transition strategy.</p>	<p>The high-level Transition Strategy is due to submitted to Board in February 2020.</p>

COMMENTARY ON KEY PROJECTS

PLANNING

Local plan review: Following the independent examination in public of the revised Local Plan in August 2019, we have received a limited number of main modifications that the Inspector is recommending in order to make the Plan sound. These principally relate to the site allocation for Carpenters Estate (reference to the final number of dwellings proposed as part of the consultative process currently being undertaken by LB Newham with estate residents) and activities within allocated Strategic Industrial Land. These main modifications will be subject to public consultation in January, with adoption of the Plan still scheduled for spring 2020.

Development Management: On MSG Sphere London, a second round of public consultation on the proposal commenced in early December 2019 following receipt of the additional environmental and other information requested by PPDT. The period for public consultation expires at the end of January 2020. Following consideration of the additional material received and responses received as a result of the additional public consultation, PPDT officers will then report the application for determination by the Planning Decisions Committee.

On **Construction Issues in Hackney Wick and Fish Island**, the construction management group met in mid-December and agreed to increase the number of visits to monitor in particular vehicle parking and safe pedestrian access in particular around Wallis Road. LLDC has agreed to fund these additional visits by Borough highways officers. Further joint working with the Boroughs was also agreed on permanent highway safety enhancement measures on Wallis Road as it narrows under the railway over-bridge. On the Telford Homes site, decontamination works were temporarily suspended in mid-December at the request of PPDT due to the release of odour. A revised way of working has subsequently been agreed with PPDT's advisors (Arup), with works due to commence again in early January, with continued monitoring to ensure compliance with the agreed way of working.

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

Network Rail and Homes England on the long-term master planning of the site.

The bidding round for phase 2 **Neighbourhood Priorities Fund for CIL fund** concluded and 20 bids were received for community projects across the area and £885,000 was awarded to fund 14 projects

SUSTAINABILITY

Smart mobility update: Capri project

The purpose of the project is 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. The September 2019 trialling of connected/ autonomous pods on the Park went well. The second trial was originally planned for January 2020, but has been moved to March 2020 in order to include the technical and operational learnings from the first trial, extending the route and complexity of vehicle/ passenger interface, with a strong (QEOP specific) evidence base regarding safety/ security. <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 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.

The development of a commercially operated testbed for connected and autonomous vehicles is progressing well, with infrastructure installation and premises preparation (at Here East) on target for the test-bed's launch in March 2020. www.smartmobility.london/

Environmental reporting

The 2018/2019 Environmental Sustainability Report (charting progress against LLDC sustainability objectives) was published in this period: <https://www.queenelizabetholympicpark.co.uk/-/media/qeop-sustainability-report-18-19-v420-final.ashx?la=en>

COMMUNICATIONS, MARKETING AND STRATEGY

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues, including the conclusion of the successful summer campaign which highlighted that the Park is free to enter through use of high impact platforms

The Chief Executive and Deputy Chief Executive appeared before the London Assembly's Budget and Performance Committee on 18 December 2019.

LLDC was delighted to see that LLDC's Board Member, Baroness Tanni Grey-Thompson DBE, was recognised with the Lifetime Achievement Award at the BBC's 2019 Sports Personality of the Year. The award is given to someone who has made a major impact on the world of sport during their career, and was presented by the cyclist Sir Chris Hoy. Tanni won 16 Paralympic medals in total, was five times world champion and won the London Marathon six times.

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 which meets at least three times a year, the next meeting is to be arranged. This 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. The Health and Safety Policy and Safeguarding Policy are separate items on the agenda for this meeting.

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 which meets at least three times a year, the next meeting is to be arranged. This 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.

The period from October to December saw six major event days in Stadium; one major event at the Copper Box Arena and one major event and various other smaller events in the public realm. Accidents remained low across the three months, proportionate to the visitor numbers. There have been no major incidents to report.

Increased theft from sites including fork lift truck being stolen from UCL's Pool St site. Each construction site been advised to put their own plans in place.

There have been health and safety incidents at East Wick and Sweetwater. As part of the infrastructure works it was reported by LLDC security that a member of the public was struck by an over turned Waterfilled Universal Road separator barrier in December 2019 and was taken to hospital. A draft incident report was submitted to LLDC regarding the incident and should any further information be received the investigation will be reviewed and reports updated accordingly by Balfour Beatty.

Two RIDDOR reportable incidents have been reported in the Phase 1 construction works in December 2019. The first involved an operative slipping on site and fracturing his ankle. This has been reported to the Health and Safety Executive (HSE). The second incident occurred on 12 December 2019 which resulted in a Banksman sustaining a double fracture to his foot/ankle. The injury occurred as a result of a telehandler reversing and investigations are ongoing. This incident has also been reported to HSE.

Following these incidents, LLDC wrote to Balfour Beatty on 18 December 2019 raising their grave concerns over the recent incidents along with an offer to brief Balfour Beatty staff on the recently rolled out LLDC Health and Safety Policy (October 2019) to ensure clear lines of communication and reporting are abided by all contractors on the Park moving forwards should any future incidents occur. A meeting has been arranged to discuss this.

LLDC's **2021/21 Budget** was submitted to the GLA in this period.

KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Revenue budget risk: generating income and making savings	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control, savings and efficiencies, commercial opportunities, close working 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, Stadium Business Plan, 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.	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

