

CORPORATE PERFORMANCE

JAN-MAR 2020 QUARTER 4

INCLUDING ANNUAL UPDATE
ON STRATEGIC MEASURES

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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.london.gov.uk/sites/default/files/mayors-final-budget-2019-20.pdf) 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.

FIVE YEAR STRATEGY: 2015 – 2020

The Legacy Corporation's Five Year Strategy sets out the Corporation's five strategic business objectives, each of which has a set of measures of success for 2020. The quarterly Corporate Performance Report provides updates on milestones and measures to be achieved in the current financial year which contribute to the delivery of the measures in the Five Year Strategy. This quarter's report is an extended version of the Corporate Performance Report reporting on each measure in the Five Year Strategy, setting out progress to date and activities planned for the future. Each measure has a RAG rating against it, definitions are below:

Red - measure off track for meeting target or completion date.

Amber - measure progressing more slowly than initial milestones but still expected to meet completion date.

Green - measure on track to meet target or completion date.

Blue - LLDC is one of many organisations contributing to this measure. Targets have been set as part of the Growth Boroughs' Convergence Strategy.



SUMMARY OF PROGRESS IN THE QUARTER JANUARY TO MARCH 2020

Note that reporting period covers the travel restrictions and lockdown due to COVID-19 which began towards the end of this period. References to the crisis in the report are as of the end of the reporting period (31 March 2020). The Deliver section has LLDC's corporate issue relating to COVID-19 and a link to the COVID-19 update to LLDC's May 2020 Board Advisory Panel.

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

- Commenced procurement to select a developer for Hackney Wick Neighbourhood Centre
- Continued construction at East Wick and Sweetwater and at Chobham Manor where good sales continue for phase 3.
- Continued East Bank construction, procurement and design works. Mace, the project manager for Stratford Waterfront, has been awarded the RoSPA Gold Award for its health and safety record on site.
- Local Plan public consultation complete.
- Held events including the Vitality Netball Nations Cup.
- Planning permission granted for the QEOP Training Association training centre.
- Public consultation of initial Pudding Mill Lane designs compete and Quality Review Panel review undertaken.
- Smart Mobility test bed launched on the Park.
- 6.1m visitors to the Park in 2019/20.
- 180 local primary school children experienced civil engineering at Here East as part of the Bridges to Schools programme.
- 30 learners recruited for the Hobs Training Academy.
- Consultation on Good Growth Hub design and fit out consultation commenced.
- High level Transition Strategy approved by the Board.
- Publication of the 2018/19 Annual Environment Sustainability Report.

AIMS FOR NEXT PERIOD

(note: aims for the next period have been reviewed in the light of the COVID-19 crisis but are subject to change)

- Implement safety measures for LLDC employees and Park and venue users in line with Government and Mayoral guidance, supported by clear and consistent communications
- Work with operators and construction partners to ensure Government and Mayoral guidance is followed
- Support local communities and businesses in their response to the crisis
- Conclusion of Local Plan examination
- Continue procurement to select a developer for Hackney Wick Neighbourhood centre
- Continue masterplanning work for Pudding Mill Lane development
- Continue work with LB Newham on Rick Roberts Way development
- Agree new arrangements for LLDC Boards and Committees during this period to enable remote decision-making
- Develop plans for recovery for when the crisis begins to come to an end.

FINANCIAL PERFORMANCE SUMMARY

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

	Jan-Mar 20			Full Year 2019/20		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000
Capital Income						
Development	(7,391)	(1,770)	(5,621)	(29,570)	(32,268)	2,698
East Bank	(7,062)	(51,109)	44,047	(17,710)	(56,878)	39,168
Park Operations and Venues - excl Trading	(4)	(8)	4	(19)	(52)	33
Total Capital Income	(14,456)	(52,886)	38,430	(47,299)	(89,198)	41,898
Capital Expenditure						
Construction	1,197	89	1,108	6,395	6,526	(131)
Development	4,288	8,403	(4,115)	13,567	22,854	(9,287)
Executive Office	16	19	(3)	165	228	(63)
Finance, Commercial and Corporate Services	1,378	1,218	160	4,346	3,383	963
East Bank	16,420	30,708	(14,288)	58,702	86,842	(28,140)
Park Operations and Venues - excl Trading	1,081	3,470	(2,389)	3,136	10,396	(7,260)
Regeneration and Community Partnerships	39	197	(158)	209	695	(486)
Stadium	5,100	4,558	542	23,452	29,945	(6,493)
Capital Contingency	0	8,029	(8,029)	0	8,029	(8,029)
Total Capital Expenditure	29,518	56,691	(27,173)	109,971	168,898	(58,928)
Net Capital Expenditure	15,062	3,805	11,257	62,671	79,701	(17,029)

Revenue Income						
East Bank	(10)	0	(10)	(25)	0	(25)
Executive Office	(8)	(6)	(2)	(30)	(29)	(1)
Development	(60)	(120)	60	(120)	(120)	0
Finance, Commercial and Corporate Services	(90)	(78)	(12)	(318)	(303)	(15)
Park Operations and Venues - excl Trading	(847)	(949)	102	(3,518)	(3,791)	273
Park Operations and Venues - Trading	(2,667)	(2,241)	(426)	(8,940)	(7,502)	(1,438)
Planning Policy & Decisions	(496)	(400)	(96)	(2,266)	(1,600)	(666)
Total Revenue Income	(4,176)	(3,794)	(382)	(15,216)	(13,345)	(1,871)

Revenue Expenditure						
Communication, Marketing and Strategy	372	481	(109)	1,596	1,726	(130)
Development	32	118	(86)	37	118	(81)
Executive Office	621	638	(17)	2,284	2,551	(267)
Finance, Commercial and Corporate Services	1,329	1,568	(239)	5,637	6,266	(629)
Park Operations and Venues - excl Trading	1,958	2,238	(280)	8,333	8,968	(635)
Park Operations and Venues - Trading	2,792	2,240	552	9,146	8,953	193
Planning Policy & Decisions	915	629	286	3,418	2,515	903
Regeneration and Community Partnerships	489	1,235	(746)	2,117	3,289	(1,172)
Stadium	(6)	0	(6)	0	0	0
Revenue Contingency	0	972	(972)	0	972	(972)
Total Revenue Expenditure	8,502	10,118	(1,616)	32,568	35,358	(2,790)
Net Revenue Expenditure	4,325	6,324	(1,998)	17,351	22,013	(4,662)

	Jan-Mar 20			Full Year 2019/20		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000
Trading						
Timber Lodge Café	2	(0)	2	(6)	3	(9)
ArcelorMittal Orbit (AMO)	210	(62)	272	190	(252)	441
Kiosks	(33)	(13)	(20)	(42)	(50)	8
The Podium	(147)	(26)	(120)	(215)	(105)	(110)
London Aquatics Centre	60	107	(47)	1,380	1,324	56
Copper Box Arena	134	171	(37)	709	810	(101)
3 Mills Studio	88	0	88	(1,507)	0	(1,507)
Other Trading Income	(5)	(174)	169	(49)	(265)	216
On Park Properties	(254)	(105)	(149)	(475)	(420)	(55)
Off Park Properties	70	101	(31)	221	406	(185)
Total Trading Net (Surplus)/Deficit	125	(2)	126	206	1,451	(1,245)

	Opening balance	In-Year Borrowings	Closing Balance	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	319,566	35,320	354,886	135,114	145,114

The element of GLA borrowings that was used to fund Stadium operating costs (£17.5m) has been reclassified as revenue (in line with Local Authorities Capital Finance and Accounting Regulations). Note that from 2020/21 this will be funded directly through the Corporation's revenue budget.

S106 & OPTEMS balance (£000)	36,292
CIL balance (£000)	18,941

CAPITAL

- The East Bank Agreements for Lease with V&A, Sadler's Wells and University of the Arts London (UAL) were expected to become unconditional and to be executed during the 2019/20 financial year. However, the leases are now due to be executed in 2020/21 at which point LLDC will receive a lease premium and contributions towards the cost of their building from UAL.
- East Bank expenditure was also lower than budget for the year, caused partly by delays in executing some package contracts and, most recently in March, the impact of the site closure due to the COVID-19 pandemic. The underspend will be carried forward into 2020/21 and reprofiled accordingly. Off-site work is continuing remotely to mitigate cost and programme delays caused by the closure of the site.
- The East Wick and Sweetwater infrastructure works (within Development) have underspent against budget, mainly due to the discovery of unforeseen ground obstructions during the year, which have resulted in delays. The 2019/20 underspend is being re-phased in full, with the expectation that the project will complete in 2020/21.
- During the year there were £2.9m 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 repair works.

REVENUE

- Net trading performance was significantly better than budget for the year, largely due to 3 Mills Studios where performance outperformed expectations, despite the significant capital works that have taken place on the site during the year. Following the outbreak of COVID-19 in March, the Park venues were all closed; however, the financial impact of this will largely be in 2020/21.
- Planning income was higher than budget for the year, due to several substantial planning applications and Community Infrastructure Levy administration fees. However, the increased expenditure on consultancy and other external support to review these submissions more than offset this.
- There was an underspend on staffing revenue expenditure for the year, driven largely by unfilled vacancies. In addition, there were also some savings achieved on office accommodation, estates and facilities management and Park utilities.
- 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 all units have been sold. 25 of the 67 units in Phase 3 have already been sold. Phases 3 and 4 construction underway and were on programme when lockdown occurred.</p> <p>Construction work not being undertaken following the Government's COVID-19 lockdown.</p>
<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 and have continued following the Government's COVID-19 lockdown. In discussions with the Developer about the start date of construction of phase 2, which will be delayed.</p>
<p>Progress master planning for Pudding Mill Lane.</p>	<p>COMPLETE</p> <p>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.</p>

PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>Agree delivery approach for Rick Roberts Way with LB Newham and GLA.</p>	<p>COMPLETE</p> <p>A new approach has been agreed for London Borough of Newham and LLDC to undertake joint masterplanning for the site.</p>
<p>Progress development strategy for Bromley by Bow.</p>	<p>COMPLETE</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 Transport for London junction works to the A12.</p>
<p>Commence Stratford Waterfront Residential Developer Procurement.</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. Investment Committee has agreed the revised structure and procurement plan; procurement of a developer is expected to commence later in 2020.</p>
<p>Hackney Wick Neighbourhood Centre development partner procurement complete.</p>	<p>Procurement to select a developer commenced in this period and the sifting brief has elicited 5 responses. Selection of the developer is due to be made by the end of 2020 (though may be delayed due to COVID-19 lockdown) and is being undertaken through the GLA's London Development Panel 2 (LDP2).</p>
<p>3 Mills river walls repair work completed.</p>	<p>Construction progressed well on the river wall repair works prior to lockdown. Construction work not being undertaken following lockdown.</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 Hackney Wick Central, Pudding Mill Lane and Rick Roberts Way. Discussions are ongoing in relation to funding and delivering these developments.

CHOBHAM MANOR

Work has continued to develop over 850 homes at Chobham Manor. 566 homes have now been completed. Phase One (consisting of 259) is now fully complete and all homes have been sold. Phase Two is complete and 191 out of the 207 units have been occupied. Construction is underway for the final two phases which are due to be completed in 2022/23; 25 of the 67 homes in Phase 3 have already been sold.

EAST WICK AND SWEETWATER

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

Construction of Phase 1 and Site-wide infrastructure works for the development continued in this period and have continued following lockdown. In discussions with the Developer about the start date of construction of phase 2 which will be delayed. 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 in the new financial year. Ongoing work on the 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 2022/23: the space 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

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.

Procurement to select a developer for Hackney Wick Central commenced on 31 January 2020, as part of the plan to deliver a new neighbourhood centre around Hackney Wick Station, with 50%

affordable homes, and the sifting brief has elicited 5 responses. Selection of the developer is due to be made by the end of 2020 (though may be delayed due to COVID-19 restrictions) and is being undertaken through the GLA's London Development Panel 2 (LDP2).

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.

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. 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.

COMMUNITY INFRASTRUCTURE LEVY (CIL) COLLECTION AND ALLOCATION

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

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

In Quarter 4 2019/20 three LLDC CIL payments were received.

Date received	Amount received
5 February 2020	£5,551,447.82
5 February 2020	£169,762.24
30 March 2020	£68,811.27
Total	£5,790,021.33

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 4 2019/20 £3,026,938.08 was collected. This was transferred to Transport for London (less a 4% administration charge retained by LLDC).

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>Planning for c8,000 homes across the LLDC area, including affordable homes in line with the Mayor's ambitions and housing mix to meet local need (as per the Local Plan)</p>	<p>1,179 new homes were granted planning permission in 2019 of which 309 were affordable.</p>	<p>G</p>
<p>Building on site or completed on approximately 2,350 homes on LLDC land</p>	<p>Across LLDC planning area in 2019 approximately 4,250 dwellings were under construction. 2,190 homes were completed including 513 student units.</p>	<p>G</p>
<p>Mossbourne Riverside Academy School and Bobby Moore Academy open and 1,200 school places delivered.</p>	<p>Following the completion of the Bobby Moore Academy secondary school site (approximately 1,140 school place) in 2018/19 LLDC and our partners have completed delivery of planned schools on the Park.</p>	<p>G</p>
<p>Plans and designs in place for total LCS commitment of 1,052 sqm social infrastructure</p> <p>Primary School: Gross Internal Area is 2,295 m2 Net Internal Area is 2,168 m2</p> <p>Secondary School: Gross Internal Floor Area for the DRET Secondary school is 9,935m2</p>	<p>Progress on schools outlined above. Social infrastructure delivered through planning for LLDC's housing developments, for example nursery space being delivered at Chobham Manor.</p>	<p>G</p>
<p>Off-Park physical regeneration programme completed (station improvements, Leaway, A12 connectivity)</p>	<p>Hackney Wick station improvements complete. Planning permission obtained for Stratford Station and funding being sought. Leaway projects; Twelvetrees Ramp open and Silvocea Way complete</p>	<p>G</p>

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
<p>Continue to deliver the QEOP 'East Works' jobs and skills programme.</p>	<p>COMPLETE</p> <p>Highlights include the completion of the 2018/19 STEP training and employment programme, and delivery of the 2019/20 programme with 15 young people selected from over 180 applicants. STEP also won the Arts and Culture Award at the 2019 Children and Young People Now awards. Another highlight was delivery of Flipside, a three-month digital product design immersive training programme, co-created and co-delivered by industry for 10 local young people from BAME backgrounds.</p>
<p>Holding the annual East Works awards.</p>	<p>As the Park enters a new phase of development, 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>COMPLETE</p> <p>Designs have been finalised for the training centre which is being delivered as an interim use on-site to be operated by The Skills Centre (TSC). and Planning Permission was secured in this period.</p>
<p>Delivering the Design...Engineer...Construct (DEC) Building Information Modelling (BIM) curriculum in five local schools.</p>	<p>COMPLETE</p> <p>6 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. The University of East London has started a group of 70 students on a DEC Award in Modular Student accommodation. It is part of their 'Mental Wealth' initiative.</p>

PROGRESS AGAINST MAJOR WORK MEASURES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>Delivering the Hobs Studios training academy at Here East.</p>	<p>COMPLETE</p> <p>Ravensbourne University London has been appointed as training provider and has commenced recruitment. The Academy was launched with prospective employers at an event at Hobs Academy in October 2019. Course content has been developed and initial phase of testing with employers and recruitment of learners launched: 30 learners have been recruited to date.</p>

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 February 2020.</p> <ul style="list-style-type: none"> • 31% of construction employees working on the Park are Host Borough residents • 73% of the workforce are from BAME groups • 6% of the workforce are women • 3% of the workforce are disabled people • 5% of the workforce are apprentices
<p>End-use</p> <ul style="list-style-type: none"> • 25-85% of the workforce are from Host Boroughs • 25% are from BAME groups • 50% are women • 3-5% are disabled people • 5% are apprentices 	<p>Copper Box Arena and London Aquatics Centre</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** (TA) has continued with a number of steps taken to use the Park's long-term development pipeline to increase diversity and equality in the sector. The TA's work is shaped by: its focus on increasing opportunities for under-represented groups to access the sector; apprenticeships; and delivering fit-for-purpose training designed by employers.

Under-represented groups. The TA will focus on supporting under-represented groups to ensure they have access to the industry and promote the opportunities that are available through professional and trade apprenticeships. A network of site-based Employment and Skills Managers from each of the Park's developments is working collaboratively to share vacancies and source candidates locally. Finding suitable candidates via local partners continues to be a challenge.

Apprenticeships. In response to industry challenges with new apprenticeship creation, the TA is recommending a Park-wide shared apprenticeship framework. This will standardise the construction contractors' approach to apprenticeship recruitment, pay rates and conditions and allow for more collaborative working, including targeting recruitment so that under-represented groups have access to apprenticeships. This approach aims to help overcome the difficulties some contractors have found in meeting apprenticeship targets due to short work programmes and high levels of subcontracting.

Training. Through funding secured by the LLDC from the Construction Industry Training Board, a training centre is being delivered as an interim use on-site to be operated by The Skills Centre (TSC). A range of pre-employability training programmes have been designed to support under-represented groups access apprenticeships and employment opportunities. Using the effective engagement model that has served them well at Elephant Park, TSC are focusing efforts on raising their profile locally and have stretch targets for equalities groups as part of their business plan (50% BAME, 50% NEET, 30% women, 10% disabled all well in excess of industry norms). We are planning to open the training centre in spring 2020. Designs have been finalised and planning permission was secured in February 2020.

Hobs Training Academy: Ravensbourne University London has been appointed as training provider for the Academy, which was launched with prospective employers at an event at Hobs Academy in

October 2019. Course content has been developed and initial phase of testing with employers and recruitment of learners launched: 30 learners have been recruited to date.

The third round of recruitment for the **STEP** training and employment programme has been undertaken with over 180 applicants for 15 places filled. All East Bank partners have been involved in the recruitment process and are all employing local young people (on London Living Wage) as part of the programme which started in November. 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.

Work has continued to develop the **Good Growth Hub**, a physical facility to consolidate and scale the East Works programme at Clarnico Quay. The Hub is central to the LLDC's plans to maximise apprenticeship and employment opportunities for local people and under-represented groups. It provides the capacity to expand and scale the East Works programme to enable LLDC and partners to fully respond to the unprecedented levels of employment growth in and around the Park. Consultation on Good Growth Hub design and fit out consultation commenced in this period and the next major milestone is to commence procurement for a managing partner.

Here East's Business Resilience Plan was instigated in March in line with the COVID-19 outbreak. The buildings remained open for business critical operations and to support trade in line with government guidance and support has been provided. Occupancy numbers on campus have decreased from approx. 4500 per day to 70. 31% of the Here East team were furloughed with effect from 1 April 2020 to reduce the financial impact on tenants.

In light of the uncertainty, events during this period were limited. The two events held; Nesta Explorer Prize for children in January, attracting 350 people and Ed Com Schools challenge in February saw 400 young people attend campus. All other events were cancelled or postponed until the Autumn.

In partnership with Urban Food Fest, a new for 2020, monthly food market was launched to serve the Here East and local community. Challenging times have seen strong collaborations develop between tenants, Here East, the public sector and the NHS; utilising space, equipment and skills, including 3D printing of essential equipment. Letting visits have continued and move to a virtual platform until further notice.

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>Around 8,000 jobs through developments on Queen Elizabeth Olympic Park</p>	<p>LLDC led construction: 22,103 Other Park construction (incl. IQL): 15,156 LLDC end use: 469 Other Park end-use (Here East and IQL): 10,010</p>	<p>G</p>
<p>Stimulation of business growth in the MDC area: measured through net gain in employment floorspace</p>	<p>A total of 680,000 sqm of new B Class employment space had been permitted by the end of 2018 in LLDC's area since 2012. Of this 200,000 sqm has been completed and 170,000 sqm was under construction.</p> <p>Permissions granted during 2018 will deliver a total of 32,435 sqm new floorspace. This is a net gain of 28,954 sqm taking into account the loss of some existing space that would result. The majority of this loss, 2,976 sqm is within the storage or distribution (B8) category of use. Based on available information and the Employment Densities Guide 2015, permissions granted in 2018 would result in between 2,150 and 2,450 net full-time equivalent jobs.</p> <p>Reporting is now being undertaken by financial year through the Planning Authority Monitoring Report, to be reported to the Board in July 2020 and this will be included in the next Corporate Performance report.</p>	<p>G</p>
<p>Minimum % workforce jobs secured by growth borough residents (30% construction; 25%-85% end use depending on sector)</p>	<p>Construction snapshot (February 2020): Local: 31%</p> <p>End use snapshot: Copper Box Arena and London Aquatics Centre (April 2019) Local: 67%</p> <p>EFM (September 2019): Local 60%</p>	<p>G</p>

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>% of workforce from priority groups (targets defined by sector and development)</p>	<p>Construction snapshot (February 2020): BAME: 73% Women: 6% Disabled: 3% Apprentices: 5%</p> <p>End use snapshot: Copper Box Arena and London Aquatics Centre (April 2019)</p> <p>End use (March 2018) BAME: 53% Women: 55% Disability: 4%</p> <p>EFM (September 2019): BAME: 60% Women: 30% Disability: 8%</p>	<p>G</p>
<p>5% apprentices in the workforce (construction, EFM, end use)</p>	<p>An average number of 4% of apprentices in the workforce on the Park.</p>	<p>A</p>
<p>Hackney Wick Neighbourhood Centre first phase on-site</p>	<p>Planning approved and S106 Agreement finalised; procurement for a developer commenced in 2019/20.</p>	<p>G</p>
<p>Here East fully occupied with planned profile of tenants</p>	<p>Here East is currently 74% let, before lockdown interest remained strong and lettings in the pipeline provided a very positive outlook.</p>	<p>G</p>
<p>At least the London Living Wage paid to all directly employed staff at LLDC and by all its Tier 1 contractors and direct suppliers; apprenticeships paid at least to the national minimum wage.</p>	<p>Annual LLDC audit for 2019 confirms compliance and the LLDC has signed up to the GLA's group-wide Living Wage licence that requires LLW to be paid through the supply chain too (implemented for all new contracts).</p> <p>Apprentices receiving the national minimum wage is built into all relevant contracts</p>	<p>G</p>

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Perceptions measure: % of east Londoners agreeing that benefits of London hosting 2012 Olympic & Paralympic Games have been delivered through increased business and job opportunities	Research undertaken in 2019/20 showed that 91% of east Londoners think that the Park is creating job opportunities for the local community, increased from 81% in the previous year	G
Stronger retail centres: vacancy rates lower than London average	London-wide vacancy rate 5%; Stratford Metropolitan Centre (within LLDC area) 7.6% performing better than London average; East Village 8% reflecting the early stages of the development of this new Local Centre and an improvement on the previous year's 15.8% figure; For Hackney Wick Neighbourhood Centre, no retail vacancies were identified when surveyed at the end of 2019.	G
Number of opportunities relating to Park development successfully awarded to local businesses	Measured through impact of LLDC's commercial activities on local businesses. Improved position for 2018/19 with £5.9m (8%) local spend against £1.6m (5.5% in 2017/18) of and this is in line with the performance of most other GLA Functional Bodies (this metric is monitored as part of the LLDC's work on Responsible Procurement). Figures for 2019/20 to be provided in the next quarterly report.	G
Contribute to reduction in percentage of working age population of growth boroughs with no qualifications (convergence target)	The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets	B
Contribute to % 19 year olds resident in growth boroughs achieving level 3 threshold (convergence target)	The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets	B

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Contribute to increase in working age population of growth boroughs qualified to at least Level 4(convergence target)	The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets	B
Contribute to reducing the unemployment rate 16+ in growth boroughs (convergence target)	The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets	B
Contribute to raising the median earnings for full time workers living in growth boroughs (convergence target)	The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets	B

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>COMPLETE</p> <p>The Park saw a very successful programme of major sporting events, music festivals and community events in 2019/20. In this period, events included Call of Duty League, UAE Jiu Jitsu, London Youth Rowing Race the Thames indoor rowing challenge, and the Boxing Road to Tokyo European Qualification event. The latter was cancelled after five days due to COVID-19 concerns, and lockdown led to the cancellation of other events including the FINA Diving World Series.</p>
<p>High ropes attraction opens.</p>	<p>Delayed due to the investor completing Planning requirements.</p>
<p>Continue Stadium operations including football, summer athletics and Major League Baseball.</p> 	<p>COMPLETE</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. The Stadium successfully moved back to football mode for the start of West Ham United's 2019/20 season. Lockdown led to the postponement of Premier League football in the Stadium from 15 March.</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 2019 to March 2020 are estimated at just under 6.1 million. The Park stayed open after lockdown to allow people to take their daily exercise but venues, attractions and playgrounds have closed. Park usage reduced to roughly a third of usual numbers following lockdown.</p>
<p>London Aquatics Centre throughput of 1m.</p> 	<p>Visitor numbers for the London Aquatics Centre April 2019 to February 2020 were over 984,000. The venue closed on March 20, 2020 due to the Government's COVID-19 lockdown.</p>
<p>Copper Box Arena throughput of 445,000.</p>	<p>Visitor numbers for the Copper Box Arena for April 2019 to February 2020 were just over 377,000. Whilst attendance was lower than forecast, the strong event schedule means the venue was ahead of its income target. The venue closed on March 20, 2020 due to lockdown.</p>
<p>ArcelorMittal Orbit throughput of 180,000.</p> 	<p>Visitor numbers for the ArcelorMittal Orbit for April 2019 to February 2020 were just under 124,000 visitors. The venue was unable to open during the storms in the winter. The attraction closed on March 20, 2020 due to the Government's COVID-19 lockdown.</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 in January 2019.

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.

In the last report, it was noted that Joanna Adams had taken up her post as E20's Chief Commercial Officer. As has been reported in the media, Joanna was appointed as Chief Executive at UK Athletics and took up her post in March 2020. Joanna has added real value during her time with LLDC and left the Corporation in great shape to take the work on the commercial strategy forward, and we are working with Joanna to ensure a comprehensive handover before she takes up her new post. UK Athletics are a key partner for LLDC and we look forward to maintaining our good relationship with Joanna as she takes up post.

No premier league matches or other events have been held since lockdown. West Ham United are meeting with the Premier League regularly to discuss completion on the 2019/20 football season

ACTIVITIES ON THE PARK

in this quarter included Call of Duty League, UAE Jiu Jitsu, London Youth Rowing Race the Thames

indoor rowing challenge, and the Boxing Road To Tokyo European Qualification event. The latter was cancelled after five days due to COVID-19 concerns, and lockdown led to the cancellation of other events including the FINA Diving World Series.

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 have closed.

LLDC has reinforced the Government's message on the Park about social distancing through signage, security patrols and social media messaging. These measures have been effective and there have been no major issues to date. Car parks are closed to reduce the risk of visitors travelling to the Park.

The ArcelorMittal Orbit, Copper Box Arena and London Aquatics Centre all closed on 20 March 2020 with only planned preventative maintenance work being undertaken. Food and beverage outlets on the Park also closed, including the Timber Lodge Café and the Last Drop. The toilets at the Last Drop remained open.

WAYFINDING AND CYCLING

New maps were installed across the Park in January 2020 reflecting the changed routes and developing construction projects. Additional temporary wayfinding will be added to hoardings around the Sweetwater plots this spring. Discussions continue with Westfield on directing visitors through the shopping centre to the Park.

The initial draft of the Cycling Audit has been received, and further clarity is being sought on a number of points raised.



PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Stadium completed and operating safely and effectively by Summer 2016	The London Stadium continues to operate successfully with major events including West Ham United football matches, Major League Baseball, athletics, including the Muller Anniversary Games and large- scale summer concerts.	G
Varied annual events programme delivered for a range of audiences in collaboration with partners and operators	High profile events included the World Para Swimming Championships, FINA World Diving Championships Vitality Netball Superleague final, the Street League Skateboarding World tour, the Call of Duty World League Tournament, British Fast Fives Netball Championship and the British Basketball AllStars Championship, the FIH Pro League international men's and women's hockey matches and the Great Get Together community event.	G
Brand strategy for Queen Elizabeth Olympic Park embedded with partners, developers and operators	The Brand Strategy agreed in consultation with partners, developers and operators	G
Access to waterways opened up via Canal Park and the Leaway Update to strategy: Canal Park completed and responsibility handed over to LLDC in spring 2016	Capital projects are complete. The Leaway project transferred to London boroughs of Newham and Tower Hamlets underway	G
Queen Elizabeth Olympic Park protected as one of the largest metropolitan parks in east London.	Open space has not changed and parkland environment remains protected.	G
Maintain Green Flag status The international award is the mark of a quality park or green space and is a sign to the public that the space boasts the highest possible environmental standards, is safe and secure, is well maintained and has excellent visitor facilities.	The Park received the prestigious Green Flag Award for the sixth year in 2019/20	G

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Visitor numbers sustained and increasing in line with Park development	Visitor numbers to the Park for April 2019 to March 2020 are estimated at just under 6.1 million. The Park stayed open after lockdown to allow people to take their daily exercise	G
Net promoter score maintained	Visitor research in 2019/20 showed an NPS score of +78 (NPS score of >1 considered good, >50 is excellent)	G

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>COMPLETE</p> <p>On site work commenced in 2019/20 and works were on programme when lockdown occurred. Construction work not being undertaken following the Government's COVID-19 lockdown.</p>
<p>UCL start on site constructing their new university campus, UCL East (undertaken by UCL).</p>	<p>COMPLETE</p> <p>On site work commenced in 2019/20 and works were on programme when lockdown occurred. Construction work on the Marshgate site paused following lockdown. Construction work continued at UCL's Pool St West site after the Government's COVID-19 lockdown.</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>COMPLETE</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>COMPLETE</p> <p>EAST Education programme being implemented, monthly working group ongoing. Highlights in 2019/20 include delivery of the EAST Summer School with all East Bank and other partners.</p>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>Deliver environmental engagement events e.g. World Environment Day, Climate Week.</p>	<p>COMPLETE</p> <p>Engagement events in 2019/20 include two Park tours, (one for Climate Action Week) and a sustainable events event for Park venue operators and event organisers. As part of 2020 Earth Hour on 28 March it was planned that the lights at the ArcelorMittal Orbit would be switched off. However, this did not go ahead due to COVID-19 lockdown.</p>
<p>Deliver the QEOP Smart Sustainable District programme.</p>	<p>COMPLETE</p> <p>The second trial of the Capri project on the Park was undertaken in March 2020. This extended the route and complexity of vehicle/ passenger interface. Lockdown meant that the full trial was not completed but enough data was collected to make this a success.</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>COMPLETE</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</p> <p>East Wick and Sweetwater: site relations underway for infrastructure works and phase 1 construction works. Community facilities group established and support being provided</p> <p>Monitoring deliverables within London Stadium's Community Engagement Plan.</p>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>COMPLETE</p> <p>Planning permission granted for Clarnico Quay submitted including revised location and design for the Mobile Garden. MakeShift construction commenced.</p>
<p>Deliver successful Park Champions programme, including obtaining Investing in volunteers' status.</p> 	<p>COMPLETE</p> <p>Continued to run the successful Park Champions volunteering programme which 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 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 underway: 13 contracts have been awarded, procurement is underway for 11 packages with the remainder to follow.

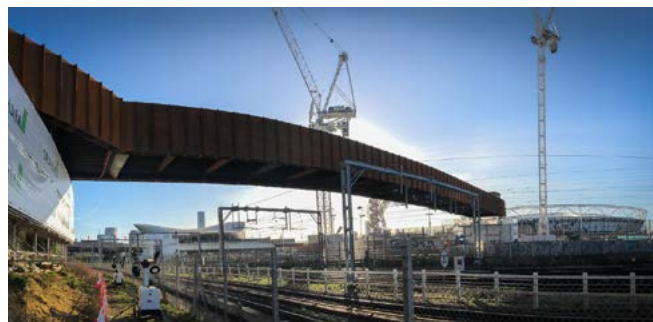
On site work commenced in 2019/20 and works were on programme when lockdown occurred. Construction work is not being undertaken at Stratford Waterfront following lockdown.

UCL has appointed its contractors for its main academic buildings at Marshgate and for their mixed-use Pool St West building. UCL’s Reserved Matters Application was approved by the Planning Decisions Committee in March 2019, subject to conditions. On site work commenced in 2019/20 and works were on programme when lockdown occurred. Construction work on

the Marshgate site paused following lockdown. Construction work continued at UCL’s Pool St West site during lockdown.

Mace, the project manager for Stratford Waterfront, has been awarded the RoSPA Gold Award for its health and safety record on site.

GRAHAM has been shortlisted for several Institution of Civil Engineering Awards for its work to install Carpenters Land Bridge which is documented in a video: [here](#). GRAHAM’s work is a particularly pleasing example of a scheme that benefits east London in the long term, but is part of a truly national effort. The steel for the bridge was made in Middlesbrough. It was fabricated by a Nottingham company and assembled and installed on site by GRAHAM, which is based in Hillsborough, Northern Ireland.



COMMUNITY ENGAGEMENT

180 primary school children from Newham, Tower Hamlets, Hackney and Waltham Forest experienced a taste of civil engineering at Here East as part of the **Bridges to Schools** programme. The students used their heads (and their hands) to work out how to build a 13-metre model cable-stayed bridge, while kitted out in hard hats, high-vis vests, gloves and goggles. After the bridge was built, each child got the chance to walk across the bridge to test how good their engineering skills were.

This event, led by LLDC, the Institution of Civil Engineers and infrastructure group Balfour Beatty, aims to raise awareness of the exciting careers that engineering and the built environment can offer young people. The pupils learnt about the importance of safe working practices and collaboration as well as the engineering principles and techniques involved

in building a bridge including: counter weights, towers in compression and cables in tension. Each session was presented by members of the Institution of Civil Engineers, who took questions about what it is like to work in the field.



PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Stratford Waterfront and UCL East design and build nearing completion	The Full Business Case (FBC) was approved in 2018/19, subject to conditions for Government funding. Progress on FBC conditions are reported to Government annually. On site work at Stratford Waterfront commenced in 2019/20 and works were on programme when lockdown occurred. Construction work not being undertaken following lockdown. On site work at UCL East commenced in 2019/20 and works were on programme when lockdown occurred. Construction work on the Marshgate site paused following lockdown. Construction work continued at UCL’s Pool St West site during lockdown.	G
Plans for robust visitor offer developed for the culture and Education District, including ambitious and appropriate content and visitor services, and integration with the wider QEOP offer and brand	In advance of developing the visitor offer partners are working hard on collaborative ventures to raise awareness in the local area and deliver on Strategic Objectives.	G

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Co-ordinated marketing, programming and audience development plans developed with Stratford Waterfront institutions and local partners and integration with the wider QEOP offer.	The Mayor of London broke ground at an event on 2 July 2019 to mark the start of construction on East Bank. The event, attended by representatives including from East Bank partners and local boroughs, local schoolchildren, generated significant positive media coverage, East Bank branding agreed with all partner. LLDC and East Bank partners continue to develop marketing, programming and audience plans	G
Collaborative and innovative programme developed for disability sport, art, theatre, urban design, transport through the Global Disability Innovation Hub	Leadership of the GDI Hub has passed from LLDC to UCL as planned, supported by the establishment of a Community Interest Company for all non-academic activity.	G

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.</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 three RIDDOR reportable incidents in 2019/20. Two incidents at East Wick and Sweetwater were reported in the previous period.</p> <p>There has been a RIDDOR reportable incident at the East Bank Stratford Waterfront site in this period. A worker fractured his right arm. The incident occurred when the worker was re-positioning an excavation access trench step system: the excavator caught the trench steps during the operation and accidentally pulled the trench step whilst the worker was holding onto the steps. The incident has been reported to HSE.</p> <p>Updated reportable accidents figures will be provided in the next report.</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 16th September. Conclusion of the examination is scheduled for April 2020 followed by adoption of this and the new CIL charging schedule at the May Board meeting.</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 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 100% of applications determined in time in February 2020. (Figures to February 2020)</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>Two enforcement case have been closed in this period 32 cases are open at the end of the period. (Figures to February 2020)</p>
<p>Annual Environmental Sustainability Report published.</p>	<p>COMPLETE</p> <p>The 2018/19 Annual Environment Sustainability Report was published in 2019/20.</p>
	
<p>Develop and agree high-level LLDC Transition strategy.</p>	<p>The high-level Transition Strategy was approved by Board in February 2020.</p>

COMMENTARY ON KEY PROJECTS

LLDC moved into crisis management before the COVID-19 lockdown began. In line with our business continuity policies our crisis management structure is:

- The Silver Response Group, chaired by LLDC's Head of Security with representatives from each directorate to share information and raise concerns and decisions to the 'Gold' group.
- The Crisis Management Group, also known as Gold, chaired by the Executive Director of Park Operations and Venues or the Director of Visitor Services, with members of EMT and other key officers (including LS185) who take the major decisions relating to the crisis.
- The Executive Management Team who are asked by Gold to take the highest-level decisions and are monitoring employee welfare, capacity and prioritisation of work.

Further information on LLDC's response to the crisis can be found in a report to the LLDC Board, [here](#)

PLANNING

Local plan review: Following the public hearings that form a part of the independent examination of the revised Local Plan in September 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 were considered as part of public consultation which concluded, in this period, with adoption of the Plan still scheduled for the next period.

The **Greater Carpenters Neighbourhood Plan** examination is underway and a preliminary report has been issued for comment.

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 expired at the end of January 2020. Following

consideration of the 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 January 2020 and agreed to increase the number of visits to monitor vehicle parking and safe pedestrian access in particular around Wallis Road. LLDC has agreed to fund these additional enforcement visits. 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 2019 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 were temporarily suspended but have since recommenced, with continued monitoring to ensure compliance with the agreed way of working.

A follow up meeting was held with Telford Homes and a representative of local residents about construction management issues including breaches relating to parking and work during school pick up and drop off times. It was agreed that a follow up meeting would be arranged including local authorities and LLDC.

Work has continued with landowners at **Bow East** relating to the concrete batching plant. A Planning Application has been delayed until June 2020 and PPDT will undertake public consultations once the application is received. We are continuing to hold discussions with Network Rail and Homes England on the long term master planning of the site.

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, 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. Lockdown meant that the full trial was not completed but enough data was collected to make this a success.

<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:

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. 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.



In normal times LLDC prints and distributes copies of Park News this to over 20,000 residents in the local area. The Spring edition of the publication was produced as an online edition – [available here](#) – as well as a limited print run to place copies in key places where residents will see them, rather than through individual doors.

In this period we released a podcast: and interview with Tom Daley both trains and runs a diving academy at the London Aquatics Centre, the venue where he won a bronze medal at the London 2012 Games. The interview was recorded prior to the lockdown and was to be used to support our work in the run up to the Tokyo Olympics, which has subsequently been postponed. <http://bit.ly/TomDaleyOlympicPark>.



Positive media coverage in this period included a 2-page spread in the Metro newspaper about the East Bank programme, the online version can be found [here](#), and continued coverage of our social and economic programmes through our own digital and social channels and local media coverage. The landmark lifting in to place of the Carpenters Land Bridge on the East Bank site on Christmas Day was also promoted, the video can be found [here](#).

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 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.

Before lockdown occurred, this period from saw six major event days in Stadium and various other smaller events in the public realm. Accidents remained low across the month, proportionate to the visitor numbers. There have been no major incidents to report.

There were a number of issues caused by Storm Ciara in February 2020.

- A wind sail attached to part of a tower crane at East Bank fell to the ground, the site closed, although it would have been too windy to work in any case, and an investigation is underway.
- The mass guard on Montfichet Rd which LS185 maintains collapsed in the high winds. There were no injuries or damage to vehicles. This also collapsed during the subsequent Storm Dennis.
- The storm caused a number of items on the Park, including bins, to be blown out of place.

There have been a number of persons self-isolating due to being symptomatic of COVID-19 within LLDC, our EFM contractors and volunteers

The Boxing Road To Tokyo event was cancelled by the organisers half way through its ten day tenancy. There were press reports of complaints by Turkish and Croatian teams that they had contracted the virus at the tournament, but this was not verified.

The Park Champion volunteer service is suspended for the time being; volunteers are receiving an e-newsletter update twice a week.

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Commercial objectives being delivered in line with revised commercial framework and strategy	Commercial assurance and support being provided across the business alongside quarterly commercial reporting to Investment Committee.	G
Aspiration to be an exemplar of accessibility, sustainability, and community benefit fully embedded in visions/missions/long-term plans of developers, operators and partner institutions	Delivery through well-established regeneration programmes on sustainability, jobs and skills (East Works) and education (East Education), detailed elsewhere in this report.	G
Learning from the transformation of QEOP shared in order to guide future regeneration activity both nationally and internationally	LLDC continued to host visitors from the UK and overseas to view progress on its regeneration programme and provided speakers for several conferences.	G
Long term transition plan for LLDC developed	High level Transition Strategy approved by the Board in 2019/20	G
Unqualified annual accounts	Annual accounts for LLDC, LS185 and E20 Stadium LLP for the 2018/19 financial year were unqualified	G
Be on trajectory to be operating in a break-even position by 2025	This is under pressure due to the impact of the changing housing strategy and transition. To be addresses through the transition work in consultation with the GLA.	R
Operate to the highest standards of health and safety	<p>Construction: There have been three RIDDOR reportable incidents in 2019/20. Two incidents at East Wick and Sweetwater and one at the East Bank Stratford Waterfront site. The incident has been reported to HSE and investigations undertaken.</p> <p>Stadium: no reportable incidents LLDC staff: no significant incidents RIDDOR: no reportable incidents High Health and Safety standards have been maintained but this measure remains amber because of the need for continued vigilance.</p>	A

KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
<p>New issue relating to COVID-19: 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> <p>Further information on LLDC’s response to the crisis can be found in a report to the LLDC Board – link here</p>			R
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

