

CORPORATE PERFORMANCE

APR-JUN 2020
QUARTER 1

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INTRODUCTION AND SUMMARY

PURPOSE OF THE DOCUMENT

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

The first sections provide a summary of progress in this reporting period and information about **financial performance**. Subsequent sections are grouped by the Legacy Corporation's strategic objectives as set out in the five year strategy: **Live, Work, Visit, Inspire** and **Deliver**. Each section includes progress against milestones, commentary on major projects and key risks. Where relevant the sections also include monitoring information about the Legacy Corporation's performance against targets; the measurement of targets commences as projects start to be delivered.



SUMMARY OF PROGRESS IN THE QUARTER APRIL TO JUNE 2020

Note that reporting period covers the travel restrictions and lockdown due to COVID-19 which began towards the end of the previous reporting period. Delivery of some of milestones and measures has been impacted by the crisis, stated where relevant. The Deliver section has LLDC's corporate issue relating to COVID-19.

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

- Continued to implement safety measures for LLDC employees and Park and venue users in line with Government and Mayoral guidance, supported by clear and consistent communications, modified in line with easing of lockdown measures
- Construction recommenced at East Bank Stratford Waterfront and on Chobham Manor.
- Carpenter's Land Bridge contractors won two national Chartered Institution of Highways & Transportation awards
- UCL East construction progressed well and on programme.
- Resumption of Premier League football behind closed doors at the London Stadium.
- Filming and river wall repairs work recommenced at 3 Mills Studios
- Park visitor research for 2019/20 show an increase in local residents using the park including more residents from a BAME background.
- Procurement launched to appoint a company or a consortium to run the Good Growth Hub.
- Shortlisted bidders for ITT stage to select a developer for Hackney Wick Central
- Launched recruitment for online East Summer School
- Approval for the revised Community Infrastructure Levy Charging Schedule

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)

- Work with operators and construction partners to ensure Government and Mayoral guidance is followed
- Work with venue operators on the potentially reopening in the next phase.
- Support local communities and businesses in their response to the crisis
- Adoption of updated Local Plan
- Delivery of online East Summer School
- Continue procurement to select a developer for Hackney Wick Neighbourhood centre
- Continue masterplanning work for Pudding Mill Lane development
- Planning approval granted for Sweetwater Zonal Masterplan'

FINANCIAL PERFORMANCE SUMMARY

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

	Qtr to 30 Jun 20			Full Year 2020/21		
	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Capital Income						
Development	(6)	(465)	459	(27,107)	(27,388)	281
East Bank	(30,000)	(45,510)	15,510	(182,040)	(182,040)	0
Park Operations and Venues – excl Trading	(600)	(687)	87	(1,397)	(1,397)	0
Total Capital Income	(30,606)	(46,662)	16,055	(210,544)	(210,825)	281
Capital Expenditure						
Construction	840	761	78	3,083	1,930	1,153
Development	2,550	4,936	(2,386)	24,950	25,088	(138)
Executive Office	5	14	(8)	54	54	0
Finance, Commercial and Corporate Services	520	1,177	(656)	8,706	4,707	3,999
East Bank	13,951	41,382	(27,431)	107,391	165,528	(58,137)
Park Operations and Venues – excl Trading	611	915	(304)	10,517	10,517	0
Regeneration and Community Partnerships	39	166	(127)	664	664	0
Stadium	1,024	3,983	(2,959)	15,965	15,933	32
Capital Contingency	0	0	0	10,412	11,369	(957)
Total Capital Expenditure	19,541	53,334	(33,794)	181,742	235,790	(54,048)
Net Capital Expenditure	(11,066)	6,673	(17,738)	(28,802)	24,965	(53,767)
Revenue Income						
Executive Office	(8)	(7)	(0)	(29)	(29)	0
Development	0	0	0	(238)	(238)	0
Finance, Commercial and Corporate Services	34	(90)	124	(360)	(360)	0
Park Operations and Venues – excl Trading	(670)	(989)	319	(2,801)	(3,956)	1,155
Park Operations and Venues – Trading	(1,088)	(2,247)	1,159	(5,028)	(8,988)	3,960
Planning Policy & Decisions	(559)	(400)	(159)	(1,450)	(1,600)	150
Regeneration and Community Partnerships	0	0	0	(63)	(63)	0
Total Revenue Income	(2,290)	(3,733)	1,443	(9,969)	(15,234)	5,265
Revenue Expenditure						
Communication, Marketing and Strategy	314	483	(169)	1,932	1,932	0
Development	(21)	30	(51)	119	119	0
Executive Office	566	640	(74)	2,559	2,559	0
Finance, Commercial and Corporate Services	1,359	1,634	(275)	6,537	6,537	0
Park Operations and Venues – excl Trading	1,989	2,447	(458)	9,967	9,789	178
Park Operations and Venues – Trading	1,635	2,481	(845)	10,059	9,922	137
Planning Policy & Decisions	727	773	(45)	3,090	3,090	0
Regeneration and Community Partnerships	368	717	(349)	2,867	2,867	0
Stadium	3,711	4,157	(446)	16,627	16,627	0
Revenue Contingency	0	0	0	1,051	1,051	0
Total Revenue Expenditure	10,647	13,361	(2,713)	54,808	54,493	315
Net Revenue Expenditure	8,357	9,627	(1,270)	44,838	39,259	5,579

	Qtr to 30 Jun 20			Full Year 2020/21		
	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Trading						
Timber Lodge Café	29	(9)	38	109	(37)	146
ArcelorMittal Orbit (AMO)	174	(3)	177	1,108	(12)	1,120
Kiosks	0	(13)	13	2	(50)	52
The Podium	43	(31)	75	176	(125)	301
London Aquatics Centre	398	336	62	1,717	1,342	375
Copper Box Arena	154	199	(45)	906	797	109
3 Mills Studio	(93)	(150)	57	423	(600)	1,023
Other Trading Income	(6)	(68)	62	(159)	(270)	111
On Park Properties	(184)	(83)	(101)	399	(330)	729
Off Park Properties	32	55	(23)	350	219	131
Total Trading Net (Surplus)/Deficit	547	234	314	5,031	934	4,097

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	354,886	(14,688)	(28,802)	326,084	173,916	193,916

S106 & OPTEMS balance (£000)	36,565
CIL balance (£000)	16,620

CAPITAL

- The East Bank Agreements for Lease with the V&A, Sadler's Wells and University of the Arts London (UAL) went unconditional in quarter 4 of 2019/20. The lease with UAL was completed in June 2020, which resulted in the lease premium being paid to LLDC.
- Work on the Stratford Waterfront East Bank site was paused during lockdown. Since 1 June, construction at Stratford Waterfront has restarted with measures in place to ensure safe working and travel. This includes extended site operating hours and double shift working to recover programme during the period of safe working.
- The financial impact of COVID-19 on East Bank is still being reviewed, with the expectation that total cost for the project will increase as a result. However, initial estimates are forecasting a significant underspend for this year because the pace of works have slowed, due to social distancing measures. This underspend will be re-profiled into future years.
- There are currently £1.0m of net draws on capital contingency, including £0.7m for 3 Mills Studios roof repairs, £0.3m for Hostile Vehicle Mitigation measures and £0.3m for IT projects. This is offset by a return to contingency of £0.4m from the Aquatics Triangle development project.

REVENUE

- The initial assessment of the COVID-19 impact on LLDC's revenue position is reflected in the forecast at 30 June. The main impact is on income, primarily across Trading activities and events, where £5.3m is forecast to be lost.
- The impact of COVID-19 on expenditure is £0.3m, largely due to additional security costs on the Park. The overall impact on revenue for the year is therefore estimated to be £5.6m - this will be monitored throughout the year and mitigated where possible.
- There have been no draws on revenue contingency so far in 2020/21. Revenue risks are currently under review.

SAVINGS AND EFFICIENCIES

The 2020/21 budget submission proposed a number of savings and efficiencies, which were incorporated into the approved budget for the year. In June 2020, the Mayor of London published budget guidance, which contains new savings targets that supersede those set in November 2019.

The budget guidance is dominated by the forecast impact of the COVID-19 pandemic upon the Mayor's finances and, as a consequence, requires all functional bodies, including LLDC, to:

- immediately repurpose the agreed 2020/21 Budget to deliver in-year savings and efficiencies (the working assumption is a target of £7.4m, based on the Mayor's revised Budget Guidance published 26 June 2020);
- prepare 2021/22 budget submission to meet the savings and efficiencies target set (£2.1m for LLDC); and
- to assist in delivering further Group-wide collaboration (LLDC already collaborates widely with the GLA Group).

LLDC is well-progressed on work to review its budgets in light of the Mayor's budget guidance requirements and will reflect the resulting changes to its budgets and forecasts in the Quarter 2 Corporate Performance Report, where savings and efficiencies will also be reported against agreed targets.



KEY FINANCIAL RISKS

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

KEY FINANCIAL RISKS

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

1. LIVE

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

Demand for new housing in London is very high, especially in east London. The growth boroughs have a particular need for high-quality family homes and affordable housing, to keep people living in the area for longer which in turn helps to build sustainable communities.

The vision for the Queen Elizabeth Olympic Park programme demands that new neighbourhoods are not islands of prosperity and excellence but properly knitted into the existing and developing communities. It also

requires that neighbourhoods are developed in a way that meets high standards of design, sustainability and accessibility, delivers all the social infrastructure required (schools, health, community centres), and includes evidence-based projects to develop – at pace – the things that make communities function effectively.

Successful neighbourhoods will be vibrant, engaged and connected, exemplifying the future while also preserving the best of the local heritage.



PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Progress Chobham Manor construction.</p> 	<p>Construction of phases 3 and 4 ceased at lockdown in March 2020 and remobilised at the start of June 2020 with a series social distancing and safety measures (more details in the commentary section). The crisis has caused an approximate 3-month delay but there has been good progress on site since re-mobilisation.</p>
<p>Progress East Wick and Sweetwater construction, including commencement of phase 2 construction.</p> 	<p>Construction continues at East Wick and Sweetwater (a joint venture between Balfour Beatty and Places for People) which did not cease at the point of lockdown. The crisis has led to slight programme delays for Phase 1 construction. In discussions with the Developer about the start date of construction of phase 2, which will be delayed.</p>
<p>Submit a planning application for Pudding Mill Lane and Bridgewater sites, secure interim uses for the site.</p>	<p>Design work has continued for both sites and have been reviewed by the Quality Review Panel. Planning and EIA consultants appointed.</p>
<p>Agree delivery approach for Rick Roberts Way with LB Newham and GLA.</p>	<p>Continued engagement with LB Newham.</p>

PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<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 Transport for London junction works to the A12. Project at risk due to TfL funding constraints following crisis.</p>
<p>Hackney Wick Neighbourhood Centre development partner procurement complete.</p>	<p>Procurement has commenced and four parties have been invited to the ITT stage.</p>
<p>Progress delivery plans for Stratford Station improvement works.</p>	<p>Agreement to progress two Strategic Outline Business Cases - one for small capital investment to improve immediate station issues and second for wider transformational longer term work. These projects will help to relieve increasing pressures on capacity of the Station, with particular concerns around football match days. Design brief Expression of Interest issued via GLA Architecture and Urban Design Panel. Project at risk due to TfL funding constraints following crisis.</p>
<p>3 Mills river walls repair work completed.</p>	<p>River wall repair construction work paused at lockdown and have recommenced in June 2020. Completion scheduled in the next period.</p>
<p>Select a developer for Stratford Waterfront and Bridgewater residential development.</p>	<p>Reviewing funding models and delivery models. Note TfL resource and funding a significant risk.</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

The Chobham Manor development is underway, Taylor Wimpey are developing 850 homes at the site. Phase One (consisting of 259) is now fully complete and all homes have been sold. Phase Two is complete and 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.

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

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

EAST WICK AND SWEETWATER

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

The Developers – Balfour Beatty and Places for People – did not cease construction at the point of lockdown. The crisis has led to slight programme delays for Phase 1 construction. Supporting infrastructure work has also been delayed, the north-south highway is now scheduled to be open to traffic in September 2020 at the earliest; the H14 bridge is scheduled to be lifted into position in the same month.

Planning permission for the Sweetwater Zonal Masterplan will be sought in the next period against the original programme.

In discussions with the Developer about the start date of construction of phase 2, which will be delayed.

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



HACKNEY WICK CENTRAL

Procurement has continued to select a developer for the Hackney Wick Central: Sifting Brief responses were received from five parties in April 2020. These responses were subsequently evaluated in accordance with the procurement documentation on this. LLDC has worked with LB Hackney (LBH) colleagues on elements relating to retail, workspace and low-cost workspace and LBH colleagues will be part of the evaluation process in these areas. Four parties have been shortlisted to take through to the next stage (ITT). The LLDC project team has been working to produce ITT documentation including draft Development Agreement and Building Lease. We are on programme to select a developer by the end of 2020, LBH will be consulted on the design and long-term management of the low-cost workspace in particular.

PUDDING MILL LANE

Plans for Pudding Mill include new homes to meet a range of housing to support a new neighbourhood with commercial., a new neighbourhood centre around Pudding Mill Lane DLR station. 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 Planning and EIA consultants appointed to support the planning application.

3 MILLS STUDIOS

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

COMMUNITY INFRASTRUCTURE LEVY (CIL) COLLECTION AND ALLOCATION

The Legacy Corporation started charging its CIL on the 6 April 2015. LLDC CIL 2 came into effect on 1st July 2020 and will apply to developments permitted after this date.

In Quarter 1 2020/21 one LLDC CIL payments were received.

Date received	Amount received
9 April 2020	£932,960.03
Total	£932,960.03

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 1 2020/21 £216,714.49 was collected. This was 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, including Rick Roberts Way	Financial and reputational impacts.	Close working with GLA in particular on affordable housing, agreeing housing strategy, ensure attractive propositions to market. Close work with land owners and local Boroughs.	R
Risk relating to current housing development delivery.	Financial and reputational impacts.	Close work with development partners, close economic and financial monitoring.	R
Risk relating to the success of off-Park developments.	Financial and reputational impacts.	Local Plan approved and being implemented. Work ongoing on development opportunities including Hackney Wick, Pudding Mill Lane, Bromley by Bow.	A
Electric capacity requires reinforcement.	Financial impacts.	Energy strategy commissioned, review and implement findings.	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
Risk that Town Planning submission deadlines for LLDC's housing developments will be missed.	Delivery, financial and reputational impacts.	Close working with development partners, other land owners and the Mayor of London's office. Recent Government announcement extending planning permission deadlines will help mitigate the risk for some developments.	R

2. WORK

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

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), Nursing and Midwifery Council, Insolvency Service, Financial Conduct Authority (FCA), Cancer Research UK and Unicef, have re-located into IQL. Other organisations such as the British Council will re-locate to IQL and it is hoped they will be joined by major commercial companies Westfield (Europe's largest urban shopping centre), Stratford town centre and the developing Hackney Wick Neighbourhood Centre all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the former Press and Broadcast Centre buildings on the Park is emerging as an important area for innovation with major tenants such as UCL, V&A, Loughborough University London, BT Sport, Studio Wayne McGregor, Hobs Studio and Sports Interactive already in place, and significant activity is emerging in the key modern industrial sectors of digital technology, creative, culture and fashion, and the automotive industry.

The Park is becoming an innovation cluster with a global presence to stimulate economic growth benefiting people across the four boroughs. This has to be done in a way that complements and boosts existing local businesses (including SMEs), and which makes connections between businesses



(big and small) that benefit them both and LLDC is actively encouraging the development of this network. Similarly, over the next five years, LLDC needs to support the development of effective links between the growing higher education presence on the Park and local businesses. The Legacy Corporation will use the higher education presence to support existing businesses and attract and generate new enterprises, an approach that should reach its full potential through East Bank (formerly the Culture and Education District).

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

PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Continue to deliver the QEOP ‘East Works’ jobs and skills programme.</p>	<p>See commentary below.</p>
<p>Good Growth Hub, the physical facility to consolidate and scale the East Works programme to open at Hackney Bridge (formerly Clarnico Quay).</p> 	<p>Launched a procurement exercise to appoint a company or a consortium to run the GGH over 8 years. The evaluation process which is due to complete in October 2020.</p>
<p>Continuing the development of the QEOP Training Association.</p>	<p>Planning consent for the training centre had been agreed with site set due to commence early April 2020 but this has been delayed to the next period due to the crisis.</p>
<p>Delivering the Design...Engineer...Construct Built Environment curriculum in ten local schools and colleges.</p>	<p>Currently in 6 schools and colleges. In initial conversations with a number of local schools interested in the programme.</p>
<p>Completion of LLDC’s Shared Training and Employment Programme (STEP) programme with East Bank partners and commencement of 2020/21 programme.</p>	<p>The 2019/20 was modified to accommodate employer partner restrictions imposed by Covid. an enhanced development programme has been put in place and individualised support programme to ensure young people are not negatively impacted by current crisis. Launch of next programme is delayed until early 2021.</p>
<p>Delivering the Hobs Studios training academy at Here East.</p>	<p>Hobs 3D/VR/AR Academy has delivery cohort with 16 students and is currently recruiting for second cohort.</p>

TARGETS	PERFORMANCE AND COMMENTARY
<p>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 May 2020.</p> <ul style="list-style-type: none"> • 28% of construction employees working on the Park are Host Borough residents • 74% of the workforce are from BAME groups • 5% of the workforce are women • 2% of the workforce are disabled people • 5% of the workforce are apprentices <p>Sites not yet fully operational due to Covid closure, apprentices on furlough impacting on local numbers.</p>
<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

Construction figures

Through our East Works and East Education programme LLDC was able to act quickly as lockdown began to support the people from diverse local communities who were learning at or through QEOP or working with QEOP and East Bank partners as interns, trainees, apprentices or other employees. For example, LLDC:

- Rapidly transferred ongoing education, skills, employment and enterprise programmes online (e.g. East Education; Hobs 3D and VR Academy; STEP)
- Supported local residents with online pastoral care including 1-2-1 coaching, careers advice and guidance, personal development support and technical skills training.
- Supported employers to navigate government support and provided online sessions for employers to ensure employees and trainees were supported and that working practices and policies were amended to remain fair and inclusive. e.g. flexible working patterns, 100% salary for furloughed staff, access to personal support.
- Re-purposed funding to allow delivery partners to provide additional COVID-19 related support to local residents and employers such as: re-designing programme content, providing mental health support and managing changes to programme delivery.

Work has continued to develop the **Good Growth Hub (GGH)** which will connect businesses with local talent through a wide range of services including apprenticeships, internships, training bursaries, pre-employment boot camps, careers coaching advice and guidance, specialist skills training, support for freelancers and tailored business support. The GGH will focus on developing talent for the growing creative, cultural and technology sectors on and around the Park but will have the flexibility to respond to other growth sectors over time.

The GGH will be located at Hackney Bridge on the Park in the interim workspace development managed by Makeshift Community Ltd. It will ensure that as the area continues to change and grow, more local people can access the employment and training opportunities on and around the Park. Equally, it will enable employers at QEOP and in the surrounding area to continue to attract and retain the diverse talent that is on their doorstep.

LLDC has launched a procurement exercise to appoint a company or a consortium to run the

GGH over 8 years by providing: operations and facilities management; the design and delivery of GGH initiatives including internships and pre-employability programmes, support for freelancers and employers, careers advice and coaching; and programme management including fundraising and marketing. The 4 Boroughs are part of the evaluation process which is due to complete in October 2020.

LLDC continues to work closely with our local and other delivery partners to make sure that east Londoners get the skills and jobs offered by the Park's businesses and institutions and enjoy all the benefits that the Park offers, including:

- supporting individuals such as our trainees at the Hobs 3-D Printing and Virtual Reality Academy and on other courses.
- continuing the Shared Training and Employment Programme (STEP) programme with East Bank partners and local arts organisations.
- continuing to support our apprentices on construction sites around the Park through the Training Association. We continue to work on jobs and skills programmes with construction partners on Stratford Waterfront where construction re-commenced in June 2020.

Here East

Here East's Business Resilience Plan continued to be in place through Q1, with both buildings remaining open for business critical operations in line with government guidance. The main focus has been on remaining safe and secure and providing tenants with support where appropriate. Occupancy numbers on campus remained low for most of the quarter, with numbers up to 450 by the end of June. A reduced shuttle bus service recommenced in early Q2 to meet the increase seen in June.



Here East food retailers have continued to trade (some right the way through and some reopened in May/June) providing an invaluable place for the local community to visit and to purchase takeout food. The outside family environment proved extremely popular both along Canalside and the adjacent LLDC park land and canal towpath, with many visitors having not visited before. An application had been granted to extend outside seating in Q2 in line with the reopening of pubs and restaurants.

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, including the Perspex protection screens within the Here East receptions.

Despite the pandemic, letting visits have continued on a virtual basis with interest being strong and as would be expected, all events were cancelled for the quarter and for the rest of 2020.

KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to meeting priority theme targets and wider regeneration aspirations.	Reputational impacts.	A strong set of targets agreed through procurement and contracts; close working with partners.	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 2020/21	ESTIMATED DATE AND COMMENTARY
<p>Achieve 6.2m visitors to the Park in the context of less event space and more construction work.</p>	<p>The Park has stayed open after lockdown to allow people to take their daily exercise whilst observing social distancing, the Park's playgrounds closed. Park usage reduced to roughly a third of usual numbers following lockdown due to the closure of venues, schools and construction sites. Since that initial fall, numbers of visitors have grown week on week, Total visitor numbers for this period are under 550,000 visits (based on Wi-Fi figures, a click test may follow later in the year to verify data).</p>
<p>Achieve 1m visitors to the London Aquatics Centre.*</p>	<p>The venue has been closed during this period due to lockdown.</p>
<p>Achieve 445k visitors to the Copper Box Arena.*</p>	<p>The venue has been closed during this period due to lockdown.</p>
<p>Achieve 180k visitors to the ArcelorMittal Orbit.*</p> 	<p>The venue has been closed during this period due to lockdown.</p>
<p>Support safe delivery of summer concerts, music festivals and sporting events.</p>	<p>The Major League Baseball series and athletics meetings were cancelled. The promoter of the Hella Mega concert featuring Green Day has been rearranged for 2021. Safety has been the highest priority in holding Premier League matches behind closed doors.</p>
<p>Deliver two community events on QEOP (Great Get Together and Family Fun Day).</p>	<p>The community events were cancelled due to the lockdown.</p>

TARGETS	PERFORMANCE AND COMMENTARY
<p>Manage and maintain quality of core Parklands and venues during development, including retaining Green Flag.</p> 	<p>Continued estate and facilities management on Park and venues during lockdown to maintain the quality. Green Flag organisers have put back the decision for 2020 award from summer to later in the year due to the crisis.</p>
<p>High Ropes attraction opens.</p>	<p>Construction of High Ropes attraction was suspended due to the crisis. Aim to recommence construction in the next period.</p>
<p>Maintain safety and security of the Park estate including measures to ensure safety during lockdown period and recovery.</p>	<p>Reinforced the Government’s guidance on the Park about social distancing through signage, security patrols and social media messaging. These measures were increased during periods, such as the Easter weekend and very hot weather, when large numbers of visitors attend. Car parks were closed to the public to support the Government’s stay local guidance.</p>
<p>Continue Stadium operations including football, summer athletics and Major League Baseball.</p>	<p>Premier League football resumed at the London Stadium, behind closed doors on 20 June 2020. The Stadium team and LLDC worked hard to follow the guidance required to hold the fixture and operations for the match went ahead successfully. The Major League Baseball series and athletics meetings were cancelled. The promoter of the Hella Mega concert featuring Green Day has been rearranged for 2021.</p>

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

COMMENTARY ON VISIT ACTIVITIES

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

Park usage reduced to roughly a third of usual numbers following lockdown due to the closure of venues, schools and construction sites. Since that initial fall, numbers of visitors have grown week on week, see chart below, which shows us visitors from March to early July 2020 (based on Wi-Fi figures, a click test may follow later in the year to verify data). Total visitors numbers for the first quarter on 2020/21 are just under 550,000 visits.

LLDC has reinforced the Government's message on the Park about social distancing through signage, security patrols and social media messaging. These measures are increased during periods, such as the Easter weekend, when large numbers of visitors attend. Car parks are closed to the public to reduce the risk of visitors travelling to the Park.

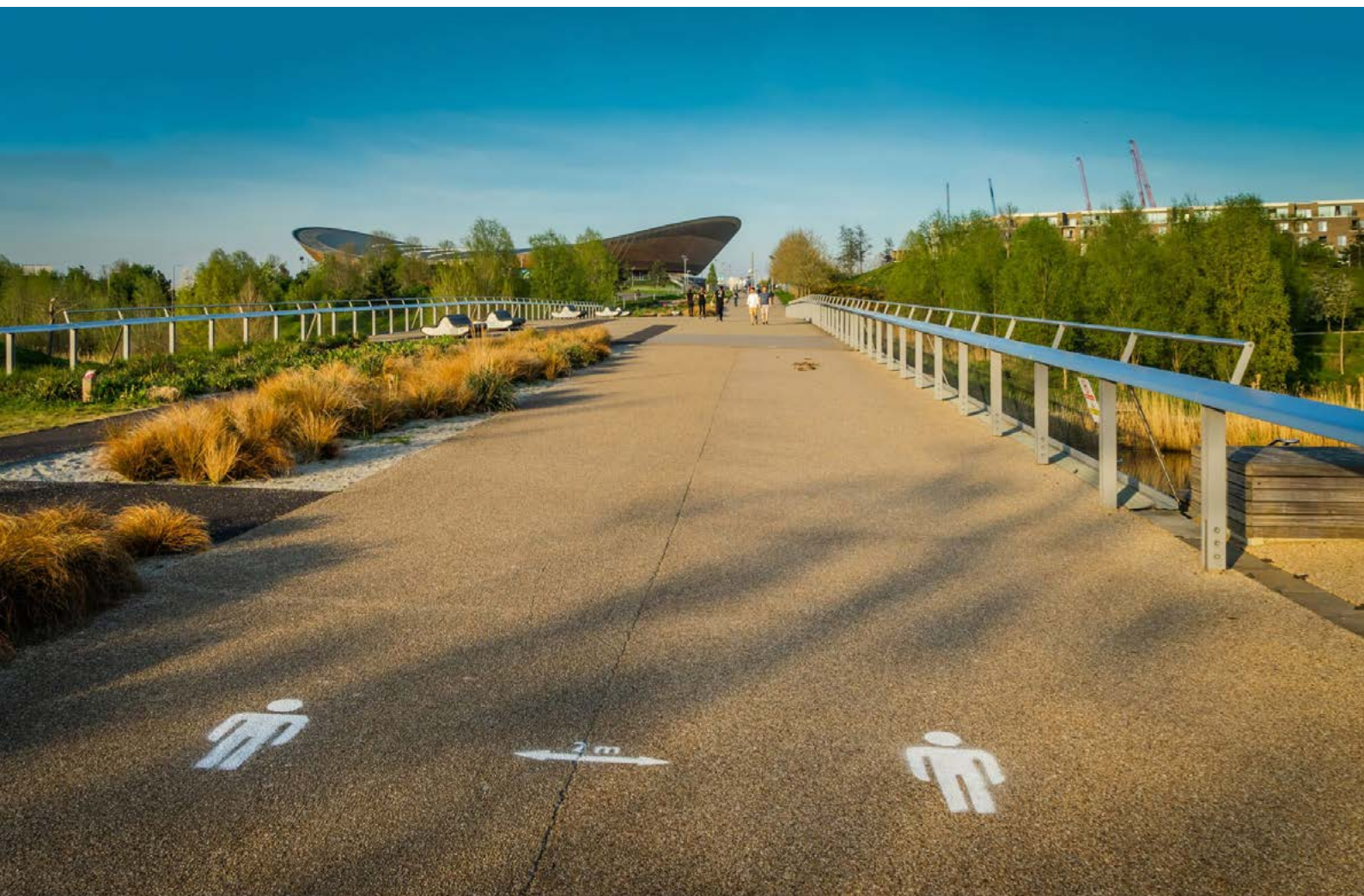
The ArcelorMittal Orbit, Copper Box Arena and London Aquatics Centre closed on 20 March 2020 with only planned preventative maintenance work being undertaken. We are

working with operators to plan for re-opening when guidelines allow. Food and beverage outlets on the Park also closed at lockdown. The Last Drop has subsequently re-opened with a takeaway service and a small number of ice creams vans are also now licensed to operate on the Park. The Timber Lodge Café and food kiosks remain closed.

Premier League football resumed at the London Stadium, behind closed doors on 20 June 2020. West Ham United faced Wolverhampton Wanderers. The Stadium team and LLDC worked hard to follow the guidance required to hold the fixture and operations for the match went ahead successfully. The Major League Baseball series has been cancelled. The promoter of the Hella Mega concert featuring Green Day has been rearranged for 2021.

Critical facilities management employees for the Stadium remain on site: Vinci Facilities' engineers are operating on a split shift rota and LS185 ground staff are also on site.

LLDC commenced recruitment of the Chief Commercial Officer in this period. This post will work across LLDC and the London Stadium to deliver the commercial strategy.



The annual Queen Elizabeth Olympic Park visitor research report for 2019/20 has completed, the main points are summarised below:

- The 2019/20 results remain positive. The data shows an increase in local visitors, increase in regularity of visit and in the number of visitors walking and cycling – this is likely to be driven by the increase in people living and working on and around the Park and focused communication and marketing to local people.
- The proportion of visitors from the four neighbouring Boroughs has risen again to 48% of visitors being from the four Boroughs: a 6 percentage point increase on 2017 and 11 percentage point increase on 2018. Visitors from East London has also increased by 10 percentage points on last year to 69%.
- In terms of ethnicity, BAME visitors in 2018/19 results showed an increase of 6 percentage points on the 2017/18 and a further increase of 5 percentage points in 2019/20, now reporting 32% of visitors being BAME. This goes up to 38% of visitors from four neighbouring boroughs in 2019/20.
- The main reasons to visit is to use a sports facility, with leisurely walk being second highest response.
- Likelihood to revisit remains incredibly high (97% will return in the next year) with east Londoners responding that 100% would be likely to return within the next year and 50% of visitors advising they would return in the next week.
- Awareness of free entry has increased among returning visitors and new visitors. Increasing to 41% (up 8 percentage points on 2018 results). East Bank awareness question is part of this year’s survey: 42% of respondents are aware of East Bank coming to the Park.
- 14 of the 16 Impact of the Park questions have all increased on 2018/19 results they score very highly and even higher among visitors from the four neighbouring Boroughs. “Park is an asset for whole community” scoring 80% all responders (94% by responders from the four neighbouring Boroughs) and “there is a range of educational institutions in (and coming to) the Park (+8%)

- East Londoners continue to have more positive perceptions of the Park than anyone else. 92% agreed that the area is changing for the better. 92% agreed that the Park is a successful visitor attraction.
- The Park is having a positive impact on the area with 94% of people from the four neighbouring boroughs stating that the Park is an asset for the whole community and 95% pleased that the Park is being used for a range of event.
- The Net Promoter Score (NPS), measuring customer satisfaction, has increase from +70 in 2018/19 to +79 in 2019/20, and for East Londoners the NPS score has increased to +81. Any NPS score above 50 is considered excellent.

LLDC also commissioned on online a survey about the COVID-19 crisis and the impact on Parks. Highlights from this research include:

- Parks in general have benefitted mental and physical health during this period for a large majority of people and that people anticipate visiting parks more frequently when the crisis is over, including 72% of 25 to 34 year olds surveyed saying they will visit more than they did before the pandemic.
- During lockdown 60% have been visiting their local park at least twice a week with only 11% visiting less than once every two weeks
- Parks have been an invaluable lifeline for many people struggling during lockdown with government statistics showing 1 in 8 UK households lacking a garden.
- 37% of respondents said lockdown has had a negative impact on their physical health and 47% say it has affected their mental health. However, the data shows that parks have had a positive impact on improving physical health for 70% and mental health for 73%.



KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to security on the Park and the threat level.	Reputational, operational and financial implications.	Monitoring threat levels across the Park ensuring appropriate security resource and implementation of new initiatives.	R
Risk of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	A
Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium.	Financial and reputational impacts.	Stadium operations acquired. E20 Stadium LLP Board and funders considering commercial options.	R
Risk relating to trading activities including venues (CBA, LAC, AMO), events and car park.	Financial impacts, reduced income or increased costs.	Manage and monitoring financial targets and contracts. Spend to save initiatives. Implement commercial strategy.	R

4. INSPIRE

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




The initial legacy priority was to establish a viable future for the Park as somewhere to live, work and visit, and the key ingredients of this success were laid down early on. This created space to review the plans and seek to secure an even greater benefit for the surrounding community.

The ambitious vision for East Bank (formerly the Culture and Education District) was developed with the Mayor of London and the East Bank partners, and secured government funding following approval of the Full Business Case in 2018. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £2.8 billion of economic value from the area.

East Bank will create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

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

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Continue construction of East Bank Stratford Waterfront cultural and educational buildings to programme.</p> 	<p>Following lockdown, construction work recommenced on in June 2020 with social distancing measures such as one-way systems around the site and in welfare facilities and new contactless access control measures.</p>
<p>Continue to work with East Bank partners to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster.</p>	<p>The East Bank Benefits Delivery Plan was approved by all partners in 2019/20 and all partners are working together to deliver this.</p>
<p>Progress EAST Education, an education engagement programme with East Bank partners</p>	<p>EAST Education programme being implemented, monthly working group ongoing. Preparations made to move 2019 EAST Summer School online for July 2020 launch.</p>
<p>Deliver environmental engagement events e.g. World Environment Day, Climate Week.</p>	<p>LLDC’s main focus in 2020/21 is London Climate Action Week. The event was rescheduled due to the crisis: an online event is scheduled for the next period followed by a main event in November 2020 which allows for adjustments for the majority of participants to the emerging new norm. LLDC is discussing outline plans with the GLA and other partners to coordinate activities.</p>
<p>Deliver the QEOP Smart Sustainable District programme (Smart Mobility Living Lab).</p>	<p>This is due to becomes operational in September, when commercial entities can start using the Park to test their technology.</p>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Develop the QEOP advanced mobility programme (including the commencement of the Connected and Autonomous Vehicles test bed and trials of the Capri pods).</p> 	<p>Pilot installation commenced, main installation being planned. Delayed by crisis, planned for opening in the next period.</p>
<p>Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst East Bank partner institutions to engage local communities.</p>	<p>Joint community engagement strategy developed with involvement from Chobham Manor residents though limited activity currently due to restrictions.</p> <p>Site relations activities ongoing for Phase 1 of East Wick and Sweetwater.</p> <p>East Bank focus on delivery of EAST Summer School 2020.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>Lease extended at Hub67 till December 2021. Activity during the programme moved to being online and team also supporting vulnerable people in Hackney Wick and Fish Island.</p> <p>Ongoing activity at Carpenters Cage and lease extension agreed with development.</p> <p>Mobile Garden currently in storage at Park HQ. Mobile Garden move programme progressing with move and opening for autumn 2020.</p>
<p>Deliver successful Park Champions programme, including obtaining Investing in volunteers' status.</p>	<p>Volunteering programme suspended during lockdown but Our Park Life continuing to engage with volunteers virtually.</p>
<p>Deliver youth engagement programme to enable local young people to feed into future plans for the Park and connect opportunities in the Park to local young people in East London.</p>	<p>Legacy Youth Voice: session on Pudding Mill and East Wick youth play; supported development of EAST Summer School programme</p> <p>2020 Youth Board cohort recruited and induction and training completed.</p>

COMMENTARY ON INSPIRE MILESTONES



EAST BANK

The Mayor of London broke ground at an event on 2 July 2019 to mark the start of construction on East Bank – the country’s new powerhouse of culture, education, innovation and growth. Work began at the new UCL East and Stratford Waterfront sites at Queen Elizabeth Olympic Park, which will become the largest culture and education project for a generation, helping to cement the capital’s reputation as a world leader in these fields/ RIBA stage 4 design for Stratford Waterfront is complete and procurement for the construction packages is underway: 13 contracts have been awarded, procurement is underway for 11 packages with the remainder to follow.

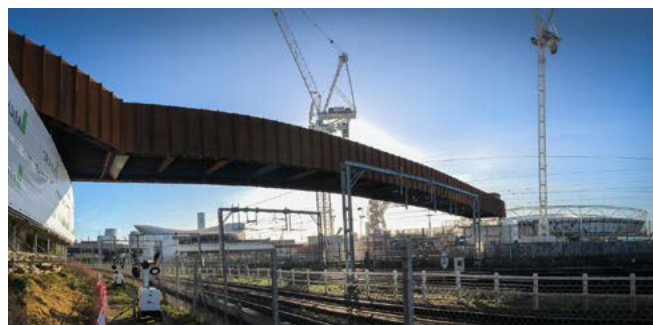
At Stratford Waterfront, construction work ceased at lockdown then recommenced on 1 June with social distancing measures such as one-way systems around the site and in welfare facilities and new contactless access control measures.

Carpenter’s Land Bridge contractors won two national Chartered Institution of Highways & Transportation awards: the Fosroc Engineering Award; and the Overall Winner.

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

forecast for May 22. Marshgate site works recommenced on 20 April, also subject to social distancing measures. Construction completion is forecast for February 2023

Important elements of the LLDC’s socio-economic regeneration and community engagement programmes were rapidly re-focused at the beginning of COVID-19 lockdown in order to support local people in our employment and skills programmes and to assist local community businesses in our supply chain to change the ways in which they served local communities in the changed circumstances of lockdown. LLDC has been privileged to be able to support, in some small way, a good number of local community businesses in our supply chain as they re-focused their activities rapidly at the start of lockdown to achieve their, and our, desired community outcomes in new ways.



For example:

- Badu Sports were no longer able to support the personal development of local young people through sports activities at LCMT and QEOP during lockdown and so instead we supported them as they set up One Community in response to COVID 19. The aim of One community is to:
 - provide food and essential items to families in Hackney who most need it. They have reached over 2,500 families, with 91% being from BAME communities.
 - have an online sports presence
 - set up an online peer mentoring group for young people.
 - Provide a support line which has received over 250 calls (60 % of callers received a food basket and over 100 follow up calls have been made to families to link them in with other services.
 - deliver lessons online.
- Badu Sports have also delivered 14 weeks of peer mentoring sessions with and for 27 local young people who have then led a Black Lives Matter webinar and a ‘women in sport’ webinar. As lockdown eases, Badu Sports have begun to deliver socially distanced football, basketball and netball at Here East.
- Bikeworks were no longer able to run an all-ability cycling programme at QEOP and so instead we supported them to repurpose their LLDC and Neighbourhood CIL funding to use cycling as a way to deliver essential items such as food parcels and medical supplies to vulnerable and isolated people across the four Boroughs, with a particular focus on BAME communities, people over 60 and people with disabilities. They have now made well over 10,000 deliveries. As lockdown eases, Bikeworks are beginning to run cycling sessions at QEOP again.
- LLDC assisted The Yard to set up a food bank in The Hall, the community centre at East Village., to be a donation point for other foodbanks in the broad area around the QEOP and a local distribution centre for residents in need closer to QEOP. This was in addition to the food distribution hub that LB Hackney developed with our support at the QEOP Multi Storey Car Park.
- The Hackney Wick and Fish Island Creative Enterprise Zone, Creative Wick and Echo have also been very important means of assisting local community businesses to weather the storm of lockdown and to re-focus their activities.

- Continued work with young people – and particularly diverse young cohorts of future leaders and change makers (Youth Board and Legacy Youth Voice but also work with the likes of our Youth Network and organisations like Year Hear).



The EAST Summer School, our annual free programme for local young people who are interested in creative, tech and design industries, is being held online for the first time from 27 July. Courses will be led by world-leading organisations, such as our East Bank partners the BBC and UCL and other QEOP-based institutions like Staffordshire University London, Studio Wayne McGregor, The Yard Theatre and others.

Courses range from one-off classes to full week courses and include sessions on creative arts, theatre, dance, engineering, architecture and computer game design. Registration for the Summer School has been launched for 12-17 year olds in the 4 Boroughs. LLDC is aware that some young people, particularly the ones we want to reach as part of this programme may not have access to IT equipment so we are ensuring that where possible all courses are available to do via a mobile phone and/or they are posted out packs to be able to participate, with the aim to reach 250 young people online.

KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Issue that the East Bank will be delayed or costs will be more than anticipated.	Financial implications and programme delays.	Effective design management and coordination. Cost control. Close work with partners, GLA and Government. Three lines of defence assurance approach. Planning permissions in place.	R
Risk to East Bank funding.	Financial implications and programme delays.	Delivery of opportunities plan. Close working with East Bank partners and funders.	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 2020/21	PERFORMANCE AND COMMENTARY
<p>Work towards improved financial sustainability Ongoing delivery of the restructuring plan of the Stadium.</p> 	<p>Recruitment of Chief Commercial Officer due to commence in the next period.</p>
<p>Annual Environmental Sustainability Report published.</p>	<p>Due to be published in the next period.</p>
<p>Health and safety Construction undertaken without a fatal accident on site; to prevent any lifechanging injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.</p>	<p>One RIDDOR reportable incident at the Stratford Waterfront site on 25 June 2020. The driver of a road sweeper slipped off a VCB (Vehicle Control Barrier) approx. 900mm high as he was attempting to climb over it, falling backwards and sustaining an injury to his right wrist. Further details can be found in the commentary below.</p>

PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited.</p>	<p>Annual accounts for LLDC published. External audit underway for completion in the next period.</p>
 <p>LEGACY DEVELOPMENT CORPORATION LOCAL PLAN 2020 TO 2036</p> <p>ADOPTED 27 JULY 2020</p> <p>Conclude finalisation of revised Local Plan.</p>	<p>Local Plan to Board for adoption in the next period.</p>
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p>Target exceeded each month in this period, including 100% in May.</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>No cases closed due to lockdown.</p>
<p>Progress LLDC's Transition strategy.</p>	<p>High level strategy agreed by Board, further work underway.</p>

COMMENTARY ON KEY PROJECTS

The 2019/20 Q4 report noted that LLDC moved into crisis management before the lockdown began, in line with our business continuity policies. As we have moved into a steadier state, the Silver Response Group and the Crisis Management Group, also known as Gold no longer meet.

LLDC has now moved into recovery planning, for how LLDC plans for, and reacts to, easing of lockdown measures. This is led by the weekly Recovery Group meeting, chaired by the Executive Director of Park Operations and Venues. As well as practical and operational matters, the group is looking at the opportunities that the recovery might bring such as new ways of working that might emerge. The Recovery Group reports to the Executive Management Team (EMT) on a weekly basis. EMT are asked by the Recovery Group to take the highest-level decisions and continue to monitor employee welfare, capacity and prioritisation of work. The Recovery Group is supporting the process to develop individual plans for employees to return to work at LLDC's offices and has oversees changes in the Park and venues as lockdown restrictions ease

As reported to the May 2020 Board Advisory Panel, the majority of LLDC employees commenced working from home on 19 March 2020. A small number of authorised employees have been working from our 1 Stratford Place office on a rota system. No LLDC employees have been 'furloughed'.

Employees have continued to adapt well to remote working due to our agile working practices, IT system and the positive approach taken by employees and the leadership team. Employees have undertaken DSE assessments to ensure that they are set up to work from home safely and we have provided equipment to employees where this is required. Our senior management team monitor the well-being and capacity of their teams regularly, for example we have employees who have childcare and/or additional responsibilities which may impacts on productivity, and this informs prioritisation of LLDC's work during this period.

LLDC have been providing regular communications through regular emails, the Chief Executive's weekly webcast to all employees (including a question and answer session) and regular wellbeing advice and links to resources. positive feedback has been received from employees on the content, frequency, and

format of our internal communications, including through the Employee Forum and LLDC's Mental Health First Aiders.

The senior team has agreed and communicated some over-arching working principles to help us all to navigate this crisis as it relates to our working lives. These remind people to take care of their physical, emotional and mental health as well as being mindful of how others are adapting and coping with the situation. Our Management Forum have discussed impacts of the crisis on the workload of our teams and is working to ensure that these principles are being followed across the Corporation.

In this period LLDC agreed new arrangements for LLDC Boards and Committees during this period to enable remote decision-making, with Board and Committee advisory panels working well virtually.

PLANNING

Local plan review: The Local Plan has been completed and will be submitted to Board in the next period for adoption. The revised Community Infrastructure Levy Charging Schedule was approved by Board in this period.

Development Management: On **MSG Sphere London**, a second round of public consultation on the proposal completed in January 2020. Following consideration of the material received and responses received a Reg 25 notice has been issued, requiring further consultation on environmental and transport issues. PPDT officers will then report the application for determination by the Planning Decisions Committee in autumn this year.

On Construction Issues in Hackney Wick and Fish Island, the construction management group has continued to meet virtually to continue discussions and monitor the situation, including looking at requests to work longer hours on some sites

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

The Government's Business and Planning Bill is going through parliament. This includes extensions to planning timelines to April 2021, which will impact on our service and LLDC's planning applications.

SUSTAINABILITY

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

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

As much as possible, workstreams with partner organisations continued as planned, aiming to send a positive message to our stakeholders (including project partners, consultants) that LLDC's work was continuing and that existing workstreams would continue as much as was practicable. This included successfully completing the Capri (connected autonomous pod) trial in late March.

Furloughing of contacts in key partner organisations (Transport for London in particular) and the inability of project personnel to gain access to the Park meant that from early April the advanced mobility workstreams related to Smart Mobility Living Lab and FreightLab had to pause. While physical activity related to these

projects was postponed, progress regarding preparation for easing from lockdown has been effectively planned.

LLDC is working with the GLA and other partners to consider the opportunity which COVID-19 provides for economic recovery to be built on sustainable principles.

COMMUNICATIONS, MARKETING AND STRATEGY

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues. Since lockdown the focus has been on communicating the impact on the Park and its venues and supporting social distancing guidelines through on-Park signage, extensive media coverage and social media messages. The external Stadium screen - Europe's largest - has been particularly effective carrying messages for Park users and supportive messages for key workers. This has been used as the backdrop for several media reports. The message has been coordinated through the London Response to Parks and the Executive Director of Park Operations and Venues has made several media appearances to underline the message of the benefits of safe use of parklands during the crisis, and support to London and Partner's 'Because I'm a Londoner' campaign to encourage Londoners to rediscover the city safely as lockdown measures ease.

Other activities in this period include support to the successful recruitment of young people for the EAST Summer School (see Inspire section) and a podcast featuring Tom Daly.



TRANSITION

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

HEALTH AND SAFETY

LLDC's health, safety and security is overseen by its Health, Safety and Security Committee. The Board receives a report back from each Health, Safety and Security Committee meeting which meets at least three times a year, the last meeting was on 5 March 2020.

This standing item in the Chief Executive's Report to Board focusses on a summary of accidents and any major incidents, with more detailed information provided through the Committee as appropriate.

There were no public events in the venues from April to May 2020 due to the restrictions arising from the pandemic. There have been approximately 200k visits to the Park each month since April from local people using the Park for regular exercise. Accidents remained low across the month, proportionate to the visitor numbers and the restrictions in place.

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

There have been a number of persons self-isolating due to being symptomatic of COVID19 within LLDC, our EFM contractors and volunteers. One member of the boat team and one volunteer has died of the virus.

The Park Champion volunteer service is suspended for the time being; volunteers are receiving an e-newsletter update twice a week and options for reopening the Information Point safely are under review.

There are no venue safeguarding issues to report to the Board; there has been a small number welfare concern incidents and the Park security team played a key part in preventing a suicide attempt.

There was one RIDDOR reportable incident at the Stratford Waterfront site on 25 June 2020. The driver of a road sweeper slipped off a VCB (Vehicle Control Barrier) approx. 900mm high as he was attempting to climb over it, falling backwards and sustaining an injury to his right wrist. The incident was captured on the project's CCTV. The driver was taken to hospital by his employer for further assessment of his injury which was confirmed as a closed fracture. His employer has issued the RIDDOR notification to the Health and Safety Executive. The incident occurred because the driver noticed that the water hose he needed to use to refill the road sweeper had been relocated within the site demise. Rather than use delineated walkway to safely get to the hose he went through the crowd barriers and climbed over the VCB.

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 issue: generating income and making savings in line with GLA’s revised budget guidance.	Financial and/ or delivery impacts. Reputational impacts.	Programme of savings and efficiencies, commercial strategy, close work with GLA.	R
Capital budget risk: generating income and managing cost pressures.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control, savings and efficiencies, commercial opportunities, close working with GLA.	R
Risk about successful implementation of the Local Plan including sufficiency of community infrastructure.	Reputational impacts	Progress reporting including annual monitoring report, review of local plan including population forecasts.	A
Risk relating to the potential impact of policy change on the Corporation, including leaving the EU.	Programme delays, budget impacts.	Continue political engagement work and briefings. Work through implications of withdrawal from the EU. Insolvency monitoring.	R
Risk about the impacts of Health and Safety failures, including East Bank.	The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage.	A comprehensive Health and Safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its project management partner. Oversight through Health, Safety and Security Committee.	R

KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Risk that HMRC rules against LLDC's Corporation Tax application.	Financial impact.	Tax and legal advice, engagement with HMRC, submit application in Q4 2019/20.	R
Risk relating to information security non-compliance, including GDPR. Risk also relates to group subsidiaries (E20/LS185).	Potential loss, theft or corruption of data with reputational and financial impacts.	Information security gap analysis complete, action plan being implemented. Ongoing information security briefings.	A

