

CORPORATE PERFORMANCE JAN–MAR 2018 Q4 2018

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) and sets out information about the Legacy Corporation's financial performance. The 10 Year Plan can be found on the LLDC's website

<http://queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/business-plan>

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. The majority of the milestones and targets were set out in the 2017/18 Budget (https://www.london.gov.uk/sites/default/files/final_consolidated_budget_2017-18.pdf) and the appendix setting out the 10 Year Plan which was approved by Board in March 2016 (<http://queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/our-committees>).



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 2018

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

- Over 6 million visitors to the Park in 2017/18 which exceeded annual estimates and represented our best year.
- The re-opening of 'the Stitch' pedestrian route into the Park from Westfield.
- Submission of the CED Full Business Case to Government.
- Completion of RIBA stage 2 and commencement of RIBA stage 3 design for Stratford Waterfront. Launch of OJEU procurement for Stratford Waterfront enabling works contract.
- Mayor of London approved outline planning for UCL East subject to finalisation of the Section 106 agreement in April 2018.
- Announcement that Beyoncé and Jay-Z will bring their tour to the London Stadium and that the Rolling Stones will also play two concerts in the venue.
- Confirmation of funding of £2m funding for the 'Lower Lea Thread' innovation programme providing investment for fashion businesses
- Completion of our sports participation programmes (Motivate East and APAP) which exceeded all of their targets.
- Launch of Plexiglass, the LLDC supported accelerator programme for female tech founders at the Plexal innovation centre in Here East.
- One of the interns on LLDC's STEP internship programme was shortlisted for the Creative and Cultural Skills intern of the year award.

- Commencement of Public consultation and stakeholder engagement on the Local Plan review.
- Hackney Wick and Fish Island Supplementary Planning Document approved.
- Monier Road (H14) bridge works commenced as part of East Wick and Sweetwater infrastructure works programme.
- Board approval for LLDC's 2019/19 budget.

Aims for next period

- Government approval for the CED Full Business Case.
- Completion of UCL's section 106 agreement.
- Commencement of developer procurement for Hackney Wick Neighbourhood Centre.
- Opening of the new entrance at Hackney Wick Station.
- Preparations made to commence construction for the East Wick development.
- Successfully hold major events on the Park including concerts in the London Stadium by Beyoncé and Jay-Z and the Rolling Stones, and the Arcadia London Festival.
- Practical completion of the Bobby Moore Academy secondary school site ahead of the September 2018 opening date.
- Continue Local Plan review including finalisation of scope of changes and second period of engagement and consultation.
- Establishment of a Training Association to deliver the Park-wide construction Shared Apprenticeship Scheme.

FINANCIAL PERFORMANCE SUMMARY

	Month Mar 18			Year to 31 Mar 18		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000
Capital Income						
Development	(4,000)	(500)	(3,500)	(50,169)	(46,197)	(3,972)
Cultural and Education District	0	(1,200)	1,200	(162)	(14,404)	14,242
Total Capital Income	(4,000)	(1,700)	(2,300)	(50,331)	(60,601)	10,270
Capital Expenditure						
Development	7,992	25,069	(17,077)	32,866	82,838	(49,972)
Finance, Commercial and Corporate Services	99	4,483	(4,383)	1,049	6,456	(5,406)
Cultural and Education District	1,749	1,520	229	13,422	18,237	(4,815)
Park Operations and Venues – excl Trading	764	454	310	2,643	5,445	(2,802)
Regeneration and Community Partnerships	287	131	156	491	1,577	(1,086)
Stadium	14,144	1,101	13,043	19,138	13,214	5,924
Contingency (Cap)	0	11,052	(11,052)	0	11,052	(11,052)
Total Capital Expenditure	25,035	43,810	(18,774)	69,609	138,819	(69,209)
Net Capital Expenditure	21,035	42,110	(21,074)	19,279	78,218	(58,939)
Revenue Income						
Executive Office	(2)	(4)	2	(65)	(50)	(15)
Development	0	(12)	12	(120)	(138)	18
Finance, Commercial and Corporate Services	(9)	(7)	(2)	(207)	(86)	(121)
Park Operations and Venues - excl Trading	(382)	(253)	(128)	(4,309)	(3,040)	(1,269)
Park Operations and Venues - Trading	(1,134)	(539)	(595)	(8,442)	(6,463)	(1,979)
Planning Policy & Decisions	(186)	(89)	(96)	(1,839)	(1,070)	(769)
Regeneration and Community Partnerships	(69)	(16)	(53)	(317)	(188)	(129)
Total Revenue Income	(1,781)	(920)	(861)	(15,299)	(11,035)	(4,264)
Revenue Expenditure						
Communication, Marketing and Strategy	376	199	177	2,006	1,974	32
Development	42	10	33	85	115	(30)
Executive Office	252	177	75	2,087	2,118	(31)
Finance, Commercial and Corporate Services	836	565	270	5,697	6,447	(750)
Park Operations and Venues – excl Trading	688	684	4	8,061	8,212	(151)
Park Operations and Venues – Trading	1,257	727	530	7,823	8,723	(900)
Planning Policy & Decisions	149	191	(41)	2,861	2,287	574
Regeneration and Community Partnerships	816	462	354	3,768	4,460	(692)
Stadium	13	0	13	314	0	314
Contingency	0	932	(932)	0	932	(932)
Total Revenue Expenditure	4,429	3,946	483	32,702	35,268	(2,566)
Net Revenue Expenditure	2,648	3,026	(378)	17,403	24,233	(6,830)

	Month Mar 18			Year to 31 Mar 18		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000
Trading						
Timber Lodge Café	(14)	3	(18)	28	39	(11)
ArcelorMittal Orbit (AMO)	117	(9)	127	(229)	(110)	(119)
The Podium	(88)	(9)	(79)	(170)	(108)	(62)
London Aquatics Centre	(359)	179	(538)	960	2,147	(1,187)
Copper Box Arena	(44)	80	(124)	394	955	(561)
3 Mills Studio	418	(30)	449	(864)	(362)	(502)
Off Park Properties	93	(25)	118	(738)	(301)	(437)
Total Trading Net (Surplus)/Deficit	124	188	(65)	(618)	2,260	(2,878)

	Opening balance	Year to date	Closing balance
Borrowings from GLA (£000) ¹	327,341	(1,145)	326,196

S106 & OPTEMS balance (£000)	15,015
CIL balance (£000)	2,250

Capital

- Slippage on capital projects, including the Legacy Communities Scheme (LCS) infrastructure works in Development, has caused the underspend on capital expenditure. This includes the delay to the Eastwick and Sweetwater development infrastructure works, which were delayed initially by design and planning issues and then by commercial-related matters. Expenditure on LCS infrastructure, including for works in relation to Cultural and Education District (CED), Pudding Mill Lane and Rick Roberts Way, has also been below budget in 2017/18. This expenditure will now be incurred in 2018/19 and beyond. The overspend on Stadium includes loan funding to E20 Stadium LLP that is due to be reclassified as revenue-funded as part of the year-end statutory accounts process.
- Other notable capital underspends are 3 Mills Studios River Walls works, which are now expected to be delivered in 2018/19, and CED costs, due to profiling in line with the revised scheme. The All Through School second grant payment will now be made into 2018/19 as a result of delays in milestones being met. In addition, the 2017/18 corporation tax liability (within Finance, Commercial and Corporate Services) is nil due to payments previously made (and therefore held on account).
- Timing delays on philanthropic funding towards the CED project are causing the adverse variance on capital income. Following the revision to the Stratford Waterfront project, the fundraising activities of the independent charity, Foundation for FutureLondon, were suspended; as a result, no philanthropic receipts were received in 2017/18. The final Chobham Manor receipts from Phase 1 have been received by LLDC.
- Community Infrastructure Levy Income of £3.5m for Hackney Wick Station improvements, which was due to be received over the life of the project, has been received in full in 2017/18 following approval by the Planning Proposals Group.

Revenue

- Total revenue income for the year is ahead of budget mainly due to higher than planned programming and events income (in Park Operations and Venues), income from the Corporation's trading operations (particularly on 3 Mills Studios, London Aquatics Centre and the ArcelorMittal Orbit), and increased income from the planning function due to the increased number of planning applications being received.
- Revenue expenditure for 2017/18 is below budget, mainly driven by reduced subsidy being required for the London Aquatics Centre and the Copper Box Arena (under trading operations), as well as some budget being rolled forward to 2018/19 within Regeneration to allow community and skills programmes to commence in line with LLDC's construction schedule.
- There were £0.2m of draws from the corporate revenue contingency in 2017/18 including for security (£149K) and HVM maintenance (£34K).

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 2017/18	Performance and commentary
Start on site at East Wick and Sweetwater.	The Reserved Matters Application for Phase 1 was granted planning permission in Jan 2017 and start on site is planned for summer 2018.
Prepare development strategy for Rick Roberts Way.	Work continues with joint landowners LB Newham and stakeholders to reach agreement on a delivery strategy and programme ahead of aiming to agree timeline and objectives.
Prepare development strategy for Pudding Mill Lane.	Development of business case to commence following agreement of housing strategy with Board and the GLA.
Bobby Moore Academy primary school site opens.	COMPLETE Construction on the primary school commenced in August 2016 and met its opening date of September 2017.

Milestones for completion in 2017/18	Estimated date and comment
<p>Complete the Hackney Wick station improvement works.</p>	<p>Network Rail are delivering the improvements works; construction has been delayed by 7-8 weeks due to issues with the delivery of the reinforced concrete works. Opening of the new station entrance is now expected by late May 2018, with all works complete by September 2018.</p>
	
<p>Planning: Number of enforcement cases closed per month.</p>	<p>There has been one case closed in this period. 7 cases remain open.</p>
<p>Appoint a developer for Hackney Wick Neighbourhood Centre.</p>	<p>A resolution to grant outline planning consent for the masterplan was passed by the Planning Decisions Committee (PDC) at its April 2017 meeting. The S106 Agreement is being finalised. The procurement strategy was approved by LLDC's Investment Committee in June 2017, with an aim to now commence in May 2018.</p>
<p>Bromley by Bow: agree strategy.</p>	<p>LLDC is working alongside key stakeholders in the area including local landowners and as a result the first two planning applications were submitted by Lindhill and Danescroft: the Planning Decisions Committee resolved to approve these applications at its January 2018 meeting subject to referral to the GLA. Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area.</p>

Milestones for completion in 2017/18	Estimated date and comment
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p>COMPLETE</p> <p>This has been exceeded each month in this quarter, with over 90% of applications determined in time in each month.</p>
<p>Publication of SPDs for Bromley by Bow, Hackney Wick and Fish Island, and Pudding Mill.</p>	<p>COMPLETE</p> <p>Bromley by Bow and Pudding Mill Lane SPDs have been published. Hackney Wick and Fish Island SPD was approved by Board in this period and has been published.</p>
<p>3 Mills future strategy.</p>	<p>Discussions with GLA and partners ongoing ahead of presenting a delivery strategy to the Investment Committee.</p>
<p>Marshgate Lane road adoptions complete.</p>	<p>To be adopted by the Local Authority by the summer 2018 following completion of surface repair works.</p>
<p>Further completion of units at Chobham Manor.</p>	<p>COMPLETE</p>
	<p>196 homes in blocks 1A, 1D and 1C are all now complete and occupied. Block 1B is also complete apart from 1BA which is scheduled for completion in October 2018.</p>

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>552 new homes were granted planning permission of which 108 were affordable. (Eleven reserved matters planning permissions were granted within the monitoring period for 1,829 homes)</p>	G
<p>Building on site or completed on approximately 2,350 homes on LLDC land.</p>	<p>Across LLDC planning area approximately 4,226 dwellings were under construction of which 74 affordable, and 753 units completed (as at 31st December 2017).</p>	G
<p>Mossbourne Riverside Academy School and Bobby Moore Academy open and 1,200 school places delivered.</p>	<p>Mossbourne Riverside Academy opened in permanent location in 2016. Currently it has pupils in reception and years one and two. The Bobby Moore Academy primary school site opened in September 2017 for Year 7 secondary school students. The secondary school site is on programme to open in September 2018 with the intake of new Year 7 students alongside the students previously schooled at the primary school site moving in to Year 8.</p>	G
<p>Plans and designs in place for total LCS commitment of 1,052sqm 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.</p> <p>Convened Health working group (including local CCGs) to establish needs analysis for health centre</p> <p>Convened Community facilities working group and commissioned business model and vision scoping for new library facility (to include community and nursery space). This is now being reviewed and stress tested with East Wick and Sweetwater developers ahead of the ZMP 4 Reserve Matters planning application being submitted in 2018.</p>	G

Outcome measure to 2020	Performance and Commentary	RAG
Off-Park physical regeneration programme completed (station improvements, Leaway, A12 connectivity)	Hackney Wick station improvements underway and due to be complete in 2018/19. Planning permission obtained for Stratford Station and funding being sought. Leaway projects; Twelvetrees Ramp open and Silvocea Way complete.	G
Development of local neighbourhood centres at Hackney Wick, Bromley by Bow and Pudding Mill proceeding in line with plans.	<p>Bromley by Bow: LLDC is working alongside a range of key stakeholders in the area including local landowners, and as a result the first two planning applications were approved by the Planning Committee in January 2018 meeting subject to referral to the GLA. Hackney Wick and Fish Island SPD approved. Hackney Wick neighbourhood centre: planning approved; the S106 Agreement is being finalised; procurement for a developer due to commence in 2018/19.</p> <p>Pudding Mill Lane: Development of business case to commence following agreement of housing strategy with Board and the GLA.</p>	A
Smart, Sustainable District (SSD) plan finalised and embedded with partners and operators (new in 2016).	<p>SSD Transition workshop agreed areas of focus (zero carbon communities; advanced mobility; circular economy)</p> <p>Initiatives delivered in support of these in 2017/18 include:</p> <ul style="list-style-type: none"> • CAV testbed proposal • Circular fashion city challenge • Climathon: advanced mobility 	G
Meet – and aspire to exceed - LLDC design, accessibility and sustainability standards on all developments.	<p>All projects continue to be subject to internal review by LLDC design team. External review is facilitated through our Quality Review Panel.</p> <p>Currently updating and refreshing Design Quality Policy (2012) to include design standards and processes for our residential development.</p>	G

Outcome measure to 2020	Performance and Commentary	RAG
Meet Local Plan sustainability standards (water efficiency, reduced carbon emissions, non- car transport provision).	No developments failed to receive planning permission for sustainability reasons.	G
Perceptions measure: % of east Londoners agreeing that benefits of London hosting 2012 Olympic & Paralympic Games have been delivered (overall regeneration).	Research conducted in 2017/18 showed that 88% respondents from east London thought that the area is changing for the better.	G
Contribute to improvements in growth boroughs' convergence indicators relating to housing units and affordable housing units.	The 2016-17 convergence report was not finalised at the time of publishing this report, therefore, status updates are not included here.	B

COMMENTARY ON KEY LIVE PROJECTS

Work has continued on construction of the Legacy Corporation's first housing development at **Chobham Manor**, providing over 850 homes. Block 1B is complete apart from 1BA which is scheduled for completion in October 2018. 196 homes are now occupied at the development . The piling works for Phase 2 (207 homes) are complete; construction on Block 2A is progressing well with windows now being installed, and is on track to complete at the end of 2018. Blocks 2B, C and D substructures and superstructures are progressing and works on target to complete in spring 2019. LLDC has now resolved the developer's compliance with FEES (Fabric Energy Efficiency Standards) requirements for Phase 2 with the application to amend the planning condition approved.

East Wick and Sweetwater: work has continued to create new neighbourhoods, including up to 1,500 new homes in East Wick and Sweetwater. Phase 1 has full Reserved Matters planning consent, but the developers have submitted some non-material amendments to Planning relating to design detailing. The Reserved Matters Application for phase 2 construction will be submitted in July 2018 following completion of design work. Construction is scheduled to start on site in summer 2018.

LLDC funded infrastructure works related to the development was granted planning permission by the PDC at its March 2017 meeting. Construction work on Stour Road (H16) Bridge has commenced with the demolition of Vittoria Wharf 85% complete. Work due to complete in November 2018. the north/south road build and Monier Road (H14) Bridge are due to complete by the end of 2018.



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. S106 Agreement is being finalised. The procurement strategy was approved by LLDC’s Investment Committee in June 2017, with an aim to now commence procurement in May 2018.

Hackney Wick Station improvements construction work, funded by LLDC including contributions from local boroughs and other stakeholders, and delivered through Network Rail and their contractors, commenced in August 2016. Network Rail are delivering this and construction has been delayed by 7-8 weeks due to issues with the delivery of the reinforced concrete works. The new Station entrance is expected to open in May 2018, with all works complete by September 2018.

Stratford Station improvements TfL with LLDC are working together to consider improvements to Stratford Station in the light of the very high usage levels it is already experiencing. The station is a challenge at busy times such as football match days and demands on the station will increase significantly as the quantum of work space, homes, schools, colleges and leisure attractions grow. Good progress has been made on agreeing a funding package specifically for a new entrance at Carpenters Estate and work is ongoing with TfL on other potential schemes.

The **Bobby Moore Academy** – A significant milestone was met on the construction of the Bobby Moore Academy, a split-site all-through school which consists of a two-form entry primary school at Sweetwater and a six-form entry secondary school at Stadium Island. The primary school opened on 11 September 2017 for the start of the 2017/18 academic year for classes of year 7 secondary school students. The school is being operated by the David Ross Education Trust. The construction phase on the secondary school commenced in November 2016 and is on schedule to reach practical completion in the next period and meet its opening date of September 2018. Progress since the last update on the construction programme includes: lift installation complete; and Eurobond cladding installation complete; and corium façade installation complete to sports hall and in progress for all remaining elevations.



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 2017/18 two LLDC CIL payments were received, both in February:

Date received	Amount received
February 2018	£125,993.58
February 2018	£462,226.81
Total	£588,220.39

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 4 2017/18 £469,105.01 was collected. This will be transferred to Transport for London (less a 4% administration charge retained by LLDC).

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk relating to capital and revenue income.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control.	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 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 agreeing future use for 3 Mills Studios.	Financial and reputational impacts.	Discussions with stakeholders. Seek LLDC Investment Committee decision.	A
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
Risk relating to construction and development communications.	Reputational impacts.	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future developments.	G

1
LIVE

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) will start to re-locate into IQL in the next period. Other organisations such as Financial Conduct Authority (FCA), Cancer Research UK and 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, Loughborough University London, BT Sport and Studio Wayne McGregor 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 could become 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 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 2017/18	Performance and commentary
Establishment of Park-wide construction Shared Apprenticeship Scheme.	Delivery of stage 2 report and early discussion with industry partners to determine most feasible delivery options. Workshop with employers to test approach and model for the Training Association scheduled for April 2018.

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2017/18	Performance and commentary
<p>Launch and delivery of Building Information Modelling curriculum in local schools and colleges.</p>	<p>COMPLETE</p> <p>Curriculum launched in two schools and four more have signed up with implementation plans agreed.</p>
<p>Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.</p>	<p>COMPLETE</p> <p>Over 1,600 local people have been trained in the LLDC's centrally commissioned training programme over the last 5 years. In 2017/18, 119 further local residents have completed their training.</p>
<p>10 local people commence bursary placements with Loughborough University London 2017/18.</p>	<p>COMPLETE</p> <p>9 students commenced fully with funded bursary places course with Loughborough University (10 places were offered).</p>
<p>Provide start-up support to 45 entrepreneurs with Echo ++ enterprise support programme.</p>	<p>COMPLETE</p> <p>190 businesses supported to date through the Echo ++ support programme.</p>
<p>15 local young people to access digital, media, tech apprenticeships linked to Park based activities.</p>	<p>COMPLETE</p> <p>15 people from Host Boroughs* started digital, media and tech apprenticeships.</p> <p>*Host Boroughs are London Borough of Newham, Tower Hamlets, Hackney and Waltham Forest.</p>
<p>Delivery of annual Apprenticeship Awards.</p>	<p>COMPLETE</p> <p>LLDC's Apprenticeship Awards held at Here East on 6 July 2017.</p>

PROGRESS AGAINST MAJOR WORK MEASURES

Targets	Performance and commentary
<p>Construction</p> <ul style="list-style-type: none"> • 28% of the workforce have permanent residency in Host Boroughs • 25% of the workforce are from BAME groups • 5% of the workforce are women • 3% of the workforce are disabled people • 3% of the workforce are apprentices 	<p>The most recent Construction figures available are to end of March 2018</p> <ul style="list-style-type: none"> • 27% of construction employees working on the Park are Host Borough residents* • 63% of the workforce are from BAME groups • 6% of the workforce are women • 6% of the workforce are disabled people • 6% 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 workforce targets as of June 2017 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 76% workforce Host Borough residents • 37% workforce are from BAME groups • 50% workforce are women • 3% workforce are disabled people • Apprentice figures to be provided when available <p>Estates and Facilities workforce targets:</p> <p>As of March 2018 the workforce performance is shown below:</p> <ul style="list-style-type: none"> • 69% workforce Host Borough residents • 61% workforce are from BAME groups • 33% workforce are women** • 8% workforce are disabled people • 10% of workforce are apprentices (figures as of March 2017)

* Local performance in construction is below target as Taylor Wimpey transition across phases with a small workforce and the developer’s focus has been on resolving wider commercial issues with the scheme.

** Against contractual target of 30 – 42%.

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

Outcome measure to 2020	Performance and Commentary	RAG
Around 8,000 jobs through developments on Queen Elizabeth Olympic Park.	LLDC led construction: 14,862 Other Park construction: 1,352 LLDC end use: 536	G
Stimulation of business growth in the MDC area: measured through net gain in employment floorspace.	Permissions granted within 2017 will deliver a total of new 19,732sqm of B Class floorspace, delivering around 1,000 new jobs. Although, this will result in a net loss of 4,170sqm of B class floorspace it should be noted that around 3,600sqm of the lost B class floorspace has been vacant or derelict. This shows that although there was an overall loss of B class floorspace this is unlikely to have a significant impact on the number of jobs. This is consistent with the aims of the Local Plan which allows for some re-provision of employment floorspace within mixed used development.	G
Minimum % workforce jobs secured by growth borough residents (30% construction; 25%-85% end use depending on sector). These figures are over the lifetime of the project.	Construction snapshot (March 2018): Local: 26% End use snapshot: Local: 70% (does not include Facilities Management figures which were not available and will be reported in a future report.)	G
% of workforce from priority groups (targets defined by sector and development). These figures are over the lifetime of the project.	End use snapshot: BAME: 50% Women: 48% Disability: 7% Apprentices: 12% (does not include Facilities Management figures which were not available and will be reported in a future report.)	G
5% apprentices in the workforce (construction, EFM, end use).	An average number of 7% of apprentices in the workforce on the Park.	G

Outcome measure to 2020	Performance and Commentary	RAG
Hackney Wick Neighbourhood Centre first phase on-site.	Planning approved; the S106 Agreement is being finalised; procurement for a developer due to commence in 2018/19.	G
Here East fully occupied with planned profile of tenants.	Here East is currently 77% let and 45% populated whilst fit outs take place. Interest remains strong and lettings in the pipeline provide a very positive outlook.	G
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>STEP internship programme launched – the London Living Wage Internship programme has created entry-level opportunities with CED partners and local cultural institutions for east London residents.</p> <p>Confirmation of London Living Wage from LLDC and all Tier One employers / contractors and apprentice wages confirmed in 2017.</p>	G
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 2017/18 showed that 71% of east Londoners think that the Park is creating job opportunities for the local community.	G
Stronger retail centres: vacancy rates lower than London average.	London-wide vacancy rate 7.5%; Stratford Metropolitan Centre (within LLDC area) 5.3% performing better than London average; East Village 18.8% reflecting the early stages of the development of this new Local Centre; Hackney Wick Neighbourhood Centre 10% (the Hackney Wick Central Masterplan outline scheme (with resolution to grant planning permission) will deliver approximately 4,500sqm retail and leisure floorspace and it will significantly contribute to the development of the neighbourhood centre over time as development takes place and new retail and leisure uses develop and become established.	G

Outcome measure to 2020	Performance and Commentary	RAG
Number of opportunities relating to Park development successfully awarded to local businesses.	Measured through impact of LLDC's commercial activities on local businesses. For 17/19 local spend was £1.6m (5.5% of spend) NB the measurement has changed to measure the actual value of spend with local firms, excluding major corporates with E14 postcodes.	G
Contribute to reduction in percentage of working age population of growth boroughs with no qualifications.	On track to meet 2020 target.	B
Contribute to % 19 year olds resident in growth boroughs achieving level 3 threshold.	On track to meet 2020 target.	B
Contribute to increase in working age population of growth boroughs qualified to at least Level 4.	On track to meet 2020 target.	B
Contribute to reducing the unemployment rate 16+ in growth boroughs.	Achieved 2020 target.	B
Contribute to raising the median earnings for full time workers living in growth boroughs.	Gap similar to or widened since baseline year (baseline was 6.3%, 2016/17 gap is 6.2%). Target is 3%.	B

COMMENTARY ON KEY WORK PROJECTS

Work is continuing to support construction and end-use employers on the Park to maintain and improve on consistent performance in achieving workforce targets to date. Amongst its key targets for the Park's construction workforce, there has been an improved performance for under-represented group with both the disabled workforce just above target at 6% and women just above target at 6%. Local performance in construction is just below target but has increased from 21% in the last period. It is anticipated that over the new months the percentage of local employees will increase as new subcontractors start on site.

The way of reporting end-use workforce has changed this reporting year to report against a park-wide target including the range that has been set as part of the Legacy Communities Scheme. This will evolve over time as new jobs are created through the next phase of the Park's development at the Culture and Education District and at Here East. The table above shows the performance of two major end-use employers at the Park venues and Estates and Facilities Management provider.

In line with LLDC's 5-year strategy our employment and skills interventions are designed to tackle under-representation in the workforce and are open to both employed and unemployed residents from the 4 local boroughs and so we no longer report on the previously unemployed measure.

ACHIEVEMENTS IN THE LAST PERIOD INCLUDE:

LLDC continues to work with partners to help deliver jobs, training and support to businesses, key achievements include:

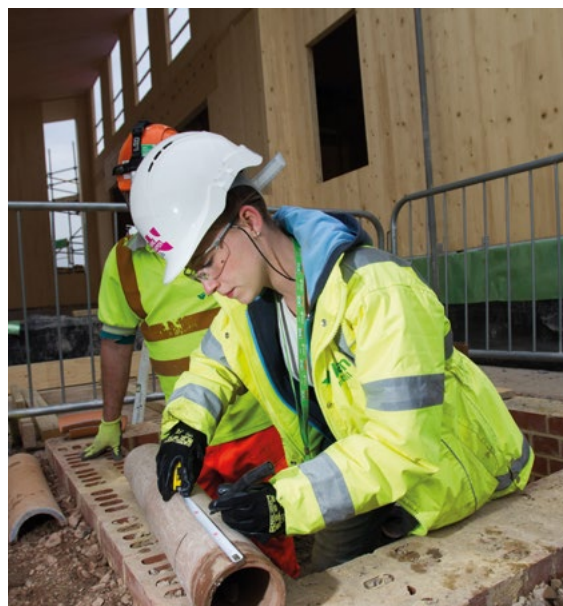
The proposed **Creative Enterprise Zone** on the Tower Hamlets and Hackney border has been shortlisted by the Mayor of London and awarded a grant of £50,000 for further development. London Boroughs of Tower Hamlets and Hackney submitted a joint bid in partnership with the LLDC aimed at protecting and strengthening the established creative community around Fish Island and Hackney Wick. Partners are working together with the creative community to develop the proposal which will explore the provision of affordable workspace, business support to the cultural and creative industries and help for local people looking to access opportunities in the creative sector. The final three successful bids will be announced later this year, then the establishment of the Creative Enterprise Zones will begin formally.

The **Creative Opportunities Programme** completed in this period. LLDC worked with Culture and Education District partners and other creative industries organisations and businesses to provide a programme for 26 young people to be introduced to live cultural and creative jobs and apprenticeship opportunities and careers advice. The programme succeeded in reaching a diverse group of participants from local boroughs:

- All 26 participants from Hackney, Tower Hamlets, Waltham Forest and Newham, aged 18-30 – all unemployed or underemployed.
- 35% non-graduate and 65% graduate (unemployed or underemployed)
- 77% from BAME background
- 75% from low-socio-economic backgrounds
- 20% with disabilities

STEP is a 12-month paid internship where interns are paired with two East London creative organisations to gain experience in diverse areas of the industry. STEP Interns have completed their first 6-month placement and start a second Internship placement at a new organisation in the next period. Interns have set up a website to document their experience on the programme: <https://stepblogblog.wordpress.com/>. The Newham Recorder and East London Advertiser published profile pieces on two Interns in December. Olivia Mathurin Essendoh, currently placed at Rosetta Arts was shortlisted for the Creative and Cultural Skills Intern of the Year award. The cohort is currently working on an event they will launch this summer and are scheduled to co-curate and deliver an event with CED partners.

Since taking up two hot-desks at the **Plexal** innovation centre, LLDC have built relationships and initiated a collaboration to deliver a Plexal internship scheme that replicates the STEP model. It is anticipated that a pilot will launch in the summer to offer 5 internships to local young people. LLDC supported Plexal's new **Plexiglass** accelerator programme which launched in this period. The programme aims to bring more female tech founders to the fore by offering them content, support, mentoring and workspace.



Applications opened to select an initial cohort of 10 women to be supported through the programme.

12 local young people started **'Flipside'**, a brand new three-month immersive digital product design training programme that has been co-created and co-delivered with 5 creative agencies. The project aims to launch diverse talent into digital roles and of the 12, 83% are women, 92% BAME and 17% are disabled. They are being trained by digital agencies and are 'learning by doing' as they take part in group projects and get to grips with product design by responding to real briefs, enabling them to build up their portfolio and showcase their work. Participants are paid a training bursary and have been allocated an industry mentor to support their development and help them to achieve career goals.

LLDC has engaged employers to explore options to establish a state of the art training facility at Here East focusing on 3D printing and **Virtual Reality** (VR). This will offer free industry-led training in a 'live' work environment to enable local people each year, particularly those who are underrepresented in the workforce to gain advanced digital skills and access a range of digital jobs

Here East (former Press Centre and Broadcast Centre):

In this period Here East welcomed: Pret, who held their annual conference for around 650 delegates; Legacy, Dance and Cheer which returned for the second year in a row, with 800 children warming up for the annual event at the Copper Box Arena; and 2 Bro Pro, an amateur body building competition, attracting 500 competitors and spectators.

During this period, several fit outs took place including Sports Interactive who completed their fit out in the Broadcast Centre and moved 120 staff in after Easter. Matches Fashion also fitted out and will be making Here East their home for their online fashion photography platform in April 2018. Lettings were positive in this quarter with Scope, a leading disability charity who are looking to use technology to support disability; Barratt Homes and Neopost, a global supplier of business communication all signing to make Here East their new home. Work continues with the fit out of The Gantry, creating 21 affordable creative studios and work spaces with occupation anticipated in the next period. Here East is currently 77% let and 45% populated whilst fit outs take place. Interest remains strong and lettings in the pipeline provide a very positive outlook in the next period.

Local employment within the Here East team remains at 44% within the four host boroughs and remains an important focus.





International Quarter London (IQL)

Visible progress is being made on the build out of (IQL) which is now nearing the first phases of completion. In July 2017 IQL announced that Cancer Research UK and British Council had signed pre-let agreements to relocate their headquarters to the development. The two leading institutions join Transport for London (TfL) and the Financial Conduct Authority (FCA) as the latest high-profile organisations to choose the £2.4 billion development in Stratford as their new base.

TfL have started their phased move into their building and FCA will move in from spring 2018. Cancer Research UK and British Council will jointly occupy the third commercial building to be built at IQL, totalling 280,000 sq. ft., bringing the total number of people soon to be working at the development to over 8,000.

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

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 opening of 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 2017/18	Estimated date and comment
<p>Host the 2017 World Athletic Championships and World Para Athletics Championships.</p>	<p>COMPLETE</p> <p>These were held in summer 2017 and were the most successful athletics events since the Park re-opened.</p>
<p>Successful transition and handover of QEOP Car Park Operations and Parking Enforcement service to new operator.</p>	<p>Options under review by the Park Operation and Venues team.</p>
<p>Maintain Green Flag status for the Park.</p>	<p>COMPLETE</p> <p>This was awarded for the fourth consecutive year in July 2017.</p>
<p>Maintain estate strategy and property documentation, including Asset Register.</p>	<p>COMPLETE</p> <p>Property estates terrier set up in the last period and is operating well.</p>
<p>Deliver two community events on QEOP (Big Lunch and Harvest Stomp).</p>	<p>COMPLETE</p> <p>The Great Get Together (incorporating Big Lunch) was held on 18 June 2017 and was attended by the Mayor of London, and the Harvest Stomp took place on 24 September 2017.</p>



Target for 2017/18	Performance to date
<p>Estimated 5,600,000 visitors to the Park.</p>	<p>COMPLETE</p> <p>Estimate exceeded: figures for 2017/18 show 6,334,346 visitors to the Park. Figures are up on 2016/17 due in part to increased visitors for the summer of athletics.</p>
<p>London Aquatics Centre throughput of 1m.</p>	<p>COMPLETE</p> <p>Estimate exceeded: Figures for 2017/18 show 1,023,233 visitors to the London Aquatics Centre.</p>
	
<p>Copper Box Arena throughput of 440,000.</p>	<p>Figures for 2017/18 show 425,773 visitors to the venue. Figures down on 2016/17 but this is partly due to the number of income generating events with long build periods.</p>
<p>ArcelorMittal Orbit throughput of 220,000.</p>	<p>Figures for 2017/18 show 174,800 visitors to the attraction. Figures below the estimate and down on 2016/17. This has been a challenging year at the ArcelorMittal Orbit. Whilst the Slide has exceeded targets, General Entry tickets have faced increased competition from other attractions. Abseiling remained hugely popular, group/trade sales increased, and there was a significant improvement in private hire income with more corporate clients hosting events in the attraction.</p>
	

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

Outcome measure to 2020	Performance and Commentary	RAG
<p>Stadium completed and operating safely and effectively by Summer 2016.</p>	<p>The London Stadium continues to operate successfully with major events including West Ham United football matches, the 2017 World Athletics Championships and International Para Athletics Championships and large-scale summer concerts. There was some crowd trouble at West Ham's home match against Burnley in March 2017 – E20 and LLDC working closely with the Stadium Operator LS185, West Ham United and other key stakeholders to put in place a range of measures to help prevent problems at future events.</p>	<p>G</p>
<p>Varied annual events programme delivered for a range of audiences in collaboration with partners and operators.</p>	<p>The annual programme of events contributed to the highest number of visitors attracted to the Park since it re-opened. High profile events included Liberty Festival, the Shell Make the Future Festival and the urban beach.</p>	<p>G</p>
<p>Brand strategy for Queen Elizabeth Olympic Park embedded with partners, developers and operators.</p>	<p>During 2017/18 we updated the main Park brand guidelines, LLDC brand guidelines and began update of ArcelorMittal Orbit brand guidelines. Agreed design approach to hoardings with organisation-wide stakeholders and produced hoardings design guidelines.</p>	<p>G</p>
<p>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.</p>	<p>Capital projects are complete. Transfer of the Leaway project to London boroughs of Newham and Tower Hamlets underway. Twelvetrees Ramp adopted by London Borough of Newham.</p>	<p>G</p>

Outcome measure to 2020	Performance and Commentary	RAG
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 fourth year running in July 2017.	G
Visitor numbers sustained and increasing in line with Park development.	6.33m visits to the Park in 2017/18. Over achieved against an estimate of 5.6m visits.	G
Net promoter score maintained.	Visitor research in 2017/18 showed an NPS score of +75 (NPS score of >1 considered good, >50 is excellent).	G

COMMENTARY ON VISIT ACTIVITIES

The Legacy Corporation, on behalf of E20 Stadium LLP has completed its work to transform the Stadium in the Park into a year-round multi-use venue to deliver a permanent sporting, cultural and community legacy in east London.

Following the violent scenes by some spectators at West Ham United’s home match against Burnley on 10 March, E20 and LLDC staff have been working closely with the Stadium Operator LS185, the Mayor’s Office, West Ham United and other stakeholders to put in place a range of measures to help prevent further problems at future events.

In the previous period the Mayor of London agreed a deal with London Borough of Newham for Newham to retire from the Partnership and the Mayor – through LLDC – to take control of Stadium, minimise ongoing the Stadium’s losses and put together a plan to ensure its long-term future as a world-class multi-purpose venue providing significant benefits to the community. This followed the publication of an independent review commissioned by the Mayor of London into the finances of the Stadium. The report focused on five main decisions made: 1. the original design of the Olympic Stadium; 2. planning for post-Olympics use; 3. the bid process; 4. transformation of the Stadium; and 5. operation of the Stadium.

The Mayor and LLDC are committed to working with West Ham, UK Athletics and Stadium operators LS185, to improve the Stadium's performance and finances. A Corporate Restructuring Officer is developing a plan to improve the Stadium's commercial performance with significant savings already having been secured and work underway in a range of other areas.

Events and Programming

Following the success of the Summer of Athletics held in the Park last year which contributed to the busiest summer the Park has seen since the London 2012 Olympic and Paralympic Games we have continued to hold smaller events on the Park. Visitor estimates have been exceeded with over 6 million visits to the Park in 2017/18, our most successful year ever.

In this period, the London Stadium hosted its first ever Rugby Premier League match on 24 March 2018 with over 55,000 spectators watching Saracens beat Harlequins 24-11. Events at the Copper Box Arena included: the International Table Tennis Federation Team World Cup; the Legacy Cheer and Dance 'Just Believe' regional cheerleading and dancing championship; and the corporate launch of the Madison Square Garden Sphere venue.



This period also saw the re-opening of 'the Stitch' pedestrian route into the Park from Westfield. The new route allows pedestrians to leave Westfield by The Cow pub, cross the road and walk through Endeavour Square, restoring an earlier entrance to the Park which was closed while construction work on International Quarter London was carried out.

Plans for concerts in the Stadium in 2018/19 include: the Rolling Stones who will play two concerts on 22 and 25 May; Beyoncé and Jay-Z who will perform on 15 and 16 June; and the Foo Fighters on 22 and 23 June 2018. Other events confirmed in the Park for 2018 include the Arcadia London Festival on 5-6 May; Shell Make the Future Live on 5-8 July; the Elrow Town London festival on 18 and 19 August; and in November the Shrouds of the Somme installation: to mark 100 years since the end of the First World War. This installation will include 72,396 shrouded figures will be laid out in rows, shoulder to shoulder covering an area over 4000 square metres across the South Park Lawn (next to the ArcelorMittal Orbit). Each figure represents a British serviceman killed at The Battle of the Somme who has no known grave, many of whose bodies were never recovered from the battlefields.

Major sporting events confirmed in the Park in 2018/19 include: the new Athletics World Cup in the London Stadium on 14-15 July, the Muller Anniversary Games on 21-22 July; the Vitality Hockey Women's World Cup at the Lea Valley Centre from 21 July to 5 August; and the ISSOT UCI Track Cycling World Cup series at the VeloPark from 14-16 December.

New Attraction

Skywalk Adventure are proposing an exciting high ropes adventure course in the Park and invited members of the public to see the designs at an event held in this period. The proposed course will be located in the North Park on Eastcross Bridge and promises to be adventure packed with a variety of elements between platforms and varying heights. Further information on this attraction will be provided in future reports. The Planning Application will be submitted later this year.

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
Local transport infrastructure insufficient for growing demand.	Reputational and operational impacts Potential limiter on economic development in Stratford area.	Work with partners to determine and deliver transport projects to improve infrastructure.	R
Risk of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	A
Risk relating to trading and 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.	A
Risk relating to the need to identify and implement savings in Park operational contracts.	Reputational, operational and financial implications.	Savings being identified, contractual negotiations ongoing.	A
Risk that related development projects undertaken by third party organisations are not successful.	Negative knock on effect on the success of the Park and its developments.	Close working with partners to influence developments and monitor progress.	G
Risk relating to Park visitor numbers and experience.	Financial and reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Positive record of figures for visitors to the Park. Co-ordination with development works on the Park.	G
Risk that related development projects undertaken by third party organisations are not successful.	Negative knock on effect on the success of the Park and its developments.	Close working with partners to influence developments and monitor progress.	G

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 The Culture and Education District was developed during late 2013 and 2014, and secured government funding in December 2014. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £2.8 billion of economic value from the area. The Culture and Education District will create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

Over the next five years, University College London will establish a campus with academic facilities, student and staff accommodation. On Stratford Waterfront, University of the Arts London, 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 2017/18	Estimated date and comment
Progress design, planning and procurement for the Culture and Education District.	<p>Planning Decisions Committee and the Mayor of London approved outline planning for UCL East subject to finalisation of the Section 106 agreement. Public consultation on designs undertaken.</p> <p>Masterplanning for Stratford Waterfront continues, RIBA stage 2 completed in January 2018 and Stage 3 commenced for conclusion in November 2018; Public consultation on the revised masterplan took place in this period. OJEU procurement commenced for the enabling works contract.</p>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2017/18	Performance and commentary
<p>Continue to work with CED partners and to facilitate the development of the partnership to ensure the continued delivery of the CED strategic objectives around economic growth, education, jobs, skills, participation, raising aspirations and improving external perceptions to maximise the value of the cluster.</p>	<p>COMPLETE</p> <p>A number of initiatives are underway including; the EAST Education framework which has been launched by all CED partners as the shared strategic approach to Education engagement; and the ongoing success of the Global Disability Innovation Hub, a centre for academic excellence, innovative practice and co-creation.</p>
<p>Deliver schools engagement programme through the Go! Schools network and encourage usage by partners.</p> <p>Number of schools participating in learning opportunities to enhance curriculum delivered in collaboration with CED partners.</p>	<p>COMPLETE</p> <ul style="list-style-type: none"> – Continued engagement with schools via Go! schools network. About 200 schools regularly engaged with through the network. – Existing Park learning resources updated. – Brief developed for an online platform. – EAST Education programme agreed amongst CED partners and other park partners, including Here East and Loughborough University London. Working group established meeting on a monthly basis. – UCL Engineering tutoring programme in local schools commenced. – Sadler's Wells Moving Rap project in local schools underway. – UCL Culture activity in schools (Bobby Moore Academy, School 21, Victoria Park Mossbourne).
<p>Hold National Paralympic Day.</p>	<p>COMPLETE</p> <p>Held on 15 July 2017 as part of the Liberty Festival on the Park.</p>

Target for 2017/18	Performance and commentary
<p>Develop the Global Disability Innovation Hub by delivering the programme and handing over leadership to UCL.</p>	<p>COMPLETE</p> <p>Achievements in 2017/18 include the Global Disability Innovation Summit held on the Park, the commencement of a new MSc course titled and the launch of six initial funded PhD studentships. The leadership of the GDI Hub passed from LLDC to UCL as planned, supported by the establishment of a Community Interest Company for all non-academic activity.</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 the Cultural and Education District partner institutions to engage local communities.</p>	<p>COMPLETE</p> <p>Chobham Manor Residents Association established and support provided including initial seed funding grant. Attendance at the Chobham Manor Residents Association open event in February attended by 80 residents – responding to questions on fixed estate charge.</p> <p>East Wick and Sweetwater: site relations planning underway for infrastructure works.</p> <p>London Stadium activity commenced at the community track supported by a Community track manager.</p> <p>CED: Engagement activity of the CED partners currently focused on East Education programme. Creative engagement project: Working Women project commissioned.</p> <p>Coordinated creative programming group working on proposed summer event.</p>
<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>Lease extended at Hub67 to December 2019. Regular programme activity ongoing. Continuing activity at Carpenters Cage including activation by UK Wall Ball. Mobile Garden activity at Chobham Manor completed and garden moved from site into storage ahead of move to a location in East Wick.</p>

Target for 2017/18	Performance and commentary
<p>Deliver successful Park Champions programme.</p>	<p>COMPLETE</p> <p>Investor in Volunteers status awarded. Most recent volunteer numbers to March 2017/18 show 288 volunteers, of which 48% are local, 43% BAME with a total of 17,816 hours volunteered.</p>
<p>Meet Motivate East targets (Feb 2016 – Feb 2018) – Throughput of 33,998 attendees taking part in inclusive sport.</p>	<p>COMPLETE</p> <p>Programme completed and targets exceeded, with throughput of 46,891 attendees and 13,264 unique participants.</p>
<p>Meet APAP targets: Throughput from March 2017 to Feb 2018: 84,032.</p>	<p>COMPLETE</p> <p>Programme completed and targets exceeded, with throughput of 100,408 attendees and 44,943 unique participants.</p>



PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

Outcome measure to 2020	Performance and Commentary	RAG
<p>Stratford Waterfront and UCL East design and build nearing completion.</p>	<p>The update to the Outline Business Case was approved by government and the Full Business Case submitted. The revised scheme for Stratford Waterfront has been agreed and RIBA stages 1 and 2 were approved this year, with RIBA stage 3 underway. Procurement for enabling works has also commenced. UCL East has received outline planning permission subject to Section 106 agreement, and RIBA stage 3 design continues.</p>	<p>A</p>
<p>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.</p>	<p>In advance of developing the visitor offer partners are working hard on collaborative ventures to raise awareness in the local area. More than 120,000 people have participated in a range of arts and cultural events and workshops, 60 collaborative programmes and projects have been dedicated to delivering the CED Strategic Objectives.</p>	<p>G</p>
<p>Co-ordinated marketing, programming and audience development plans developed with Stratford Waterfront institutions and local partners and integration with the wider QEOP offer.</p>	<p>A new name for the project was agreed by the Mayor's Office in March 2018. Work continues to promote the work undertaken by partners through the Strategic Objectives Delivery Plan.</p>	<p>G</p>
<p>Collaborative and innovative programme developed for disability sport, art, theatre, urban design, transport through the Global Disability Innovation Hub.</p>	<p>Following the success of the success of the world's first Global Disability Innovation Summit held on the Park in the summer, the commencement of a new MSc course titled 'Disability, Design and Innovation' and the launch of six initial funded PhD studentships leadership of the GDI Hub has now passed from LLDC to UCL as planned, supported by the establishment of a Community Interest Company for all non-academic activity.</p>	<p>G</p>

Outcome measure to 2020	Performance and Commentary	RAG
Mechanisms for engaging local communities established and embedded with partner institutions.	The main focus of CED activity remains the education programme: EAST Education has been launched by all partners as the shared strategic approach to education engagement.	G
Long term solution for sports delivery on the Park identified and implemented.	<p>Sport England projects ‘Active People Active Park’ and ‘Motivate East’ (disability sport project) both exceeded all targets in their final year. Together this year they reached 58,336 participants.</p> <p>Over the 4 year programmes: APAP engaged 164,553 participants and delivered over 50,000 hours of activity.</p> <p>Motivate East engaged 13,393 participants.</p> <p>While this activity cannot continue at this scale now the funding has ended, the legacy of these projects has been secured as LLDC has committed to a community sports programme on the Park. This will deliver a range of weekly activities across venues, parkland and waterways as well as key holiday programmes such as Active August.</p>	G
Investors in People achieved for volunteering programme.	This is scheduled to be Awarded in May 2018.	G
Good levels of local participation in arts and culture, volunteering, education, and sport programmes.	<p>Exceeded all targets to secure very high levels of sustained participation. The cumulative local participant total for all programmes this year is 191,829 people.</p> <p>This translated to in excess of 73,169 hours of direct local involvement.</p> <p>Programme level breakdown:</p> <p>Arts and culture – 3,000 Volunteering – 1,193 Education – 129,300 Sport – 58,336</p>	G

Outcome measure to 2020	Performance and Commentary	RAG
Contribute to % Pupils from growth boroughs achieving at least Level 4 in English & Maths and Key Stage 2.	On track to meet 2020 target.	B
Contribute to % Pupils from growth boroughs achieving five GCSE grades A*-C (including Maths and English).	On track to meet 2020 target.	B
Contribute to reduction in % growth boroughs residents doing no sport or activity (0 times 30 mins per week).	Gap similar or widened since base line year.	B
Contribute to reduction of Obesity levels in growth borough school children in year 6.	On track to meet 2020 target.	B
Contribute to increasing the % growth borough residents meeting recommended adult activity level (5 times 30 mins per week).	On track to meet 2020 target.	B

COMMENTARY ON INSPIRE MILESTONES

LLDC has continued to work with partners on the delivery of a world-class Culture and Education District (CED) on the Park. In this period, the **Full Business Case** was submitted to the Government to secure funding for the project: approval for this is anticipated in early May 2018. There will be a public announcement on the project in early June.

Work has been progressing on the masterplan for the cultural and education buildings on **Stratford Waterfront**. RIBA stage 2 completed in January 2018 and Stage 3 has commenced for conclusion in November 2018. LLDC launched an OJEU procurement for Stratford Waterfront enabling works. V&A received responses to its design competition for an architect to design its new Collection and Research Centre in Here East, with the design due to commence in May 2018.

Work on **UCL East** has continued on the design of the Marshgate (South Lawn) academic facilities and on the Pool Street mixed used student residential and academic facilities by UCL. The Outline Planning Application was submitted in May 2017 and was approved by Planning Decisions Committee in the last period and the Mayor of London in this period, meeting subject to the Section 106 agreement which is expected to be complete by April 2018. UCL held road shows in this period, presenting the developed UCL East designs for Pool Street West and initial concept designs for the second UCL East building, Marshgate. These buildings make up phase 1 of UCL East and will feature new academic space and student accommodation, as well as retail, community and engagement uses for UCL students, staff and the public.

The **London Fashion District**, which is one of CED's key innovation programmes, has been successful in its "Lower Lea Threads" bid, led by LLDC, to the GLA's Good Growth Fund. The London Fashion District is led by CED partner the London College of Fashion (LCF) with academic, business and local community partners. The programme will bring just under £2m of investment into affordable workspace for fashion business start-ups and early-growth-phase fashion businesses in Poplar and Fish Island, respectively - it's an important part of our commitment to help partners to provide new affordable workspace for creative businesses at Hackney Wick and Fish Island. This will also kick-start the fashion skills programme that LLDC will be leading with employers as part of East Works and the London Fashion District's loan fund.

East London Dance/Urban Development have also been successful in their Good Growth Bid, which coupled with Arts Council England funding will enable them to move on to the Strand East site (subject to planning). This is also important, because it is an example of an existing local arts organisation with strong links to CED (Sadler's Wells and LCF) and to Studio Wayne McGregor at Here East, establishing a strong future presence on a development site in the LLDC area.



The **Global Disability Innovation Hub** (GDI Hub) is a hub for academic excellence, innovative practice and co-creation; harnessing technology for good. A world leader in inclusive design, the GDI Hub spans the sectors of sport, the built environment, accessibility, art, theatre, dance and assistive technology. Following the success of the world's first Global Disability Innovation Summit held on the Park in the summer, the commencement of a new MSc course titled 'Disability, Design and Innovation' and the launch of six initial funded PhD studentships leadership of the GDI Hub has now passed from LLDC to UCL as planned, supported by the establishment of a Community Interest Company for all non-academic activity. Activity in the last period includes: continuing development of the MSc course, including marketing; finalisation of Hub partner MoU agreements and the strategy for future partners; working towards delivery of a UN research project in Uganda; promoting the Hub at the Creative Misker in Warsaw on Inclusive Design for the British Council; and secures a significant scoping exercise project with the Department for International Development.

Community Engagement and Participation

Mobile Garden activity at Chobham Manor completed in this period and the garden moved from the site into storage ahead of move to a location in East Wick in summer 2018. Since it opened in 2015 the Mobile Garden at Chobham Manor has welcomed over 4,000 visitors. This was supported by a close partnership with Chobham Academy, particularly focusing on those children with Special Educational Needs. Regular Park Champion conservation volunteers have helped to manage the site.

Hub67 is the temporary community centre in Hackney Wick delivered and funded by LLDC. Made from recycled and reclaimed materials from the 2012 Games, this project was an expression of “community as client” with the concept coming directly from residents, who co-developed the brief with us, joining us in the procurement and selection of the architect practice and forming a steering group to oversee early management and set up of the centre. It has now been open for three years and has welcomed over 14,000 people.



KEY RISKS

Summary	Impact	Mitigation	RAG
Risk that the Culture and Education District 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. Coordination with Planning. Engagement with HMRC.	R
Risk to Culture and Education District funding.	Financial implications and programme delays.	Close working with Foundation for Future London. Development of Business Case for the project. Ensure best outcome from residential development.	R
Culture and Education construction interface risk.	Financial implications and programme delays.	Experienced and well-resourced project management partner, LLDC team and assurance.	R

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 2017/18	Estimated date and comment
Advanced mobility prospectus launch.	Milestone superseded by the successful bid for funding from the Government’s £51m Connected and Autonomous Vehicle test bed fund.
Progress IT service delivery re-procurement.	Decision made on service approach.
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 reportable accidents to a rate below 0.17 per 100,000 hours worked.	COMPLETE There have been no reportable accidents in 2017/18 representing a rate of 0.0.
Unqualified annual accounts for 2017/18.	COMPLETE Accounts for 2017/18 signed off by the Board and unqualified audit opinion issued in Jul 2017.

Milestones for completion in 2017/18	Estimated date and comment
Commence public consultation on scope of Local Plan review.	COMPLETE
	Consultation commenced in this period.

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.	<p>Skills & employment offer developed for Here East tenants including:</p> <ul style="list-style-type: none"> – Flipside – digital product design training based at Hobs Studio, Here East; – ‘Start-up’ internships with Plexal businesses in Here East developed – Hobs Studio awarded LLDC grant to establish a 3D print & VR training academy; – Cultural and creative employment programmes launched. <p>LLDC has agreed the principles for developing an innovative Training Association with construction employers Design...Engineer... Construct built environment curriculum delivered in local schools/ colleges alongside industry-leading employers.</p> <p>CED Strategic Objectives Delivery plan for 18/19 has been finalised.</p>	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. LLDC also provided speakers for several conferences including MIPIM, MIPIM UK, LREF and the Evening Standard’s Leading London conference.	G

Outcome measure to 2020	Performance and Commentary	RAG
Long term transition plan for LLDC developed.	Transition roadmap under development, to be completed by Dec 2018.	G
Unqualified annual accounts.	28 July 2017, external audit report published for 2016/17 accounts: unqualified in all areas, no issues reported.	G
Be on trajectory to be operating in a break even position by 2025.	LLDC's long term forecasts show a trajectory to break-even within available GLA grant funding by 2025/26; however, there are a number of risks inherent in the forecast.	A
Operate to the highest standards of health and safety.	Construction: no incidents 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.	A

COMMENTARY ON KEY PROJECTS

Planning

Local plan review: Further public consultation and engagement on the review started in late April following the initial round in late 2017. Relevant evidence base studies have been updated and are in their final review and work is progressing on scoping the changes proposed to the Plan. Following further discussion and engagement, an initial draft of the revised Local Plan is due to be completed in the summer of 2018 and reported to both Planning Decisions Committee and Board for comment and approval.

Development Management: planning applications for the mixed use redevelopment of two key sites in the Bromley by Bow masterplan area were approved at PDC in January. These applications are being discussed in detail with the GLA prior to formal stage 2 decisions by the Mayor. PDC members deferred an application for a mixed-use scheme at Wickside in Hackney Wick at the February meeting, for further work on the design and landscape details and further discussion on the affordability of the intermediate tenure of the overall 35% affordable housing proposed. The proposed change of use of floorspace in the former broadcast centre at Here East to accommodate the storage of the archived V&A collection is to be considered at the April PDC meeting.

Discussions are ongoing with International Quarter London on their amended masterplans for both their north and south sites, with formal planning submissions expected in summer 2018.

Pre-application discussions are underway with Madison Square Gardens about their proposed music and leisure centre, reported in the media as 'The Sphere'.

Business Planning

The 2018/19 budget submission has been prepared and was approved by the Board on 28 November 2017. The submission was made to the GLA on 29 November as part of the GLA's statutory budget process and a draft consolidated budget was published for consultation by the GLA in December 2017. LLDC attended the London Assembly Budget and Performance Committee on 3 January 2018 and LLDC's budget was included in the Mayor's spending plan published on 26 February 2018. Final Board approval for the Corporation's 2018/19 budget was given in this period.

The long-term plan was last approved in March 2016 by the LLDC Board. Movements and changes in assumptions from the previously approved model have been reflected in an updated model that has been discussed by the LLDC Board pending review by the Chief Executive, the long-term plan will be tabled for formal approval by LLDC's Board and GLA thereafter.

Sustainability

As part of LLDC's advanced mobility programme the Smart Mobility Living Lab (SMLL) consortium of partners who will bring forward the London Connected and Autonomous Vehicle testbed (split between two nodes at the Park and in the Royal Borough of Greenwich) are continuing to engage with key automotive, infrastructure, communications and city stakeholders in order to test the evolving detailed designs for the SMLL testbed. Programme remains on track to open the testbed to customers in 2019.



LLDC is also now under Non-Disclosure Agreement with a number of mobility partners who wish to explore the opportunity to work with LLDC in order to develop innovative mobility solutions.

We have recently been informed that NESTA has chosen London as one of its Unmanned Aerial Vehicle city-challenge areas. Transport for London led an expression of interest that identified QEOP and surrounds as a localised area in which they would like to work through potential UAV use-cases in order to shape the Mayor of London's vision for London. The other test areas for London include City of London and OPDC (who have been added to the expression of interest post hoc).

LLDC has also recently started a piece of research looking at Future Infrastructure trends to help inform the refresh of the LLDC Local Plan. This study will include a state of the art review of global cities innovating in the areas of environmental and digital performance; a horizon scan of likely policy and investment trends in this space and consultation with the Smart London Board; the four host boroughs; the UCL grand challenges panel and local stakeholders in order to help LLDC identify state of the art investment, technology and policy interventions that could help delivered shared SSD objectives.

LLDC is also facilitating discussion with ENGIE and Thames Water to look at the potential to generate heat from sewage waste currently treated at the Old Ford Waste Water treatment plant. A feasibility study is underway.

Communications, Marketing and Strategy

Visitor destination work was largely focused on promoting the ArcelorMittal Orbit and the Park over February half term; and attracting visitors during the Easter holidays (which started late March). Easter is a significant time for attendance, so major campaigns went in to market mid-March, based on our ongoing analysis of successful techniques. ArcelorMittal Orbit activity focused on Zone 1 and 2 escalator panels, Metro, Time Out, local media competitions, and a range of digital channels; the wider Park campaign also used high footfall tube and train stations across London, as well as east London bus routes. To support both, the team arranged a series of Mummy/ Daddy blogger visits to the Park, which have resulted in some highly positive messages in new, relevant channels; and extended the reach of Park News, our community newsletter, more widely into the residential areas surrounding the Park.

In addition, a significant investment of time and resource has been made in ensuring the visitor experience on the Park is of a high quality once visitor numbers increase with the better weather

– repainting trails, replacing flags and pennants, updating maps, trails and Park promotional materials (including the events leaflet and The Park magazine) and dressing areas of hoarding. The North South highway has been a particularly significant hoarding project, stretching from Mandeville Place to Waterden Road, and is now fully decorated – including information about forthcoming Park events and developments, as well as a celebration of the Park’s links with disability and para athletics in Mandeville Place itself.

External affairs work focused on stakeholder engagement in the first part of this period with the Chair and Chief Executive appearing before the Budget and Performance Committee at the London Assembly. LLDC also hosted several visits from key stakeholders during the period including senior members of the Smithsonian’s Board of Regents. The organisation also hosted a presentation and visit to the Park by the All Party Parliamentary Group on Dance.

Two former chairs of the Corporation appeared before the London Assembly’s Budget Monitoring Sub Committee at the end of March to answer questions following publication of the Moore Stephens report into Stadium costs and decision-making in late 2017.

Significant effort was spent managing enquiries following the crowd unrest at the West Ham United versus Burnley match in early March. Several questions were asked at the London Assembly as intense media interest as the story developed in the aftermath of the match.

Health and Safety

The below text is the regular report from LLDC’s Health and Safety consultant, Lawrence Waterman Park visitor numbers were relatively low across the period due to seasonal weather: Accidents remained extremely low with a total of five cycling accidents in total and one road traffic incident occurring in the Park and public realm. Spectator safety remains a key focal point for Park Operations management with a focus on London Stadium events and the associated ingress/egress route security, safety and spectator flows.



Accidents: A cyclist came off his bicycle at the bottom of Clarnico Lane and Carpenters Road, and suffered severe lacerations to his face (London Ambulance attended). Another cyclist fell off his bike by Tallow Bridge, as he turned left on to the bridge he collided with tape that was in place for the run, LLDC events team were informed and removed the tape. The cyclist suffered some cuts, refused first aid by Security Team. In separate incidents, three further people (two adults and one child) also fell off their bicycles.

Ambulances were in attendance in the London Aquatics Centre Car Park following an allergic reaction.

A number of near misses have also been reported in this period:

- A sub-contractor repairing play surface in the South Park did not have their work-area adequately sectioned off. This was addressed at the time and supervisors informed.
- A contractor working on the Bobby Moore Academy secondary school damaged a lamp column on the South Loop Road when he drove passed the column with an unsafe load. A site meeting was held with the contractor and they have taken full responsibility.
- A Stadium wayfinding sign became loose during high winds, this was removed and the Stadium safety team were made aware of this. The Stadium safety team were also informed about a contractor observed reversing across the F10 Bridge with no banksman. A forklift delivering pedestrian barriers to deploy for a West Ham match, escorted by a buggy, was observed driving against the flow of pedestrians attending a gala at the London Aquatics. Once barriers were deployed both vehicles went back over F10 Bridge at higher speed than deemed safe.
- Youths were observed by security photographing each other along the tow path, one youth climbed on to the railing and was lying on top of it.
- A sunken manhole cover on the south lawn was observed and cordoned off.
- Dangerous driving was observed on the top level of the Multi-Storey Car Park.

Weather: adverse weather in this period created some challenges for QEOP but the Winterisation Plan was put into action successfully. The weather led to two unexpected challenges: a burst pipe at the ArcelorMittal Orbit led to it being closed for 4 days and icicles on the London Aquatic Centre roof required walkways to the venue areas around towpaths and slopes to be closed to public for safety until gritting/clearance could take place. Areas around towpaths and slopes were also closed to the public, as were areas that were secondary and tertiary footpaths, until gritting/clearance could take place. The Climbing Wall and Diamond Bridge wooden steps were also cordoned off because of slippery surfaces cause by snow.

Construction

Park Wide: no significant issues have been reported during the period. Public safety remains a key focus for all contractors and observations indicate that this interface continues to be well managed. There is a significant amount of construction on the Park boundaries which poses increased risks with construction traffic flows however these appear to be well managed.

Good standards are being maintained by our **development contractors** and site security remains robust. The health and safety standards observed at our major developments at Chobham Manor, Hackney Wick Station and East Wick and Sweetwater are good to excellent.

An assessment of the Asbestos Management arrangements of the East Wick and Sweetwater contractor was undertaken and found to be in good order. One of our primary focus points in construction is the impact that our projects have on the wider community. All of our projects including both direct and indirectly procured continue to ensure that they continue to deliver safe outcomes for their own teams and of equal importance manage the interfaces between construction and members of the public. This period has once again passed with no construction related incidents involving members of the public.



Surface Water Drainage and Stop Logs: the contractor have commenced their activities and these are being delivered to a good standard. No issues have been reported in relation to these works. Site set up welfare are to a good standard and the standard of housekeeping on sites around the park is good.

Preparations are underway to establish appropriate assurance of the **Stratford Waterfront** development.

Stadium

Having completed the seating transition for football mode, there is now a limited presence supporting the ongoing maintenance and inspection of the structures that are undertaken regularly and post and pre-event. No HS&E issues have occurred during the period. A question was raised in relation to the design and maintenance of the structure – a review confirmed that the designs had been signed off and that the inspection regime is robust. Atkins have been appointed to undertake a design review of the Stadium lower tier relocatable seating structure, sufficient to determine the extent of any modifications necessary in order for Atkins to adopt and warrant the design of the as-installed system.



Property Portfolio

Issues continue at the boundary between LLDC and other occupants of Vittoria Wharf, actively managed by the Estates Team and agents. Matters such as life safety equipment and arrangements are also being discussed with LFB and others. There have been discussions with Balfour Beatty relating to the arrangements for managing fire precautions in Vittoria Wharf, in particular on arrangements for the siting and management of the fire alarm panel.

Staff health, safety and well-being

There was a lift entrapment on in January 2018 in which 2 members of LLDC staff were stuck. The lift was opened by the fire service within 50 minutes. This coincided with another lift being out of service causing major congestion on ground floor. This followed a Network rail member of staff being entrapped in a lift in December which was resolved very quickly. One of the lifts was out of service for some time over the Christmas period. The lift function remains under review.

LLDC is working closely with Westfield Staff on their fire evacuation procedures following a false fire evacuation on 8 February 2018. Westfield will also be carrying out a joint fire safety workshop for their staff and have invited LLDC fire marshals to attend.

KEY RISKS

Summary	Impact	Mitigation	RAG
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.	R
Risk of impact of changes to Board membership on timeliness of decision making.	Programme impacts.	Induction plans and briefings for new Board members.	A
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.	Programme delays, budget impacts.	Continue political engagement work and briefings. Work through implications of withdrawal from the EU.	A
Risk about the impacts of health and safety failures on site.	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.	A
Risk relating to failure to embed fraud and assurance processes.	Financial and reputational impacts.	New finance system implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners.	A

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk of sub-optimal recruitment and retention of staff.	Missed opportunities against LLDC's objectives. Poor staff morale.	High quality recruitment and communications. Remuneration package including benefits. Staff development.	A
Risk relating to information security non-compliance.	Potential loss, theft or corruption of data with reputational and financial impacts.	Information security gap analysis complete, action plan being implemented. Ongoing information security briefings.	G

