



London Legacy Development Corporation Corporate Performance: January to March 2015



NOT PROTECTIVELY MARKED

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 April 2014) 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 theme: **Park Operations and Stadium; Real Estate and Regeneration; Planning Policy and Decisions; and Corporate**. 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. Note that milestones are listed by quarter within financial years (i.e. Q4 2014/15 refers to January - March 2015).

Summary of progress in the quarter January – March 2015

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

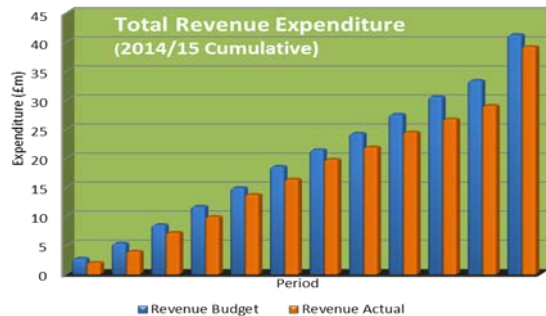
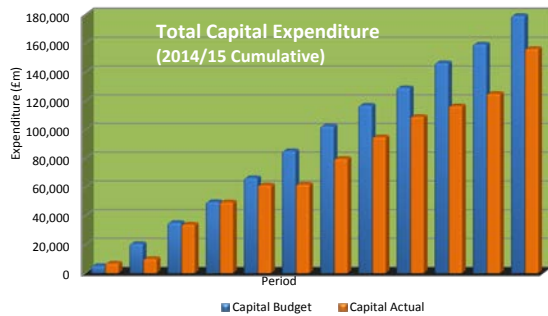
- Places for People and Balfour Beatty appointed as East Wick and Sweetwater developers
- Opened talks with Smithsonian Institute's on presence in Higher Education and Cultural District.
- The international competition to appoint a design team for the Stratford Waterfront project has continued: six teams shortlisted.
- The procurement of a masterplanning team for the UCL site is progressing with five teams shortlisted.
- The creation of a new charity, Foundation for FutureLondon, to help realise the potential of Olympicopolis and Queen Elizabeth Olympic Park
- East Wick School planning approval granted and enabling works commenced
- Announced Vinci as Stadium operator.
- Approval for the adoption of the Community infrastructure Levy charging schedule
- Completion of Local Plan examination hearing sessions.
- Successful first year of London Aquatics Centre, with close to 800,000 visits since opening, marked by Pool Party attended by 5,000 people.
- 2015/16 budget and 10 Year Business Plan approved by GLA and Board
- Free Park WiFi went live
- Public Consultation on Hackney Wick Neighbourhood Centre plans complete.
- Held Apprenticeship Awards at City Hall.
- Motivate East inclusive sport exceeded 3 year target at the end of year 2.

Some of the key goals for LLDC for the period from April to June are to:

- Appoint a design team for the Stratford Waterfront project and a masterplanning team for the UCL site
- Mandeville Place open to the public.
- Delivery strategies for Bromley by Bow agreed
- Hold series of events including FINA NVC Diving World Series
- Reserved matter application for East Wick and Sweetwater approved

- New route for gateway to the Park from Stratford Station opens in June; communication campaign to publicise the change
- New format for this report to be introduced for the next quarter's reporting.

1. Financial Performance Summary							
£'000s	Full year to Mar-15			Full Year to Mar-15			
	Actual	Revised Budget	Variance	Forecast Outturn at Feb-15	Revised Budget	Variance	Original Budget
	Capital Expenditure						
Finance and Corporate Services	5,311	7,835	2,524	6,217	7,835	1,618	12,419
Park Operations and Venues	2,983	6,509	3,526	6,483	6,509	26	5,457
Real Estate	17,140	17,903	763	20,272	17,903	(2,369)	35,841
Regeneration and Community Partnerships	3,125	3,563	438	3,789	3,563	(226)	7,493
Stadium (and other infrastructure projects)	127,788	143,094	15,306	141,372	143,094	1,722	120,184
Transformation underspend 13/14	-	-	-	-	-	-	8,158
Total Capital Expenditure	156,347	178,904	22,557	178,133	178,904	771	189,552
Revenue Income							
Park Operations and Venues	(1,920)	(2,102)	(182)	(1,400)	(2,102)	(702)	(2,102)
Planning Policy and Decisions	(845)	(400)	445	(900)	(400)	500	(400)
Real Estate	-	-	-	-	-	-	(172)
Total Revenue Income	(2,765)	(2,502)	263	(2,300)	(2,502)	(202)	(2,674)
Revenue Expenditure							
Communication, Marketing and Strategy	928	989	61	600	989	389	389
Finance and Corporate Services	20,857	21,782	925	17,094	21,782	4,688	21,213
Park Operations and Venues	12,660	15,633	2,973	14,155	15,633	1,478	17,096
Planning Policy and Decisions	621	837	216	750	837	87	837
Real Estate	416	453	37	470	453	(17)	1,162
Regeneration and Community Partnerships	2,525	2,652	127	2,622	2,652	30	2,873
Stadium	1,176	705	(471)	868	705	(163)	705
Total Revenue Expenditure	39,183	43,051	3,868	36,559	43,051	6,492	44,275
Total Net Revenue Expenditure	36,418	40,549	4,131	34,259	40,549	6,290	41,601
Trading net (surplus) / deficit							
3 Mills Studios	(572)	393	965	(288)	393	681	393
AMO trading	520	(1,189)	(1,709)	264	(1,189)	(1,453)	(1,189)
Copperbox and Aquatics Centre	642	524	(118)	1,314	524	(790)	524
Timberlodge	(68)	20	88	(95)	20	115	20
Total Trading net (surplus) / deficit	521	(252)	(773)	1,195	(252)	(1,447)	(252)



£'000s	Full Year to Mar-15			Full Year to Mar-15			
	Actual	Revised Budget	Variance	Forecast Outturn at Feb-15	Revised Budget	Revised budget vs. forecast	Original Budget
Total Capital Expenditure	156,347	178,904	22,557	178,133	178,904	771	189,552
Revenue - Income	(2,765)	(2,502)	263	(2,300)	(2,502)	(202)	(2,674)
Revenue - Expenditure	39,183	43,051	3,868	36,559	43,051	6,492	44,275
Net Revenue	36,418	40,549	4,131	34,259	40,549	6,290	41,601
Trading net result	521	(252)	(773)	1,195	(252)	(1,447)	(252)

Capital

Capital expenditure is £22.6m (12.6%) underspent at full year against the revised budget, primarily due to underspends in Stadium, Park Operations and Venues and Finance and Corporate Services.

- Park Operations and Venues is £3.5m underspent in the full year mainly due to the recognition of a £3.2m payment to Canals and Rivers Trust as a pre-payment (the expenditure will be released in future to match the period to which it relates) and slippage of £0.8m for the Parkwide paths goldtopping project.

- Stadium (and other infrastructure projects) costs are £15.3m lower than revised budget due to the timing difference between the costs incurred by E20 Stadium and the capital injections from LLDC.

- Finance and Corporate Services capital underspend of £2.5m against budgets reflects unused contingency which will be carried forward to match against continuing risks.

- Real Estate is £0.8m underspent to date: Infrastructure projects such as the MSCP cladding works have experienced delays in procurement and planning and expenditure will slip into 2015/16. The Twelvetrees Crescent ramp to the Leaway towpath and the Ecology Area projects are experiencing delays due to design changes and negotiating agreements with stakeholders, which mean these projects are likely to slip further into 2015/16.

Revenue

Revenue expenditure is underspent by £3.9m year-to-date due to the EFM review within Park Operations and Venues and a £0.8m reversal of prior-year accruals in Finance and Corporate Services.

Trading

3 Mills continues to outperform revenue expectations for year to date net income (at £1.0m ahead of budget), however this is offset by performance on other venues.

1. Park Operations and Stadium

The work in this area in 2014/15 was focussed on ensuring that following the opening of Queen Elizabeth Olympic Park (the Park) and its venues in April 2014 that the Park and venues were carefully managed and maintained, to ensure a reputation for quality and safety, and to maximise visitor numbers and spending for local businesses. This was underpinned by major sporting and cultural events preserving and enhancing the spirit of 2012, and a wider programme of events at all scales ensuring repeat visits from local people and the wider audience.

This area also includes work to convert the Stadium into a multi-use venue which will re-open temporarily for major events such as the Rugby World Cup matches in 2015, then permanently prior to the start of the football season in summer 2016 for its concessionaires, West Ham United Football Club and UK Athletics.

Progress against major milestones and targets

Milestones for completion in 2014/15 and early 2015/16	Estimated date and comment
Defects resolved for Aquatics Centre and Copper Box Arena	A few minor defects remain outstanding in Aquatics Centre and a programme has been agreed to close them. Floor replacement works in Copper Box Arena confirmed to commence 20 th June 2015.
Hold Revolution track cycling	Revolution track cycling held at the Lee Valley VeloPark in December 2014 and in February 2015.
Complete installation of signage and wayfinding	Permanent installation of signage and wayfinding was completed in December 2014 with some delays to final legacy items this quarter, but not to the detriment of Park operations.
Stadium: naming rights partner announced	A new strategy has revised this milestone.
Appoint Park and Stadium events operator	Vinci appointed as Stadium Operator.
Achieve and maintain Green flag status for the Park (2015/16)	Green Flag status awarded a year earlier than scheduled. A 'mystery shopper' visit will be made by the judges during Summer 2015, and the results will be released in the third quarter.
Stadium complete for Rugby World Cup (2015/16)	Work on the Stadium Transformation in this quarter is on track for the target re-opening for the Rugby World Cup in Summer 2015.

Targets and performance for 2014/15	Performance and Commentary
Visitors: Annual target of 3.5m visitor to the Park	3,894,926 (as of March) people have visited the park in 2014/15.
Copper Box throughput	423,745 (as of March) people have visited the Copper Box Arena in 2014/15.
Aquatics Centre throughput	777,484 (as of March) people have visited the Aquatics centre in 2014/15.

Commentary on key projects

The **south of the Park** opened to the public on Saturday 5 April 2014 for the first time since the London 2012 Olympic and Paralympic Games. 3,894,926 visitors went to the Park in 2014/15, The Park has been animated by a number of events, summarised in the section below.

The ArcelorMittal Orbit visitor attraction also opened in April 2014 with two spacious viewing platforms at 76 and 80 metres high, visitors can see over 20 miles across London and newly installed interactive technology enables guests to get close up to the breath-taking views. The ArcelorMittal Orbit had attracted almost 124,000 visitors by the end of March 2015, and is now ranked 296 out of the 924 attractions in London on Trip Advisor, with a rating of 4/5. The Bricks in the Sky exhibition of London inspired LEGO® models at ArcelorMittal Orbit proved very popular . It has also hosted 661 abseils, and a number of Saturday yoga sessions.

Since opening on 1 March 2014 almost 800,000 people have visited the **Aquatics Centre:** the 50 metre competition pool is available for lane and fitness swimming as well as family sessions. It has been successfully hosting the Better Swim School, school holiday Extreme Aqua Splash Inflatables sessions, and a Pool Party to celebrate one year of its opening, attended by almost 5000 people, as well as being open for lane, fitness, and family swim sessions. In 2016 it will host the European Swimming Championships.

During this period, the **Copper Box Arena** hosted the successful delivery of the high profile Netball event – Surrey Storm vs Hertfordshire Mavericks and London Lions basketball matches. It has also hosted community events such as International Women’s Day, several LYG sports days, and a Tea Dance. The Arena is also open for use by the community including a sports hall for activities such as badminton, an 80 station gym, and two studios, and is exceeding monthly sales and membership targets: over 470,000 people have visited in 2014/15.

Other Events: The 60 bus bus sculptures to celebrate the Year of the Bus proved very popular with visitors, and as a result remained on the Park longer than originally planned. A programme of Half Term and Easter Holiday community sports activity programme also took place on the Park. The Winter Revolution Track league cycling took place in the Velodrome.

Stadium: The Legacy Corporation, on behalf of E20 Stadium LLP, is working 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. A significant milestone was met in February

2015 with the installation of the first floodlight tower. The 18m floodlight paddles will each house between 8 and 41 lamps, many of which are original lamps that shone over the Stadium during London 2012, and the triangular design has been kept to reflect the iconic Games-time shape. As of 31 March 2015, the front roof paddles were 79% complete, the purlins and bracing 54% complete, and the covering to the rear roof 63% complete. The works to complete the roof works were on track to be finished by the end of April.

The first Rugby Union Match at the Stadium has been announced with Barbarians to play Samoa on 29th August 2015, and the Stadium will host the Rugby League International on 14th November 2015 with England facing New Zealand. The intention to hold Diamond League athletics in Summer 2015 has been announced by UK Athletics with our agreement. During this period West Ham have put their season tickets on sale for the opening season 2016/17.

The **Active People Active Park** programme, funded by a grant from Sport England, has already surpassed the annual target for participation after just nine months, and came to the end of its first year at the end of February. Since opening, the Park has engaged over 35,000 individuals in activity, resulting in over 58,000 attendances. The unique participant figure for year one exceeds the total three year projected target for the project, and the attendance figure has reached 86% of the combined first and second year target. New partners are continuing to join the programme and contribute, including for example West Ham United Community Football Trust providing half term activity in the Park. As part of major events on the Park a number of National Governing Bodies are looking to join the programme to increase activation.

Key Park Opening and Operations and Stadium risks:

Summary	Impact	Mitigation
Amber risk that the construction programme for the Stadium will slip	Significant reputational, financial and operational impacts.	Close monitoring of construction, engagement with partners.
Green risk relating to budget overruns for the Stadium.	Significant financial and reputational impacts	Cost control, close budget monitoring and reporting
Green risk relating to Park visitor numbers and experience	Significant reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Investigate future opportunities, particularly relating to Olympicopolis.
Red risk relating to security on the Park and the threat level.	Reputational, operational and financial implications.	Monitoring threat levels across the Park and implementation of new initiatives.
Amber risk relating to impact of remedial works for Copper Box Arena and Aquatics Centre on operations	Significant financial and reputational impacts.	Ensure management of remedial works is monitored closely and issues identified and dealt with promptly. Develop and implement a communications plan. Investigate insurance position.
Amber risk about the impacts of serious accidents or episodes of significant ill health on site	The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational	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

	damage.	Management Partner.
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2. Real Estate and Regeneration

Real Estate

The work in this area in 2014/15 included working towards the delivery of vibrant new places: new homes, workplaces and community facilities will be built and managed in partnership with developers and investors, with the mix of uses and tenures, high quality design and excellent environmental standards that will create places that work. This included commencement of construction of housing at the Corporation's first housing development at Chobham Manor and sales of properties in this development. It also included preparing for the next phases of housing on the Park at East Wick and Sweetwater and working with partners to deliver two schools on the Park.

The Real Estate directorate is also delivering construction projects across the park including connectivity projects. It is also working closely with partners to improve neighbourhoods outside the Park, in particular in Hackney Wick and Bromley by Bow.

The Legacy Corporation is also working with central Government, the Mayor of London and potential partners with the aim to emulate the legacy left in South Kensington by the Great Exhibition, by promoting the Mayor's vision for a Cultural and Higher Education quarter in the Park (known as Olympicopolis, comprising cultural facilities, education and research institutions and workspaces, to stimulate job creation and economic growth.

Progress against milestones

Milestones for completion in 2014/15 and early 2015/16	Estimated date and comment
Chobham Manor developer on site	Complete: The first residents will be able to move in from August 2015 in time to register for schools by September.
East Wick & Sweetwater developer procurement complete	Complete. Places for People and Balfour Beatty have been appointed and contract signed in February 2015.
Olympicopolis development agreements complete	Heads of Terms with Sadler's Wells, UAL, UCL and V&A have been agreed. Agreements for Lease with Sadler's Wells, UAL, UCL, and V&A are all progressing through the quarter, with on-going legal negotiations. Target dates for AfLs are July, with an extension to September under review.
Here East start on site to fit out Press & Broadcast Centres	Complete: Following the granting of the lease to Here East construction commenced in Q3 2014/15.
East Wick School - submit planning application	Complete: Planning application submitted in Q3 2014/2015.
East Wick School construction commences	Complete: enabling works commenced in February 2015.
Legatum all through school: planning application submitted	Complete: two planning submissions submitted for both primary and secondary schools in Q4 2014/15.

Delivery strategies for Bromley by Bow agreed	A Development Framework has been agreed with the landowner group, delivery strategies will be produced as part of this work in Summer 2015.
Olympicopolis outline business case approval	Complete: the announcement was made in December 2014 agreeing the funding for the Olympicopolis Business Case.
Hackney Wick Station construction commences (2015/16)	Construction is scheduled to commence in Autumn 2015 for completion in Easter 2016.
Set up of Estates Management body	LLDC Investment Committee to be updated on options to create an Estates Management body in light of Olympicopolis developments.
Legatum all through school construction commences (2015/16)	Construction is scheduled to commence in 2015/16.
Hackney Wick Neighbourhood Centre submission of outline planning application (2015/16)	On track for submission in Q3 2015/16, supported by approval for Business Case, landowner meetings and planning discussions in this period.
Olympicopolis full business case approval (2015/16)	Further work with partners to complete the Full Business Case, expected in mid 2016.
Canal Park Opens (2015/16)	Complete: Canal Park phased opening commenced Q3 2014/15.

Commentary on key projects

Cultural and Higher education district: Good progress has been made to support delivery of the Mayor's 'Olympicopolis' vision, including the Smithsonian Institute's decision to open official talks with the Legacy Corporation on creating a new London base in the Park. This decision follows a series of meetings between the Smithsonian, the Mayor and LLDC. If negotiations are successful the Smithsonian would take up residence alongside the Victoria and Albert Museum, University of the Arts London and Sadler's Wells on the scheme on Stratford Waterfront. University College London (UCL) will also create a new university campus to the south of the ArcelorMittal Orbit.

Together these projects will create a world-class education and cultural district on the Park, bringing together outstanding organisations to showcase exceptional art, dance, history, craft, science, technology and cutting edge design. Olympicopolis is expected to deliver 3,000 jobs, 1.5 million additional visitors and £2.8 billion of economic value to Stratford and the surrounding area.

The international competition to appoint a design team for the Stratford Waterfront project has continued. Six teams have been shortlisted for the second stage, with an appointment to be made in Spring 2015. The procurement of a masterplanning team for the UCL site is progressing with five teams shortlisted following the Pre-Qualification Questionnaire stage. The Invitation to Tender was launched in January 2015 and the appointment is expected in April 2015.

A new charity, Foundation for Future London, has been created to help realise the potential of Olympicopolis and Queen Elizabeth Olympic Park.

The charity aims to ensure, through the promotion of arts, culture, science and education, that the arrival of world class institutions can successfully raise expectation and aspiration and provide the stepping stones towards a wider aspiration for east London.

The Foundation for FutureLondon will work closely with the partners of the 'Olympicopolis' project and will also work with University College London on its new campus to the south of the ArcelorMittal Orbit.

The Legacy List, launched in 2011 to build on the arts and cultural legacy of the London 2012 Olympic and Paralympic Games, will merge with the Foundation for FutureLondon and will continue to deliver an arts and culture programme on the Park and locally. Some members of The Legacy List's Board will move to become Trustees of the Foundation.

Chobham Manor development: November 2012 LLDC entered into a development agreement with Chobham Manor LLP (a joint venture between Taylor Wimpey and London & Quadrant). The development will contain 75% family housing (defined as 3 beds or more) as this is a planning requirement and will be supported by facilities including a nursery and community spaces.

The first units are due to be occupied from late 2015 onwards and residential sales have been very successful. Construction of the first block is progressing and is on programme for completion for the end of August 2015. A compliant scheme has been designed with 870 units, increased by 42 units without requiring any additional floorspace, which is a very positive outcome for LLDC and Chobham Manor LLP. Chobham Manor has also won a Considerate Constructors Award.

Press Centre and Broadcast Centre (Here East): It has been confirmed that the leading international choreographer Wayne McGregor and his company will open a new world-class arts space in the Here East buildings on the Park in 2016. As the first cultural organisation to move into the Park, Studio Wayne McGregor will comprise of three studios and additional work spaces, Studio Wayne McGregor will host all of McGregor's creative work alongside artist development and creative learning programmes. The construction programme is on schedule: internal areas are being handed over to Loughborough University and the major focus is installing steel into the floor and painting the steel ready for glass to be fitted. The site is considered to be an exemplar for health and safety.

Legacy Communities Scheme: The Legacy Communities Scheme planning application to deliver comprehensive mixed use development on the Queen Elizabeth Olympic Park was granted outline planning permission in September 2012. Work is ongoing to ensure that LLDC monitors and discharges its planning obligations relating to the LCS. LLDC has completed the majority of submissions of pre-commencement discharge of S106 and conditions to the planning authority, the majority of approvals are expected to be completed in this period.

LCS Phase 2 – East Wick and Sweetwater: Legacy Corporation has announced that Places for People and Balfour Beatty have been appointed to bring forward plans to create new neighbourhoods in East Wick and Sweetwater and signed agreements. The plans include building up to 1,500 new homes with up to 30 per cent affordable and 500 private homes to rent on the Park, six years ahead of the original masterplan. Work to develop East Wick and Sweetwater will create a vibrant new community on the west of the Park linking to existing communities in Hackney Wick and Fish Island, the view is to complete the development in 2023.

The Legacy Corporation is also working with partners towards the early delivery of two **Legacy Community Scheme schools:** The East Wick Primary School (Mossbourne

Primary Academy School) is progressing with the reserved matters planning application approved in February 2015. The enabling works have started on site. The school will begin a phased opening in September 2015 with a 30 place reception class to be located temporarily at Brook Community Primary School in Hackney. The school is planned to open in its permanent location in September 2016. The Legatum Academy, a split-site all-through school consisting of a two form entry primary school at Sweetwater and a six form entry secondary school at Stadium Island, will be operated by the David Ross Education Trust and has a planned opening date of September 2016.

Improvements to **Hackney Wick Station** have been identified as a key factor in helping to unlock the full economic potential of Hackney Wick. LLDC has secured a loan of £8.5m from the London Enterprise Panel (LEP) for improvements to the station. The improvements include new routes to reduce journey-times between the station and HereEast and the Queen Elizabeth Olympic Park, a new and enlarged station concourse, the installation of lifts to the platforms, and the creation of a new north-south pedestrian route for both passengers and other pedestrians under the railway embankment. Work is ongoing with partners on the station design.

Discussions are also progressing well with LB Hackney and other landowners relating to development of the neighbourhood centre in **Hackney Wick**: Work is progressing with a research and mapping piece on existing community facilities. Public consultation took place in February 2015.

F03 bridge had a major section lifted and removed for refurbishment prior to replacement, the in-depth pre-planning by Bam Nuttall was carefully reviewed in advance, and the works proceeded effectively with good public protection.

The **Canal Park**, the newest part of the Park began to open in December 2014. The Canal Park, alongside the Lee Navigation canal on the west of the Park, is opening in stages to allow for the planting in the area to fully bed in. Once fully open it will become new natural space and an active waterfront for local residents and visitors to enjoy.

Key Real Estate risks:

Summary	Impact	Mitigation
Red risk relating to the remaining major construction work inside and outside the Park in particular where dependent on external partners and funding.	Significant financial and reputational risks.	Working closely with delivery partners and funders. Ensure political support and good communication.
Red risk that increased construction costs in London will impact on the Legacy Corporation's capital projects.	Financial implications, reduced scope for capital projects	Early cost reports, tight monitoring, value engineering where required.
Red risk that the higher education and cultural quarter – 'Olympicopolis' – will be delayed or costs will be more than anticipated.	Reputational damage, delays and cost overruns	Effective design management and coordination. Close work with partners. Robust risk management. Baseline Report exercise.

Amber risks on design, programme, and budget relating to the delivery of the All Through (Legatum) School.	Reduced design quality of the school, missed deadlines and financial impacts.	Close working with partners, budget and programme monitoring.
Amber risk relating to the funding and programme of East Wick School.	Significant financial and reputational impacts.	Design viability work. Innovative design solutions. Investigate other sources of funding.
Amber risks relating to ensuring that there is funding in place to deliver Olympicopolis.	Significant financial and reputational impacts.	Funding secured from HMG, GLA, Partners. Foundation for FutureLondon established.
Amber risk that there are challenges to the ability of LLDC to return expected capital receipts.	Significant financial and reputational impacts.	Close working with GLA. Consider alternative deal structures to support increased receipts
Green risk that related development projects undertaken by other organisations are not successful.	Negative knock on effect on the success of the Park.	Close work with partners to influence developments and monitor progress. Integration of approach with LLDC socioeconomic workstreams.

Regeneration and Community Partnerships

The work in this area in 2014/15 includes developing a range of projects to help deliver regeneration and convergence in the Park and its surrounding area. These include socio economic projects around jobs, skills and business engagement; projects to promote equalities and inclusive design, engagement with the local community; projects promoting arts and culture; and projects relating to design and public realm improvements inside and outside the Park.

Progress against major milestones

Milestones for completion in 2014/15 and early 2015/16	Estimated date and comment
Business Case approval for Hackney Wick development and delivery strategy	Complete, Business Case was approved by EMT in Jun 2014.
ELMO evaluation and Arts Council report completed	Complete: an Arts Council evaluation and report received in January 2015.
Rothbury Road Hub 67 build complete	Complete and open to the public.
Legacy Careers – complete Phase 2 Legacy Careers programme in 15 secondary schools	Phase 2 of Legacy Careers in schools completed.
NPD 2014 successfully held	Complete: NPD held on 30th August 2014, with 29,000 people in attendance.
Ensure future phases of LCS contribute to the LCS offset mechanism	All bidders have committed to using the offset mechanism for PDZs 4 and 5 This will be kept under review throughout the drafting of the development agreement.

<p> pudding Mill Lane: Masterplan complete and preferred option for Pudding Mill Lane agreed</p>	<p>Complete: The Masterplan is complete and preferred options were agreed in Q2 2014/15.</p>
<p>Leaway: complete phase 1 (2015/16)</p>	<p>Due for completion in Q2 2015/6.</p>

Targets	Performance and commentary
<p>Construction workforce targets:</p> <ul style="list-style-type: none"> - 25% of the workforce have permanent residency in Host Boroughs - 10% of the workforce were previously unemployed - 25% of the workforce are from BAME groups - 5% of the workforce are women - 3% of the workforce are disabled - 3% of the workforce are apprentices 	<p>As of the end of March 2015 the majority of workforce targets have been met or exceeded:</p> <ul style="list-style-type: none"> - 27% of construction employees working on the Park are Host Borough residents - 7% of the workforce were previously unemployed - 54% of the workforce are from BAME groups - 6% of the workforce are women. - 5% of the workforce are disabled - 3% of the workforce are apprentices
<p>Copper Box Arena and Aquatics Centre workforce targets:</p> <ul style="list-style-type: none"> - 70% of the workforce have permanent residency in the Host Boroughs - 55% are from BAME groups - 50% are women - 3-5% are disabled 	<p>As of the end of March 2015 the workforce performance is shown below:</p> <ul style="list-style-type: none"> - 70% workforce Host Borough residents - 38% workforce are BAME - 45% workforce are women - 3% workforce are disabled
<p>Estates and Facilities workforce targets:</p> <ul style="list-style-type: none"> - 70% of the workforce have permanent residency in the Host Boroughs - 25% are from BAME groups - 30% are women - 5% are disabled 	<ul style="list-style-type: none"> - 71% workforce Host Borough residents - 54% workforce are BAME - 27% workforce are women - 5% workforce are disabled
<p>The Chobham Manor allowable solution programme will ensure zero carbon emissions for the development.</p> <p>A full list of sustainability targets can be found in the Sustainability Guide at Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf">http://www.londonlegacy.co.uk/media/LLDC>Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf</p>	<p>The Chobham Manor allowable solution programme was agreed in 2014/15.</p> <p>Performance against other sustainability targets to be measured and reported in the annual sustainability report.</p>

<p>Community Engagement: By March 2016: 195 people supported to achieve training or qualification certificates through community projects</p> <p>Number of Echo members paying subscription fees from 2015 (at least 1000)</p>	<p>To date 110 arts awards have been achieved as follows; 20 achieved Silver Arts Awards – Voice of East London 90 achieved Arts Awards – Great British Carnival.</p> <p>By June 15 we will have an additional 20 Arts Award Certificates through Voice of East London project By Nov 2015 we will have an additional 30 Arts Award certificates through U fest Street team By Dec 2015 we will have an additional 20 Level 1 City and guilds course in Cycling mechanics through Build a Bike project By March 2016 we will have additional 100 level 1 and 2 AQA Horticulture and gardening training as well as City and Guilds level 2 Roots to employment certificates</p> <p>The board has decided to delay member subscriptions until 2016 at the earliest.</p>
<p>Sport and Healthy Living and Paralympic Legacy: 26,000 opportunities to participate in inclusive sports and physical activity delivered by 2015/16 as part of 'Motivate East' in partnership with Sport England.</p> <p>Recruitment of 60 Paralympic Legacy Ambassadors (now called Para-Legacy Agents) reaching 600 people over the three years.</p> <p>To March 2017: Engage 100,000 people in community sports project including Paralympic sports</p>	<p>Motivate East has reached 19,764 disabled people who have participated in the programme, exceeding the target for the project of 13,793 participants</p> <p>84 Para-Legacy Agents have been trained, 659 people have been reached by these volunteers.</p> <p>Paralympic Legacy figures are above; Active Park Active People sessions are being delivered and are exceeding targets: a throughput of 58,273 against a target of 28,358.</p>
<p>Arts and Culture: Engaging directly with over 70,000 people (from 2013/14 to 2015/16) through activities with artists, cultural festivals, mentorship scheme, outdoor performances, creative workspaces, and Art in the Park</p> <p>Days of cultural activity in and around the park Supporting 30 jobs in the arts by March 2016</p> <p>Commissioning 15 new artworks on the Park by March 2016</p>	<p>The latest figures show direct engagement with 138,781 people. This figure does not include Park visitors who have enjoyed or interacted with the artworks, both temporary and permanent in the Park, which would significantly increase this number if counted 271 days by March '15</p> <p>66 by March '15(quantified as either direct or indirect employment)</p> <p>71 by March '15</p>

Commentary on key projects

Inclusion and Paralympic Legacy:

In celebration of the most successful Paralympic Games ever, the Legacy Corporation has continued to deliver its **Paralympic Legacy** programme. As a part of that programme, the inclusive sport project **Motivate East** is exceeding participation targets. The project has officially hit its three year targets at the end of year two providing over 26000 opportunities and training more than 70 para legacy agent. The project is being used as an exemplar by

Sport England and discussions are being held about extending the project beyond 2016 and adding an eighth borough to the scheme for the same price.

Registration for **National Paralympic Day** has launched. The event will take place on the Park on 26 June 2015 which is the final day of Sainsbury Anniversary games which will be held from 24 to 26 June 2015. NPD will include Paralympic and World swimming medallists competing in the iconic London Aquatics Centre.

Wheelchair Rugby World Cup: the Legacy Corporation is advanced talks about holding an event at same time as Rugby World Cup. This would be first time that a world wheelchair sporting event has been held as part of a World Cup event.

Socio Economic projects:

The Legacy Corporation has continued its programme to help provide opportunities on the Park to encourage jobs, skills and apprenticeships. Outcomes from the **Legacy Careers** programme, delivered to 15 schools in the Host Boroughs, include:

- 41 'Legacy Career' days in 9 growth borough schools supported by 50 business volunteers benefiting 1,300 young people
- 8 career workshops – Passport to Opportunity - will be delivered in March 2015 at the Podium targeting 1,600 young people to engage with prospective employers and build the necessary skills needed for the world of work.
- 5 work experience placements.
- A rolling mentoring scheme.
- 2 finale events where school pitched their business plans to a panel of judges.
- An evaluation which shows that on average young people participating in Legacy Careers significantly increased their awareness of careers and their 'careers skills'.

To date, UCL and the V&A have engaged in the Legacy Careers programme. UCL set a challenge for young people to brainstorm and develop concepts for uses of UCL community space and UCL volunteers participated in a variety of sessions from career insights to mock interviews

To celebrate the latest cohort of Legacy Apprentices, LLDC hosted a very successful and well attended Apprenticeship Awards on Wednesday 4 March 2015 at City Hall. The awards recognised the work of apprentices on the Park, highlighted the Legacy Corporation's commitment to apprenticeship delivery and demonstrated the business benefits of employing apprentices. The awards were supported by the production of a film which included an interview with one of the Legacy Corporation's in-house apprentices; there is a link to the film on the Legacy Corporation's

website: <https://www.youtube.com/watch?v=h2KLhhIUHlw&feature=youtu.be> .

Community Engagement:

Work has continued on the **Go! Schools Network** which aims to connect 65 secondary schools in the four local boroughs to opportunities in the Park. 63 schools have signed up so far and the project has recently been extended to include 250 primary schools, particularly the 40 primary schools closest to the Park. 31 primary schools have signed up to date and the CEO attended the official launch of the Go! Schools network to Primary schools presenting Gainsborough Primary school with the first Go! plaque. The Go! schools network teacher forum was held at the Aquatics Centre with 45 school representatives in attendance, with the next one scheduled to take place in Spring for Primary school head teachers.

The **Hub 67**, based at 67 Rothbury Road, next to Frontside Skate Park has opened as a new focal point for residents, hosting events, classes and community groups. Its launch

event was held successfully with over 200 local people attending, (including an Eastenders cast member who lives locally). The Hub has been used in some form every day since opening. A hub manager is in the process of being appointed and they will work with the community steering group already in place.

The Legacy Corporation spoke at a No 10 Downing Street round table on **Sharing Economy** and contributed to and is cited in the recent Government report. A series of research mapping workshops is also underway with the Legacy Corporation, Echo and Nesta to develop and demonstrate the emerging role of the sharing economy within urban regeneration.

In January 2015 the Legacy Corporation launched **ShareEast**, www.shareeast.co.uk, a peer to peer community trading network connected to the Echo platform, across East Village and the Chandos area. The Newham Recorder covered the first community cookery class held at Chobham Academy with a very positive piece and there has been good social media activity. Already 60 members have joined and four group workshops have taken place.

Physical Regeneration:

The project to provide a new station entrance at **Stratford Regional Station** from the Carpenters Estate is being developed. The design team and the project management team have both been appointed and project is progressing well. Procurement of contractors will take place ahead of the anticipated start date of March 2016.

Work is continuing on the **Hackney Wick Neighbourhood Centre** with a research and mapping piece on existing community facilities. Public consultation has now launched and will continue until end of Feb. Work continues on improvements at Hackney Wick Station, construction options are being investigated and the scheme is due to complete in Spring 2016.

Arts and Culture:

Progress on developing Olympicopolis cultural stakeholder relations continues, and will now become the focus of LLDC Arts & Culture work going forward on a long term basis.

Sustainability:

The Earth Hour celebration on the Park was attended by over 300 people.

Key regeneration risks:

Summary	Impact	Mitigation
Green risk relating to construction communications	Impacts on the reputation of the corporation	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work
Amber risk relating to meeting priority theme targets and wider regeneration aspirations	Significant reputation impacts	A strong set of targets agreed through procurement and contracts. Close working with Partners

Planning Policy and Decisions

Progress against major milestones

Milestones for completion in 2014/15	Estimated date and comment
Local Plan: Complete publication local plan consultation	Completed: Consultation closed on 6 October 2014.
Local Plan: Complete modifications following consultation and preparation of documents for submission	Completed Q3 2014/15
Local Plan: Submission of Local Plan	Complete: The Local Plan was submitted to the Secretary of State on 21 November as scheduled and since then the examination of the Plan took place in March 2015.
Section 106: submit annual monitoring report to Board	Report was agreed at the January 2015 Board Meeting.
Draft CIL Charging Schedule	The Board considered this report at its January 2015 meeting. The CIL Charging Schedule was agreed, with a charging start date of 6 th April 2015.

Targets

Targets	Performance and commentary
At least 70% of applications determined in time	Targets met in each month in this period (January 85%; February 82%; March 76%)
Number of enforcement cases closed per month	6 cases closed in this period, 35 open to the end of March.

Commentary on key projects

Examination hearing sessions into the soundness of the **Local Plan**, which took place in March 2015, and the Legacy Corporation has proposed a number of main and minor modifications to the Local Plan. In accordance with the Town and County Planning (Local Planning) (England) Regulations, 2012 these modifications will be consulted upon for six weeks. Further details are available on the Legacy Corporation's website: <http://queenelizabetholympicpark.co.uk/our-story/transforming-east-london/local-plan/examination-of-the-legacy-corporation-local-plan>

Following Board approval of the **Community Infrastructure Levy** in January 2015 to adopt the Charging Schedule, work is underway to publicise and preparing for the commencement of CIL charging from 6 April 2015.

Key Planning Policy and Decisions Team risks:

Summary	Impact	Mitigation
Amber risk about any delays to the programmes to develop the Local Plan and the Community Infrastructure Levy (CIL).	Negative financial and reputational impacts for the Corporation.	Evidence gathering, consultation, and independent examination. Progress monitored regularly by LLDC Board.

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, procurement and communications.

Corporate

Progress against milestones

Milestones for completion in 2014/15	Estimated date and comment
Unqualified Audit Opinion	Complete: The Legacy Corporation received unqualified accounts for 2013/14. The accounts were approved by the Board in September 2014.

Targets and performance for 2014/15	Performance and Commentary
<p>Health and safety: Targets are to complete transformation 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</p>	<p>No fatal injuries on site to date. No life-changing injuries have occurred in this period. No reportable accidents have occurred in this period.</p>

Commentary on key projects

As part of the Smart Park initiative free Park WiFi went live as planned on 31 March and has already been used by over 800 visitors, with feedback so far being very positive. An app is due to be launched in the next quarter.

The corporations new financial IT system was procured in this period and implementation has commenced for roll out to the business early in the new financial year.

The GLA Board approved the 2015/16 budget and work has continued to develop more detailed Directorate level budget packs.

Key corporate support risks:

Summary	Impact	Mitigation
Red risk of changed VAT recovery rate for the Legacy Corporation.	Significant financial implications.	Ongoing discussions with HMRC. Tax advisors providing support.

<p>Green risk that the Corporation does not have the capacity to deliver on areas of activity, particularly after the current comprehensive spending review period.</p>	<p>Impacts on the legacy programme, damage to the Corporation's reputation and increasing costs.</p>	<p>Ensure efficient use of available resources and continue to review organisational design. 10 year plan approved by Board and Mayor.</p>
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