



# **Three Year Business Plan 2014/15-2016/17**

**BUDGET SUBMISSION DRAFT FOR GLA BUDGET  
PROCESS, APPROVED BY LLDC BOARD  
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## Table of Contents

<b>1. INTRODUCTION .....</b>	<b>1</b>
<b>2. VISION AND STRATEGY.....</b>	<b>2</b>
2.1 Vision and objectives .....	2
2.2 Three year objectives and measures.....	4
2.3 Financial and commercial strategy.....	6
2.4 Partners and stakeholders .....	7
<b>3. PERFORMANCE IN 2013/14.....</b>	<b>8</b>
3.1 Summary of milestones for 2013/14 .....	8
3.2 Progress against performance measures .....	8
3.3 Financial performance.....	8
<b>4. PARK OPENING AND OPERATIONS .....</b>	<b>9</b>
4.1 Principal areas of work.....	9
4.2 Budgets .....	11
<b>5. REAL ESTATE AND REGENERATION .....</b>	<b>12</b>
5.1 Principal areas of work.....	12
5.2 Budgets .....	14
<b>6. PLANNING AUTHORITY .....</b>	<b>15</b>
6.1 Principal areas of work.....	15
6.2 Budgets .....	15
<b>7. CORPORATE.....</b>	<b>17</b>
7.1 Principal areas of work.....	17
7.2 Budgets .....	17
<b>8. FINANCIAL SUMMARY .....</b>	<b>19</b>
<b>9. CORPORATE RISKS .....</b>	<b>21</b>
<b>10. CORPORATE INFORMATION .....</b>	<b>23</b>
<b>ANNEXE: MILESTONES AND MEASURES .....</b>	<b>25</b>

# 1. INTRODUCTION

London Legacy Development Corporation (the Legacy Corporation) has prepared this draft business plan to cover the three years from April 2014 to March 2017. It has been drafted in November 2013 to accompany the Legacy Corporation's budget submission to the Greater London Authority, which covers the first two years of this period. The plan will be revised and updated once the GLA budget process has concluded, in February 2014.

In the period between April and October 2013, the Legacy Corporation made major strides in delivering its objectives:

- Works have started on the Stadium, following the award of the lead concession to West Ham United Football Club;
- The Press and Broadcast Centre lease has been granted to iCITY, and BT Sport have started broadcasting from the Broadcast Centre as the first tenant;
- An events programme including the Anniversary Games, concerts, community events, and National Paralympic Day brought 700,000 people to the Park over the summer;
- The North Park, Copper Box Arena, Timber Lodge and Tumbling Bay Playground opened to the public, as did a new bridge linking the Park to Hackney Wick;
- The zonal masterplan for 850 homes at Chobham Manor has been approved, and enabling works underway;
- An accelerated second phase of housing has been launched, with development partners sought for 1,500 homes at East Wick and Sweetwater;
- High percentages of local employment (37 per cent at the end of August 2013, against a target of 25 per cent) and 58 apprentices working on the Park.

2014/15 will see the completion of Park opening, with the remodelled South Park Plaza, and South Park Hub, open to the public alongside the Aquatics Centre and ArcelorMittal Orbit. Work will continue to the Stadium, in preparation for its 2016 re-opening, but also its temporary use for the 2015 Rugby World Cup. The first homes in Chobham Manor will be completed and a development partner will be appointed for East Wick and Sweetwater, to achieve an accelerated programme for building 1,500 homes on these sites.

The Mayor of London has also asked the Legacy Corporation to review its plans to ensure that it does all it can to promote job creation and economic growth. Discussions are well advanced on a revised vision and plan for the core southern area of the Park, to incorporate new visitor attractions, educational and cultural uses, and more detail is expected to be released on these in coming months.

## 2. VISION AND STRATEGY

### 2.1 Vision and objectives

The London 2012 Olympic and Paralympic Games showed the world astonishing sporting performances, but also a new centre of activity in a global city. The eastwards growth of central London, which began some 30 years ago with the first steps of development in Docklands, now encompasses Stratford, placing Queen Elizabeth Olympic Park at the heart of East London. Many event organisers, business leaders and investors saw Stratford as a credible place to do business. Londoners, meanwhile, saw a new place to live, work and enjoy their lives.

The Mayor of London, who set up the London Legacy Development Corporation in April 2012, defined its aims as follows<sup>1</sup>:

To promote and deliver physical, social, economic and environmental regeneration in the Olympic Park and surrounding area, in particular by maximising the legacy of the Olympic and Paralympic Games, by securing high-quality sustainable development and investment, ensuring the long-term success of the facilities and assets within its direct control and supporting and promoting the aim of convergence.

The Legacy Corporation plans to use the opportunity presented by the London 2012 Games to deliver regeneration in and around Queen Elizabeth Olympic Park, creating a dynamic new capital for East London, transformed life opportunities for local people, and an engine of growth for London and the UK.

The Legacy Corporation's vision encompasses Park, Place and People:

- **PARK:** a successful and accessible Park and world-class sporting venues offering leisure space for local people, arenas for thrilling sport, enticing visitor entertainment, and a busy programme of sporting, cultural and community events;
- **PLACE:** a new capital for East London, securing investment from across London and beyond, attracting and nurturing talent to create, design and make world-beating 21st Century goods and services, and becoming a place where local residents and new arrivals choose to live, work and enjoy themselves, and businesses choose to locate and invest; and
- **PEOPLE:** opportunities and transformational change for local people, opening up access to education and jobs, connecting communities and promoting convergence.

#### **PARK: A successful and accessible Park and world-class sporting venues**

Following the London 2012 Olympic and Paralympic Games, the Legacy Corporation took over the Olympic Park, the Aquatics Centre, the Stadium, the Copper Box Arena, the press and broadcast centres and the ArcelorMittal Orbit. Together with the Velopark and Eton Manor (which will be owned and operated by Lee Valley Regional Park Authority), these form Queen Elizabeth Olympic Park, offering an unrivalled destination for sport and leisure, with everything from cycle paths to competition grade swimming pools.

The Park and venues are being opened in phases, as the Legacy Corporation clears Games-time infrastructure, completes legacy conversion, and re-connects the Park to

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<sup>1</sup> Mayor of London's proposals for a Mayoral Development Corporation, February 2011

surrounding neighbourhoods. The Copper Box Arena and North Park, including the Timber Lodge café and community centre and the Tumbling Bay Playground, were opened in July 2013. The Velopark, Aquatics Centre, extensively remodelled South Park Plaza and ArcelorMittal Orbit will open in spring 2014, and the Stadium will re-open in summer 2016 (with temporary opening for major events like Rugby World Cup 2015 matches before then).

As Park and venues re-open, the Legacy Corporation will develop Queen Elizabeth Olympic Park's world class cultural and sporting offer, as a centre for major sporting and cultural events, like the Anniversary Games and concerts that saw 700,000 visitors return to Stratford in summer 2013, and the Rugby World Cup and IAAF and IPC world championships in coming years. These events will bring the world back to Stratford and in particular to the venues and public spaces of the South Park Plaza.

Alongside these major events, the Park will continue to act as an oasis for local people, particularly in the more undulating landscape of the North Park river valleys. These will be places for local leisure - for playing sport (with venue prices pegged to those charged by local sports centres), for enjoying picnics, for walking or for watching the changing seasons in tranquillity. Smaller scale events will create a focus for activity throughout the year, and short-term leases for sites that will be developed in future – from community enterprises to more commercial offerings – will ensure that there is activity across the Park, and that visitors always have a reason to return.

#### **PLACE: a new capital for East London**

East London's young and diverse population had already made it a trailblazer in design and creativity – from fashion, to music, to architecture, to artisanal food – with Hackney Wick and Fish Island forming an epicentre of creativity on the western edge of the Park, balanced by the dynamism of Stratford Town Centre and Westfield Stratford City on the east side. The 2012 Games showcased this success to a wider audience, and embedded it in public consciousness. The popularity of East Village (the Games-time athletes' village) and interest from numerous international investors testify to this fundamental image shift.

The Legacy Corporation aims to capitalise on this opportunity, and to raise its ambition for new development around Queen Elizabeth Olympic Park. Building on existing strengths in design and creativity, and inspired by the vision for the legacy of the 1851 Great Exhibition that created Exhibition Road, the Legacy Corporation will create a new centre to attract and nurture talent to create, design and make 21st Century goods and services that will compete with the best in the world.

In addition to these jobs, around 10,000 homes will be built in and around Queen Elizabeth Olympic Park, including East Village. These new neighbourhoods will form strong links with adjoining districts like Hackney Wick, Bromley by Bow, Leyton and Stratford, and will share use of new community facilities, including three new schools, new nurseries, community and health centres. The new neighbourhoods will offer a mix of affordable and market housing for sale and rent, with a particular focus on the family homes that the area needs.

The Local Plan for the Legacy Corporation area will draw these strands of placemaking together in an integrated framework for how East London's new capital will develop, preserving its unique character, and ensuring that new development is of a type and quality to help realise this vision.

## **PEOPLE: Opportunities and transformational change for local people**

London's Olympic Bid in 2004 promised "the regeneration of an entire community for the direct benefit of everyone who lives there", and the potential to create transformational change lay behind the selection of Stratford as the focus for London's bid. The Legacy Corporation's vision will only be realised if local people and communities benefit from the investment, new jobs, sports facilities and homes that are attracted into the area.

East London's communities are some of the most dynamic but also most deprived in the UK, confronting low employment rates, poor health outcomes, high crime rates and poor quality housing. The area is rich in success stories, but many of those who are successful tend to move on. The goal of convergence describes the objective – shared by national, regional and local government – to bridge the gap between this area and the rest of the capital, and ensure that the rebirth of the area around Queen Elizabeth Olympic Park makes a lasting change for local people.

Promoting convergence is a long-term project, and one which the Legacy Corporation shares with the East London growth boroughs (Barking and Dagenham, Hackney, Greenwich, Newham, Tower Hamlets and Waltham Forest), working particularly closely with the four adjoining the Park, whose leaders and mayors are members of the Legacy Corporation Board.

The Legacy Corporation's vision is that the new neighbourhoods in the Park will be seamlessly integrated with those in the surrounding area, including through sharing excellent schools (including the Chobham Academy at East Village), nurseries, and community and health centres. Local people will be active users of its sporting and cultural facilities; local children will have access to exceptional quality education at schools, colleges and universities; employers moving on to the Park will set and meet testing targets for employing local people; local jobseekers will be able to find fulfilling and rewarding jobs in the local area or further afield; and local businesses will benefit from the spending power an increasing flow of visitors to the Park, venues and cultural facilities.

The Legacy Corporation also has a wider responsibility to taxpayers, to minimise its call on public funds through ensuring best value in everything it does, acting commercially where this can support its role as a regeneration agency, and – over the long term - enabling return of capital receipts from new development to the Mayor of London and National Lottery.

### **Priority themes**

This vision is supported by priority themes that run through all of the Legacy Corporation's programmes:

- Promoting convergence, employment and community participation
- Championing equalities and inclusion
- Ensuring high quality design
- Ensuring environmental sustainability

## **2.2 Three year objectives and measures**

**PARK:** a successful and accessible Park and world-class sporting venues offering leisure space for local people, arenas for thrilling sport, enticing visitor entertainment, and a busy programme of sporting, cultural and community events.

- This will require successful operation of the Park and its venues, and an exciting events programme including events at all scales and for all audiences.
- Milestones will include re-opening the Park and venues in early 2014 (and completing works to the Stadium in 2016), and hosting major events such as the 2015 Rugby World Cup, and the 2017 IAAF and IPC World Championships.
- Measures will include visit numbers, event numbers, achievement of maintenance standards, events held, and financial outcomes.

**PLACE:** a new capital for East London, securing investment from across London and beyond, attracting and nurturing talent to create, design and make world-beating 21st Century goods and services, and becoming a place where local residents and new arrivals choose to live, work and enjoy themselves, and businesses choose to locate and invest.

- This will require delivery of new residential neighbourhoods, new cultural and educational facilities, and the adoption of a local plan as a framework for development.
- Milestones will include the completion of the first 100 homes at Chobham Manor, procurement and commencement of works for a second phase at East Wick and Sweetwater, the conversion and occupation of the Press and Broadcast Centres, consultation and adoption of a Local Plan, the construction of new schools, and finalising plans for new cultural and educational institutions.
- Measures will include number of homes delivered, split by tenure, delivery of school places, and jobs and apprenticeships linked to development projects.

**PEOPLE:** opportunities and transformational change for local people, opening up access to education and jobs, connecting communities and promoting convergence.

- This will require the establishment of training and other programmes to help local people access jobs and apprenticeships on the Park, the delivery of new projects to reconnect communities, as well as programmes to engage local people in the Park's development, to promote sport and healthy living, and to improve the quality of life for people across the Legacy Corporation's area.
- Milestones will include the establishment of training and job brokerage programmes, the delivery of major connecting infrastructure projects like Hackney Wick Station improvements, the delivery of community events, and the development of programmes that can help local people feel a sense of ownership for the Park.
- Measures will include local people accessing jobs and apprenticeships, local participation in sporting and other activities on the Park, as well as wider indicators of local social and economic conditions.

More detailed information on milestones and measures is set out in the Milestones and Measures Annexe.

## 2.3 Financial and commercial strategy

Over the next ten years, the Legacy Corporation aims to create the platform for financial stability and viability, the return of capital receipts to the Mayor of London and National Lottery, sustainable success in the operation of Park and venues, the creation of a new urban district, and the delivery of opportunity and transformational change for local people.

It will seek to do this by:

- **Partnership with developers:** by entering into joint ventures, particularly in early phases, the Legacy Corporation will reduce the up-front costs of investment in the Park and enable a wider range of developers to take part, while maintaining quality of design and management and sharing in value uplifts to optimise receipts in the long term.
- **Optimising income streams** from rents, estate charges, sponsorship, events and other sources, without jeopardising the quality of the Park and venues or their accessibility to local people.
- Maintaining standards of **design and estate management:** through design quality review and active estate management, the Legacy Corporation will make sure that the development of the Park and surrounding neighbourhoods exhibits a high quality of design as well as maintaining sustainability and accessibility standards, in order to become a place of choice.
- Investing in **marketing and events** in the early years: up-front investment will help establish Queen Elizabeth Olympic Park as a visitor destination and boost commercial revenues (and therefore long-term financial sustainability).
- **Cross-subsidising within the Park:** sports venues and parkland are likely to require funding support in the long-term to enable high quality maintenance and ensure community access; revenues from estate charges and surpluses from more commercial facilities and attractions will be optimised in order to cross-subsidise and minimise the need for public subsidy.
- Finding **new sources of funding and investment:** the Legacy Corporation's resources are limited, and it will work with neighbouring authorities, the GLA and Government to secure additional funding for vital infrastructure projects, as well as working with partners to secure investment and financing from institutional investors.
- **Working smarter,** by partnering with developers and operators, seeking efficiencies across our businesses, and minimising central spending on staff and consultants, including through sharing services.

Over the next three years, external funding for the Legacy Corporation’s activities will come from the following sources:

## Capital

£'000s	2014/15	2015/16	2016/17
GLA grants	63,445	30,900	0
Other grants and funding	17,625	26,531	22,470
<b>Total</b>	<b>81,070</b>	<b>57,431</b>	<b>22,470</b>

## Revenue

£'000s	2014/15	2015/16	2016/17
GLA grants	38,150	18,000	14,300
Other grants and funding	176	165	0
<b>Total</b>	<b>38,326</b>	<b>18,165</b>	<b>14,300</b>

## 2.4 Partners and stakeholders

The Legacy Corporation depends on a wide variety of partners and stakeholders to achieve its aims. These include:

- The Mayor of London, the Greater London Authority and Transport for London;
- The six east London growth boroughs, of which four are immediately adjacent to the Park;
- Local communities – the people who live and work in the diverse neighbourhoods around the Park;
- Statutory agencies such as Lee Valley Regional Park Authority, the Canal and River Trust, and Network Rail;
- Delivery partners such as West Ham United Football Club, Taylor Wimpey, iCITY, Greenwich Leisure Limited and the Camden Society;
- Local developers, investors and landowners, such as London and Continental Railways (LCR), Qatari Diar Delancey, Lendlease, Westfield, and Interikea;
- Stakeholder organisations, which range from elected bodies with a formal scrutiny role (eg, Parliament and the London Assembly), to organisations representing communities of interest or identity (from business associations, to local community organisations, to environmental pressure groups); and
- Sporting bodies such as Sport England, the British Olympic and Paralympic associations, and the national governing bodies for individual sports.

### **3. PERFORMANCE IN 2013/14**

#### **3.1 Summary of milestones for 2013/14**

To follow at year end

#### **3.2 Progress against performance measures**

To follow at year end

#### **3.3 Financial performance**

To be updated at year end

## 4. PARK OPENING AND OPERATIONS

Park Opening and Operations is comprised of two directorates within the Legacy Corporation: Park Operations and Venues, and Infrastructure. Their primary function is to contribute to the Park objective of delivering a successful and accessible Park and world-class sporting venues offering leisure space for local people, arenas for thrilling sport, enticing visitor entertainment, and a busy programme of sporting, cultural and community events to attract visitors.

### 4.1 Principal areas of work

Queen Elizabeth Olympic Park welcomed 700,000 visitors back in summer 2013, and will continue its phased re-opening in spring 2014, when the Aquatics Centre and ArcelorMittal Orbit re-open along with the South Park, which has been extensively remodelled by world-renowned landscape architects. The Stadium will re-open permanently in summer 2016. The Park will host millions of visits each year, with people enjoying the parklands, playing sport inside and outside the venues, and visiting a changing array of attractions as well as casual park use. Key venues and facilities comprise:

- The Aquatics Centre has two 50m pools and a separate diving pool for high performance and community use, flexible space for a commercial or community facility, a crèche and café.
- The Copper Box Arena has flexible seating capacity and facilities for a wide range of indoor sports training and competitions as well as cultural and business events, a health and fitness gym (80-100 stations) and studios, and a café.
- The ArcelorMittal Orbit is the UK's tallest sculpture at 114m. The venue has two observation floors and will operate as a visitor attraction with pricing in line with similar London attractions.
- Timber Lodge in the North Park provides a cafe, toilets, and a flexible space for community events, local/cultural programming, recreational and healthy living programmes and private hire.
- The South Park hub building will provide a café, gift shop, toilets and information point, to enhance the offer of the Park to visitors.

Making the Park a 'must see, must return' destination will be crucial to its long term success. During this Business Plan period Park Opening and Operations will:

- Complete works to Lee Valley Regional Park Authority venues, and hand over;
- Re-open the southern areas of Queen Elizabeth Olympic Park, and the South Park hub;
- Re-open the Aquatics Centre and ArcelorMittal Orbit;
- Complete Stadium works to re-open for the 2016/17 football season;
- Mobilise estates and facility management and security services, including:
  - Design, installation and commissioning of a CCTV system to provide a safe and secure environment and to provide crowd management during events
  - Management and maintenance of the Park and venues including cleaning, building and grounds maintenance, repairs and security

- Estate management for the Park and its assets (including fringe properties)
  - Acquiring legal and property rights
  - Utilities advice and provision
  - Managing 3 Mills studios
- Appoint an operator for the South Park and Stadium;
- Manage (through Camden Society) the Timber Lodge, a hub building and café in the North Park, and its external play area;
- Open additional permanent catering outlets within the Park including South Park kiosks;
- Deliver an extensive events programme, including major sporting events (these include events at Lee Valley Regional Park Authority venues)
  - European Badminton Grand Prix (Annual),
  - Revolution Track Cycling (March 14-15 2014),
  - FINA Diving Championships (April-May 2014),
  - Tour de France stage (summer 2014),
  - ITF NEC Wheelchair Tennis Masters Singles (2014-16),
  - European Hockey Championships (August 2015),
  - Rugby World Cup (September-October 2015),
  - European Swimming Championships (Spring 2016),
  - World Track Cycling Championships (2016),
  - IPC World Championships (July 2017),
  - IAAF World Championships (August 2017);
- Generate trading income to support the activities of the Legacy Corporation;
- Seek Green Flag accreditation;
- Deliver a 'safe place' in line with the Mayor of London's 'Safer Parks' initiative;
- Promote the Park as a world class visitor destination; and
- Secure venue naming rights sponsors and other commercial partnerships to maximise value for money.

## 4.2 Budgets

The table below shows the breakdown of projected capital and revenue expenditure and income for Park Opening and Operations for the three years of the business plan period.

(£000s)	2014/15	2015/16	2016/17	Total
Capital expenditure	-113,998	-64,944	-13,065	-192,007
Revenue expenditure	-16,474	-13,341	-11,409	-41,224

  

(£000s)	2014/15	2015/16	2016/17	Total
Revenue income	5,408	7,010	7,280	19,698

The majority of capital expenditure over the three-year period relates to transformation works to the Stadium, as well as works to other elements of Park, venues and infrastructure.

Revenue expenditure mainly relates to Park operations and estates and facilities management, security and marketing the Park to encourage visitors, as well as holding and management costs for the Stadium during the transformation period. There is also revenue investment in activities where income will start to be generated in this period including from venues such as ArcelorMittal Orbit, programming and events, attractions, food and beverage and commercial sponsorship.

In the next three years, revenue income will begin to be generated by a range of activities including venue operations, attractions, commercial sponsorship, events, and food and beverage. Most trading income streams will reach steady state levels in 2015/16 and the following year.

## 5. REAL ESTATE AND REGENERATION

This programme comprises two directorates: Real Estate, and Regeneration and Community Partnerships. The programme contributes to the Place and People objectives – creating a new capital for East London, securing investment from across London and beyond, attracting and nurturing talent to create, design and make world-beating 21st Century goods and services, and becoming a place where local residents and new arrivals choose to live, work and enjoy themselves, and businesses choose to locate and invest. The programme also seeks to deliver opportunities and transformational change for local people, opening up access to education and jobs, connecting communities and promoting convergence.

### 5.1 Principal areas of work

Real Estate projects include the delivery of new homes and community infrastructure, including at Chobham Manor (850 houses, 28% of which will be affordable and 90% of which will be built to lifetime homes standards), and in the accelerated second phase of 1,500 homes at East Wick and Sweetwater;

The Legacy Corporation will continue works to the Press and Broadcast Centres to create a world-leading technology cluster creating more than 4,000 jobs. The Legacy Corporation has signed an agreement for lease with iCITY to take on the Press and Broadcast Centre buildings, and the first tenant, BT Sport, has occupied their section of the Broadcast Centre.

Other projects include:

- developing plans for new cultural education and research facilities to boost economic impact and job numbers,
- developing a future strategy for off-Park developments including Hackney Wick, 3 Mills and Bromley by Bow;
- working with local education providers, delivery partners and stakeholders to deliver East Wick primary school, Stadium Island primary school and Sweetwater secondary school;
- Maintaining the waterways in the Park as a visitor attraction, supported by Canal and River Trust;
- Establishing an estates management body to manage the Park estate in the long term ;
- Designing and building an underpass to connect the north and south of the Park around Carpenters Road; and
- Making payments to local authorities for the adoption of Carpenters and Waterden Road.

These projects will lay the foundations for long-term financial returns (capital receipts, rental income and estate charges), and contribute to economic growth, job creation and regeneration. They comprise commercial negotiations, planning and drafting development briefs, the preparation of sites and infrastructure, and the delivery of disposal and development strategies for individual sites.

The Regeneration and Community Partnerships directorate seeks to ensure that regeneration and convergence objectives are embedded in programmes across the organisation, and are furthered through specific initiatives. The team includes:

- Arts and culture - attracting local and international audiences to the Park to see and take part in spectacular and accessible projects across all art forms, to connect and work with local communities, to support local employment opportunities, and to inspire the next generation of creative talent by developing creative skills in young people
- Community and business engagement – projects to encourage local people to use the Park and its facilities and help animate the Park, in part, through locally driven programming and delivery.
- Sport and healthy living – projects to increase participation in sport and physical activity in and around Queen Elizabeth Olympic Park
- Socio-economic and employment - working with contractors to support and monitor contractual employment targets, and by delivering training, employment and apprenticeship schemes that enable target groups to access opportunities on the Park
- Equalities and inclusion – projects to deliver a lasting legacy from the Paralympics, create opportunities for diverse communities and foster cohesion between communities, and create an accessible new place which leads the market in inclusive design
- Design – ensure that excellent architectural, urban and landscape design quality is exhibited in all Legacy Corporation projects;
- Physical regeneration – support the delivery and facilitation of physical projects that will underpin the establishment of successful urban neighbourhoods. The team initiates projects, acts as lead client or provides design input to others' projects (including Leaway, a continuous walking and cycling route from the QEOP to the Thames in partnership with LB Newham and LB Tower Hamlets)

In this business plan period, major deliverables and milestones will include:

- First 100 homes on Chobham Manor occupied;
- Development underway in East Wick and Sweetwater for accelerated delivery of Phase 2 development
- Press and Broadcast Centres occupied and operational, including BT Sport, Loughborough University in London, and Infinity;
- Completion of strategy, and delivery underway for new educational, research and cultural attractions;
- Job brokerage, training, community and business engagement, and arts and culture programmes continuing;
- Delivery of Hackney Wick Station improvements
- Annual National Paralympic Day;
- Estate management underway including waterways maintenance and animation;
- Delivery of infrastructure projects to support developments: including a new bridge and underpasses, Canal Park, and transport improvements;
- Delivering next phases of Leaway project.

## 5.2 Budgets

The table below shows the breakdown of projected capital and revenue expenditure and income, for Real Estate, and Regeneration and Community Partnerships for the three years of the business plan period.

(£000s)	2014/15	2015/16	2016/17	Total
Capital expenditure	-19,004	-24,493	-13,802	-57,299
Revenue expenditure	-3,385	-2,984	-2,330	-8,700

  

(£000s)	2014/15	2015/16	2016/17	Total
Capital income	3,000	540	29,545	33,085
Revenue income	147	755	1,800	2,702

The majority of capital expenditure over the three-year period will be directed towards meeting infrastructure costs for the first phases of development, and completing additional works such as Hackney Wick Station improvements and other regeneration projects in surrounding areas. Revenue expenditure includes agreed payments for waterways management, and funding for community, cultural and socio-economic programmes. Financing for the Hackney Wick Station works has been secured in 2014/15 and 2015/16.

Capital receipts will be generated in phases by mixed-use development at Chobham Manor, with receipts currently forecast from 2015/16. Receipts and other revenues from the second phase of housing (and disposals/development deals on off-Park sites) will be generated from 2016/17.

In addition to receipts, these new developments and the Press and Broadcast Centres will generate estate charge. Rental income will be generated from the Press and Broadcast Centre, and – towards the end of the period and subject to procurement – from the accelerated second phase of housing.

## 6. PLANNING AUTHORITY

London Legacy Development Corporation is the statutory planning authority for the Legacy Corporation area. A planning committee comprising board members, borough members and independent members, takes decisions, advised by the Planning Policy and Decisions Team (PPDT), and delegating routine decisions to them. The team's main function is to contribute to the Place objective: creating a new capital for East London, securing investment from across London and beyond, attracting and nurturing talent to create, design and make world-beating 21st Century goods and services, and becoming a place where local residents and new arrivals choose to live, work and enjoy themselves, and businesses choose to locate and invest.

### 6.1 Principal areas of work

PPDT is responsible for the formal development control and planning policy development functions that have been transferred to the Legacy Corporation.

Planning policy includes the development of a single Local Plan that will cover the entire Legacy Corporation area and the development of LLDC's Community Infrastructure Levy (CIL). This is a 'per square metre' levy on development that can be charged by a local planning authority once they have prepared and adopted a CIL Charging Schedule. This is supported through the development of an Infrastructure Delivery Plan which will identify key infrastructure projects subject to the CIL.

Planning decisions support provides a development management service to process planning applications and related consents

### 6.2 Budgets

The table below shows the breakdown of projected revenue expenditure and income, for the three years of the business plan period.

(£000s)	2014/15	2015/16	2016/17	Total
Revenue expenditure	-837	-653	-597	-2,087

  

(£000s)	2014/15	2015/16	2016/17	Total
Revenue income	400	448	420	1,268

Major items of expenditure relate to supporting planning decisions and enforcement and policy support for the development of the Local Plan and CIL; income arises from the payment of planning fees.

The Legacy Corporation also separately holds ring-fenced or pooled section 106 funds for sites that were granted planning permission by London Thames Gateway Development Corporation (LTGDC), and for the Olympic Park and Stratford City. These include the Olympic Park Transport & Environmental Management Scheme (OPTEMS), and Stratford Transport Implementation Group (STIG). As local planning authority, the Legacy

Corporation is responsible for monitoring and distributing these funds in accordance with the terms of the agreements.

The current funds held are set out below:

<i>Fund £000s</i>	<i>Committed at Oct 2013</i>	<i>Uncommitted at Oct 2013</i>
Pooled and ring-fenced LTGDC funds	1	1.5
OPTEMS	501	38
STIG	273	7

Uncommitted funds are allocated in line with the infrastructure and regeneration priorities identified by a cross-directorate group led by the Planning Policy and Decisions Team; other funds (eg, OPTEMS and STIG) have their own governance structure established under the terms of the original planning agreement. A similar structure will be set up to agree allocation of Community Infrastructure Levy funds in line with the Infrastructure Plan when agreed.

## 7. CORPORATE

This area includes Finance and Corporate Services, Legal and Procurement, and Executive Office (including Human Resources, Programme Assurance, Health and Safety, and Communications and Public Affairs). As corporate directorates, these teams contribute to all the Legacy Corporation's objectives, by providing support services to senior management and the organisation as a whole.

### 7.1 Principal areas of work

The Finance and Corporate Services and Legal and Procurement directorates provide support across the Legacy Corporation including finance, IT and information management, audit, governance, strategy and corporate planning, programme management, procurement and legal services. Delivery of the Park IT Infrastructure includes: networks, cabling and security; systems to support the running of the Park such as ticketing and data collection; and smart technologies such as smart phone apps.

The Executive Office comprises the Chief Executive's and Deputy Chairman's direct support, and Human Resources, Programme Assurance, Health and Safety, and Communications and Public Affairs teams. The Human Resources team support the Chief Executive in organisational and management development, through an ongoing process of structural review and through ensuring that the organisation's staff are effectively managed and motivated. The Programme Assurance team provides the chief executive with an overview of programme performance across the organisation, and supports periodic reviews to ensure delivery stays on track.

The Communications and Public Affairs Team supports and delivers effective communications, including strategic support on media relations, political and stakeholder relations, managing communications through publications, websites and on-site communications, and hosting and developing digital platforms to support openness and transparency.

### 7.2 Budgets

The table below shows the breakdown of projected capital and revenue expenditure and income, for Corporate functions for the three years of the business plan period.

(£000s)	2014/15	2015/16	2016/17	Total
Capital expenditure	-929	-652	-475	-2,056
Revenue expenditure	-14,039	-13,024	-12,439	-39,502

  

(£000s)	2014/15	2015/16	2016/17	Total
Revenue income	25	35	40	100

The main areas of expenditure during the plan period are: staffing and other operational costs including accommodation, IT and Board costs; insurance; Park IT implementation; and

media support. The capital budget also includes the costs of insuring the Stadium during transformation.

Revenues arise from savings on accommodation budgets (sharing office space with partners). The Legacy Corporation will gradually reduce its costs year-on-year as the Park begins to re-open and efficiency savings are realised.

## 8. FINANCIAL SUMMARY

The table overleaf sets out the consolidated funding position over the next three years. During this period, the Legacy Corporation will use its capital and revenue grants to complete the transformation programme and ensure a timely re-opening of Queen Elizabeth Olympic Park and venues. The period will also see a number of assets beginning to create a financial return, partially offsetting the overall cost of operating the Park and venues, real estate and regeneration programmes.

Notes on the budget:

- The budget seeks to ensure the most effective use of public money, and a successful re-opening for the Park. Profiling of funding to achieve this will be discussed with the GLA as part of the regular budget negotiations.
- The budget also seeks to profile revenue expenditure effectively in order to maintain and build reserves in 2014/15 to help manage the impact of loss of funding over the period.
- Operating revenues rise from £6.0 million to £9.5 million over the three year period, and costs fall from £39.8 million to £27.7 million.
- Of the £33m in gross capital receipts projected for the three-year period, £11.8m are subject to the agreement between the GLA and DCMS on handling receipts from disposal of Olympic Park land, and this plan is based on the expectation that these will be returned to the GLA.
- Capital costs for the period will be met through re-investing capital receipts that are not returned to the GLA, through external funding for projects such as the Stadium and through draw down of funding from capital reserves. A capital shortfall is currently forecast to arise in 2015/16, though this is primarily a cashflow challenge. Further capital receipts will be generated the following year, as Chobham Manor receipts begin to be generated in earnest. Cashflow support will be sought from GLA for these purposes.
- Nonetheless, the end of the 2010 Comprehensive Spending Review (CSR) settlement entails a significant loss of external funding, so additional funding support is being sought from the GLA to mitigate the impact of this reduction during this three year period.
- An allowance for irrecoverable value added tax (VAT) is included for 2014/15 only; discussions are continuing on a tax efficient approach to VAT for future years.
- Contingencies have been calculated and allocated on the basis of an assessment of likely risks and their financial impact.

## Consolidated expenditure and funding 2014/15-2016/17

(£000s)	2014/15		2015/16		2016/17		Total	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
<b>Expenditure</b>								
Park Opening and Operations	-113,998	-16,474	-64,944	-13,341	-13,065	-11,409	-192,007	-41,224
Real Estate and Regeneration	-19,004	-3,385	-24,493	-2,984	-13,802	-2,330	-57,299	-8,700
Planning Authority		-837		-653		-597	0	-2,087
Corporate	-929	-14,039	-652	-13,024	-475	-12,439	-2,056	-39,502
Irrecoverable VAT and contingency	-10,367	-5,053	-2,700	-1,316	-1,600	-900	-14,667	-7,268
<b>Total</b>	<b>-144,298</b>	<b>-39,788</b>	<b>-92,789</b>	<b>-31,318</b>	<b>-28,942</b>	<b>-27,675</b>	<b>-266,029</b>	<b>-98,781</b>
<b>Income</b>								
Park Opening and Operations		5,408		7,010		7,280	0	19,698
Real Estate and Regeneration	3,000	147	540	755	29,545	1,800	33,085	2,702
Planning Authority		400		448		420	0	1,268
Corporate		25		35		40	0	100
<b>Total</b>	<b>3,000</b>	<b>5,980</b>	<b>540</b>	<b>8,248</b>	<b>29,545</b>	<b>9,540</b>	<b>33,085</b>	<b>23,768</b>
<b>Funding</b>								
GLA grants	63,445	38,150	30,900	18,000	0	14,300	94,345	70,450
Other grants and funding	17,625	176	26,531	165	22,470	0	66,626	341
<b>Total</b>	<b>81,070</b>	<b>38,326</b>	<b>57,431</b>	<b>18,165</b>	<b>22,470</b>	<b>14,300</b>	<b>160,971</b>	<b>70,791</b>
<b>Net</b>	<b>-60,228</b>	<b>4,518</b>	<b>-34,818</b>	<b>-4,905</b>	<b>23,073</b>	<b>-3,835</b>	<b>-71,973</b>	<b>-4,222</b>
Capital receipts (to) / from GLA	-2,142		124		-9,791		-11,809	0
Movement (to)/from reserves	62,370	-4,518	24,929	4,905	-13,282	3,835	74,017	4,222
<b>Net</b>	<b>0</b>	<b>0</b>	<b>-9,765</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-9,765</b>	<b>0</b>

## 9. CORPORATE RISKS

The Legacy Corporation regularly reviews risks at a project, directorate and corporate level. The table below shows 14 corporate risks identified as at November 2013, their potential impact, and what mitigating action is being taken.

Summary	Impact	Mitigation
Risk that the Park opens later than has been announced in spring 2014.	Significant reputational, operational and financial impacts.	Defined and established work programmes and milestone achievement regularly reviewed at Executive and Board levels. Park Opening Programme monitoring progress of key projects.
Risk that the Park re-opens in spring 2014 without the facilities to deliver a high quality visitor experience due to (for example) access issues, quality of Parklands, ongoing construction works and insufficient resources.	Significant reputational impacts.	Establish areas for re-opening and deliver a clear communication plan, resolve access issues.
Risk that the Park opens without the facilities (including events, attractions and venues) to encourage people to visit the Park in large numbers.	Significant reputational and financial impacts	Delivery of the events programme and interim uses strategy for visitor attractions including large scale concerts and events held in summer 2013. Mobilisation of operators for venues and attractions on the Park. Communications around expected visitor numbers. Park Opening Programme monitoring progress of key projects.
Risk that Stadium budget will not be sufficient to carry out construction work required and that a judicial review on process to select concessionaires is successful.	Stadium opening will be delayed leading to financial and reputational impacts for the Corporation.	Budgets secured for the construction work, procurement programme underway, monitor budget and construction works - LLDC has run robust processes for the selection of Stadium concessionaires (Leyton Orient FC had their bid to win a judicial review into the Stadium decision denied but have the option to appeal against this ruling)
Risk that there will be serious health and safety issues during construction.	The possibility of serious injuries or fatalities, the consequences of which may include significant delays to programme and financial impact.	A comprehensive health and safety programme is in place, designed to identify and manage the construction risks and actively led by LLDC and its Project Management Partner.
Risk that there will be issues relating to anti-social behaviour on the Park including criminal activity.	Undermining the reputation of the Park as safe and secure, and deterring potential or repeat visitors.	Security programme including railings, CCTV, hostile vehicle mitigation, signage and wayfinding, security staff and police presence being delivered.

Summary	Impact	Mitigation
Risks that LLDC will not be able to complete granting of the lease for the Press Centre and Broadcast Centres to iCITY.	Negative impacts on jobs created, reduced financial returns and damage to LLDC's reputation.	Close working with iCITY, technical support, discussions around planning issues.
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.
Risk that there will be inadequate site management and communications between Games-time and Park opening.	Negative impacts on the Corporation's reputation with local residents (including new residents in the East Village from 2013) and prospective visitors.	Develop interim uses, implemented park tours and held events. Implemented considerate construction programme and good communications with residents and prospective visitors, use of hotline.
Risk of failure to deliver regeneration and convergence impacts of the Park for local communities.	A reduction of the regenerative and convergence impact of the Olympic Park for local communities.	Implement socio-economic policy; agree strong targets in contracts (EFM, Transformation and venue operator contract targets already agreed, close working relationship with partners).
Risk that there are delays to the programmes to develop the Local Plan and the Community Infrastructure Levy (CIL).	Negative financial and reputational impacts for the Corporation.	A programme of activities including evidence gathering, consultation and independent examination has been adopted for both the Local Plan and the CIL programme, to be monitored regularly by the LLDC Board.
Risk that the Corporation does not have the capacity to deliver on areas of activity, particularly after the current comprehensive spending review period.	Impacts on the legacy programme, damage to the Corporation's reputation and increasing costs.	Negotiations with GLA in the three year budget and business planning round. Work to ensure efficient use of available resources, complete and implement a review of organisational design.
Risk that there will be assets transferred to LLDC without warranties.	A reduction in the value of assets and LLDC's ability to dispose of them.	Determine scope of the possible exposure through negotiations with suppliers of key assets.
Risk that there will be uncertainty relating to organisational change.	A significant reduction in staff morale leading to reduced productivity and reputational risks.	Ensuring good internal communications to keep staff updated.

## 10. CORPORATE INFORMATION

The London Legacy Development Corporation is a Mayoral development corporation, established under the provisions of the Localism Act 2011. The Legacy Corporation is a functional body of the Greater London Authority, which operates within the overall legislative framework provided by the GLA Act 1999 and 2007; the Mayor of London appoints members to its Board and allocates its budgets.

The Mayor is also able to direct the Legacy Corporation in the exercise of its functions, and to delegate functions to it. In November 2012, the Mayor delegated to the Legacy Corporation powers to promote economic development and wealth creation, social development and the improvement of the environment, to enable the Corporation to operate for the benefit of communities living outside its boundary. In July 2013, the Mayor issued a direction specifying matters on which the Mayor's approval must be sought, and other governance stipulations.

The Legacy Corporation was established on 1 April 2012, and became planning authority within its Mayoral development area on 1 October 2012.

The Mayor has appointed the following to the Board of the Legacy Corporation:

- Boris Johnson (Chair)
  - Neale Coleman (Deputy Chair)
  - Sonita Alleyne
  - Nick Bitel
  - Nicky Dunn
  - Keith Edelman
  - David Edmonds
  - David Gregson
  - Baroness Grey-Thompson
  - Philip Lewis
  - Lord Mawson
  - Jayne McGivern
  - Jules Pipe
  - Lutfur Rahman
  - Chris Robbins
  - David Ross
  - Sir Robin Wales
- 
- Mayor of London's observer: Sir Edward Lister

The Legacy Corporation has established the following committees:

- Audit Committee
- Chairman's Committee
- Investment Committee
- Planning Decisions Committee
- Regeneration and Communities Committee

- Park Opening and Operations Committee

Membership of committees is shown on the Legacy Corporation's website, as are the delegations under which Board, committees and officers of the Legacy Corporation take decisions.

Board and committee meetings are open to the public, except where confidential or exempt information is to be discussed, under the same legal framework as local council meetings. Details of meetings are displayed at the Legacy Corporation's offices, and on its website.

The Legacy Corporation's management team is led by Dennis Hone, its chief executive, and the senior management structure is set out below.

Dennis Hone Chief Executive	Jan Boud Executive Director of Legal and Procurement, and General Counsel
	Paul Brickell Executive Director of Regeneration and Community Partnerships
	Mark Camley Executive Director of Park Operations and Venues
	Jonathan Dutton Executive Director of Finance and Corporate Services
	Anthony Hollingsworth Director of Planning Policy and Decisions
	Sally Hopper Head of Human Resources
	Rosanna Lawes Director of Real Estate
	Colin Naish Executive Director of Infrastructure
	Victoria O'Byrne Director of Communications and Public Affairs

## ANNEXE: MILESTONES AND MEASURES

Key projects, milestones and measures are set out in the tables below. Milestones are listed by quarter within calendar years (ie, Q1 2015 refers to January-March 2015). The draft milestones and measures set out below will be further refined and tested before being formally adopted in March 2014.

### Park Opening and Operations

Project	Milestones	Measures
Park Opening, including Parklands, Aquatics Centre and ArcelorMittal Orbit (but not Stadium)	<ul style="list-style-type: none"> <li>South Park opening Q2 2014</li> </ul>	3.5 million visits to the Park and venues in 2014/15
Aquatics Centre and Copper Box Arena operations		700k visits per annum for the Aquatics Centre 400k visits pa for the Copper Box Arena.  Contract workforce targets: see socio economic section.
ArcelorMittal Orbit and South Park hub operations		800,000 anticipated visits per year to the AMO.
Transformation (including Stadium works and additional transformation projects (eg, Canal Park)	Stadium Construction: <ul style="list-style-type: none"> <li>New roof complete Q2 2015</li> <li>New pitch laid for Rugby World Cup Q3 2015</li> <li>Retractable seating installed, Stadium construction complete Q3 2016</li> <li>Canal park construction complete Q4 2014</li> </ul>	Health and safety: LLDC 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.
Stadium operations	<ul style="list-style-type: none"> <li>Complete procurement of 'Stadium Plus' operator Q3 2014</li> <li>Rugby World Cup matches held in the Stadium Q3 2015</li> <li>Stadium open with its long term tenants Q3 2016</li> </ul>	
Programming and events	<ul style="list-style-type: none"> <li>Park soft opening event Q2 2014</li> </ul>	

Project	Milestones	Measures
	<ul style="list-style-type: none"> <li>• Games Anniversary event and full Park opening celebration; National Lottery Run and Ride London events in the Park Q3 2014</li> <li>• Appointment of 'Stadium Plus' operator Q3 2014</li> <li>• Delivery of annual events programme in 2015/16 and 2016/17</li> </ul>	
Security, and estate and facilities management	<ul style="list-style-type: none"> <li>• Complete installation of CCTV cameras 2016/17</li> <li>• Appointment of estate management agent for assets Q2 2014</li> </ul>	<p>Monitoring of performance of the EFM contract: 37 KPIs reported monthly,</p> <p>Monitoring of security incidents by class e.g. serious crime reported through Park Control room or Park police team</p> <p>EFM contract workforce targets: see socio economic section.</p>
Park Marketing and Commercial sponsorship	<ul style="list-style-type: none"> <li>• Park opening campaign and website phase 3, Drive footfall Q2 2014</li> <li>• Promote events, develop brand profile, Q3 2014</li> <li>• Bringing a naming rights partner on board for the Stadium Q1 2015</li> <li>• Continue to market the Park in 2015/16 and 2016/17 through digital, media, visitor destination, brand development, and customer service.</li> </ul>	
Food and Beverage (including Timber Lodge operations)	4 South Park kiosks to open in 14/15	

## Real Estate and Regeneration

Project	Milestones	Measures
Chobham Manor development	<ul style="list-style-type: none"> <li>• First residential block complete Q1 2016</li> <li>• First units occupied Q1 2016</li> <li>• Over 100 Units occupied Q1 2017</li> </ul>	Long term outputs include 800 houses, 28% of which will be affordable and 90% of which will be built to lifetime homes standards
Legacy Communities Scheme Phase 2	<ul style="list-style-type: none"> <li>• Appoint developer partner/contractor for East Wick and Sweetwater Q4 2014</li> <li>• Start on site 2015/16</li> <li>• First residents move in 2016/17</li> </ul>	1,500 homes to be delivered
Schools delivery	<ul style="list-style-type: none"> <li>• Sweetwater and Stadium schools: Sign design and build contracts Q3 2014</li> <li>• East Wick School: sign design and build contracts Q4 2014</li> <li>• Part opening of East Wick School and part opening of Sweetwater School 2015/16</li> <li>• Full opening of East Wick, Stadium Island and Sweetwater schools 2016/17</li> </ul>	
Press and Broadcast Centres	<ul style="list-style-type: none"> <li>• Grant lease to iCITY, hand over buildings to iCITY for construction. Q2 2014</li> <li>• Press Centre occupancy commences Q1 2015</li> <li>• Broadcast Centre ready for phased tenant fit out Q3 2015</li> <li>• Loughborough University In London operational Q3 2016</li> </ul>	The project will create 91,000 sqm of floor space to allow up to 4,000 jobs in the Press and Broadcast Centre buildings.
Bridges, roads and waterways	<ul style="list-style-type: none"> <li>• Access improvements to Waterways complete Q4 2014</li> <li>• Trade moorings on Stratford Waterfront let Q2</li> </ul>	

Project	Milestones	Measures
	2014. <ul style="list-style-type: none"> <li>• Carpenters Road Lock and Tidal Gates refurbishment works complete Q3 2015</li> <li>• Construction complete on underpass Q4 2014</li> <li>• Carpenters Road and Waterden Road adopted by Local Authority Q4 2014</li> </ul>	
Hackney Wick (including station improvements)	<ul style="list-style-type: none"> <li>• Approval for Hackney Wick Station Development and Delivery strategy Q2 2014</li> <li>• Hackney Wick Station planning approval and commencement of construction Q2 2014</li> <li>• Hackney Wick Station construction commences Q1 2015</li> <li>• Complete phase 1 of Hackney Wick Station works Q3 2015</li> <li>• Complete potential sale/development of Hackney Wick plots Q1 2017</li> </ul>	
3 Mills Studios, Bromley by Bow and Pudding Mill Lane	<ul style="list-style-type: none"> <li>• Commence marketing for potential disposal of 3 Mills Studios Q2 2014</li> <li>• Complete potential disposal of 3 Mills Studios</li> <li>• Delivery strategies for Bromley by Bow agreed Q2 2014</li> <li>• Masterplanning complete and preferred option for Pudding Mill Lane agreed Q2 2014</li> <li>• Complete potential disposal / development of Bromley by Bow site Q1 2017</li> </ul>	

Project	Milestones	Measures
Sustainability	<ul style="list-style-type: none"> <li>The Chobham Manor allowable solution will ensure zero carbon emissions for the development.</li> <li>Delivery of Stadium non-potable network Q1 2015</li> </ul>	Targets include <sup>2</sup> : <ul style="list-style-type: none"> <li>25% reduction in operational emissions intensity over five years in venues and parklands</li> <li>Maintaining and improving the current 40% reduction in potable water use in the venues.</li> <li>Recycling or composting 70% of commercial waste by 2015</li> <li>100% provision of recycling facilities in public areas</li> </ul>
Arts and culture		To the end of 2015/16: <ul style="list-style-type: none"> <li>engaging directly with over 160,000 people around the Park through outreach and participatory activities with artists;</li> <li>engaging directly with 2,000 young people through mentorship and training schemes;</li> <li>creating 60 jobs in the arts;</li> <li>commissioning 20 new artworks on the Park;</li> <li>delivering 12 events in venues and the Park.</li> </ul>
Community and business engagement		To the end of 2015/16 : <ul style="list-style-type: none"> <li>Engaging directly with over 150,000 people surrounding the Park through communications, outreach and participatory projects;</li> <li>engaging directly with 100,000 school children (from across 100 schools) through outdoor classroom learning, in-school projects and engagement, and the E20 network;</li> </ul>

<sup>2</sup> A full list of sustainability targets can be found in the Sustainability Guide at [http://www.londonlegacy.co.uk/media/LLDC\\_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)

Project	Milestones	Measures
		<ul style="list-style-type: none"> <li>engage with a further 500 young people directly through targeted youth mentorship and training schemes like Voice of East London (120,000 youth listeners) and Youth Panel;</li> <li>supporting 20 new projects in and around the Park; delivering 12 events in venues and the Park.</li> </ul>
Sport and Healthy Living		Sport and Healthy Living: total throughput and unique participant numbers; KPI % of inactive participants; KPIs against specific target groups
Socio-economic projects	<ul style="list-style-type: none"> <li>Grant agreements signed with 4 LCS Boroughs for Job and Apprenticeship provision in 14/15 Q3 2014</li> <li>Complete Phase 2 delivery of LCS Legacy Careers Programme for 2014/15 with Host Boroughs Q1 2015</li> </ul>	<p>Transformation workforce: 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> <p>EFM contract workforce targets: 85% permanent residency in Host Boroughs; 50% from BAME groups; 50% are women; 10% disabled; 50 apprentices.</p> <p>Aquatics Centre and Copper Box Arena workforce targets: 70% permanent residency in Host Boroughs; 55% from BAME groups; 50% are women; 3-5% disabled; 36 apprentices per year.</p> <p>Business support targets (working with Newham College): support 30 SMEs, and facilitate £1.5m new business won by local businesses by March 2015;</p>

Project	Milestones	Measures
		create 9 FTE jobs; safeguard 33 jobs; facilitate £1.5m new business won by local businesses.
Equalities and inclusion	<ul style="list-style-type: none"> <li>Deliver annual National Paralympic Day summer festival – Q3</li> </ul>	<p>26,000 opportunities to participate in inclusive sports and physical activity delivered by 2015/16 as part of 'Together East' in partnership with Sport England.</p> <p>Recruitment of 60 Paralympic Legacy Ambassadors reaching 600 people over the three years.</p>
Design	<ul style="list-style-type: none"> <li>Grassroots interim uses open to the public Q3 2014</li> </ul>	Deliver 12 Quality Review Panel meetings per year, with additional reviews arranged as required;
Physical Regeneration	<ul style="list-style-type: none"> <li>Delivery of approved high quality schemes for key physical connections within LLDC area including over A12 at Bromley by Bow, over Hertford Union Canal in Hackney Wick and linking Hackney Wick to QEOP and Roman Road. Delivery strategy and funding identified for all.</li> </ul> <p>Leaway:</p> <ul style="list-style-type: none"> <li>A13 underpass construction commences</li> <li>Twelvetrees construction commences, A13 underpass complete Q4 2014</li> <li>Twelvetrees and A13 ramp construction complete 2015/16</li> <li>Poplar Reach Park construction commences 2015/16</li> </ul>	

## Planning Authority

Project	Milestones	Milestones and measures
Policy support	<p>Local Plan milestones:</p> <ul style="list-style-type: none"> <li>• Consultations on Local Plan commences Q3 2014</li> <li>• Consultation complete, plan submitted for independent examination Q3 2014</li> <li>• Independent examination complete Q4 2014</li> <li>• Local Plan adoption Q2 2015</li> </ul> <p>CIL milestones:</p> <ul style="list-style-type: none"> <li>• Independent examination complete Q2 2014</li> <li>• CIL adopted, collection commences Q2 2014</li> </ul>	
Planning determination		<p>Income: To generate income from planning fees of at least £100,000 per quarter</p> <p>Performance: 70% of all planning applications determined within the statutory time period or other period as agreed with the applicant</p> <p>Planning enforcement: Manage all enforcement complaints in accordance with PPDT's Enforcement Plan, reducing the number of 'live' enforcement cases currently on hand on a quarterly basis.</p>

## Corporate

Project	Milestones	Measures
Operational costs		Measures include staff satisfaction and retention, health and safety, programme management, transparency and response to Freedom of Information (FOI) enquiries.
Budget and business planning	<ul style="list-style-type: none"> <li>• 2015/16 budget submission Q4 2014</li> <li>• 2015/16 budget produced and approved Q1 2015</li> </ul>	
Park IT	<ul style="list-style-type: none"> <li>• Park infrastructure and systems (including implement network and telecommunication changes) in place for South Park opening Q2 2014</li> </ul>	
Communications and public affairs	<ul style="list-style-type: none"> <li>• Park opening media event and stakeholder events Q2 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing Press conferences, photo opportunities, media monitoring</li> <li>• Ongoing scrutiny committee appearances and stakeholder events</li> </ul>
Procurement and legal		<ul style="list-style-type: none"> <li>• Ensuring all procurement exercises are complete to allow the Park and the Corporation's venues and assets to operate.</li> </ul>