



London Legacy Development Legacy Corporation Corporate Performance: July to September 2014



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 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/~media/lldc/committee%20minutes/committees/board/april%202014/20140430lldcboardpublicwithout%20item%2014%20appendices.pdf>

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 July – September 2014

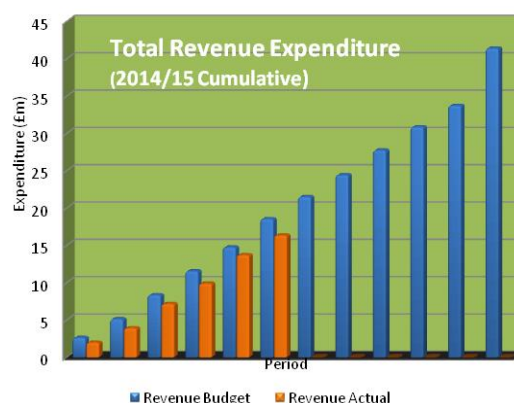
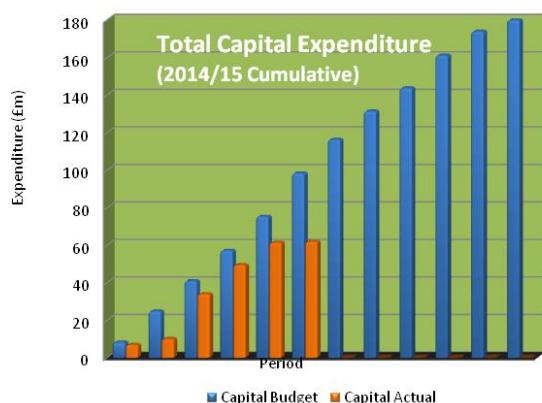
LLDC's major achievements during this period are set out below. Further details can be found in the body of the report:

- Continued progress in development of the cultural and higher education quarter, including submission of Outline Business Plan to Board.
- Hosted the following events: Tour de France, Great British Carnival, National Paralympic Day, Prudential RideLondon, National Lottery Newham Anniversary run.
- Inaugural Invictus Games held on the Park
- Commenced Chobham Manor construction and continued successful sale of housing units, and submissions of planning application
- Shortlist three bidders for East Wick and Sweetwater developments
- Planning approval for Hackney Wick Station received.
- Work has begun on Hub 67 community centre and Rothbury Road.
- Completion of Artwork on Chobham Manor Hoardings.
- Publication of Local Plan for formal consultation.
- Appointed Gerry Murphy as the new Executive Director of Finance and Corporate Services, taking over from Jonathan Dutton from December 2014.
- Visitor numbers 1.03 million in this period.
- Appointment of Aisling Fahey as young poet laureate for London
- Motivate East is exceeding targets for participation in inclusive sport

Some of the key goals for LLDC for the period from October to December 2014 are to:

- Appoint Stadium plus Operator.
- Submit Olympicopolis Outline business case to Government.
- Submit Planning Application for East Wick School
- Close Local Plan consultation.
- Submit Planning application for Secondary school (all-through school).
- Complete Canal Park.
- Appoint preferred bidder for East Wick and Sweetwater.

Financial Performance Summary



Capital: Capital expenditure is significantly under spent for the six months to September, primarily due to Infrastructure spending where the capital injections into E20 Stadium LLP to date have been £27.8m less than anticipated due to the delays in scoping the compression trust work and a large Q1 VAT refund from HMRC. Notably Real Estate is also £9m underspent for the six months to September reflecting delays due to design changes on Stratford Waterfront, slippage on works to bridges and delays handing over roads to the local boroughs due to defects. The 10 year plan reflects the most up to date forecast outturn; this broadly anticipates significantly accelerated expenditure across both these directorates in the second half of the year but allowances for optimism bias now included in 10 year plan.

Revenue: Revenue expenditure in the six months to September is underspent by £2m primarily due to the Facilities Management review and savings and slippage on Marketing within Park Operations and Venues. In summary expenditure at the end of year is anticipated to be in line with budget as Park Operations and Venues expenditure gathers pace and expectations of higher than anticipated professional fees in Finance and Corporate Services are balanced against lower Park IT costs and increased planning receipts.

Trading

3 Mills continues to outperform revenue expectations for year to date income (at £0.7m over budget), however this is offset by lower than anticipated visitor numbers at the AcelorMittal Orbit which shows an adverse variance of £0.5m to date.

A more detailed breakdown is overleaf:

£'000s	6 months ended 30th September 2014			Full Year to Mar 2015	
	Actual	Revised Budget	Variance	Revised Budget	Original Budget
Capital Expenditure					
Infrastructure - Stadium	35,210	62,987	27,777	121,523	118,188
Infrastructure - Other	11,007	10,313	(694)	10,440	1,996
Park Operations and Venues	548	1,632	1,084	5,698	5,457
Real Estate	8,755	17,811	9,056	39,093	35,841
Regeneration	1,552	2,540	988	6,456	7,493
Corporate	4,836	3,046	(1,790)	7,302	12,419
Transformation underspend 13/14	-	-	-	-	8,158
	61,908	98,329	36,421	190,512	189,552
Revenue - Income					
Park Operations and Venues	(702)	(1,051)	(349)	(2,102)	(2,102)
Real Estate	-	-	-	(172)	(172)
Planning Policy and Decisions	(436)	(200)	236	(400)	(400)
	(1,138)	(1,251)	(113)	(2,674)	(2,674)
Revenue - Expenditure					
Park Operations and Venues	6,212	7,999	1,787	16,770	16,896
Real Estate	317	230	(87)	819	1,162
Stadium	562	606	44	705	705
Regeneration	780	1,210	430	2,957	2,873
Planning Policy and Decisions	296	317	21	837	837
Corporate	9,321	8,613	(708)	21,961	21,602
	17,488	18,975	1,487	44,049	44,075
Revenue - Net Result	16,350	17,724	1,374	41,375	41,401

	Actual	Revised Budget	Variance	Revised Budget	Original Budget
Trading net (surplus) / deficit					
3 Mills Studios	(398)	300	698	393	393
AMO trading	(28)	(550)	(522)	(1,100)	(1,100)
Copperbox	91	-	(91)	-	-
Aquatics Centre	213	262	49	524	524
Timberlodge	(38)	-	38	-	-
Total Net (surplus) / deficit	(160)	12	172	(183)	(183)

Capital Expenditure

Infrastructure

Infrastructure stadium expenditure covers the capital injections made by LLDC into the E20 Stadium LLP joint venture. E20 is responsible for the work and accounts for the expense. Progress is behind schedule due to the additional work required for compression truss strengthening. A recovery plan is being implemented that anticipates bringing progress in to line with the original programme by March 2015 to ensure works are completed in time to allow the events planned for summer and autumn 2015 to take place.

Actual capital injections to date are currently £27.8m below budget due to the delays in scoping the compression trust work and E20 having received the Q1 VAT refund of £5.5m from HMRC and hence not needing additional cash from LLDC at this stage. As the work accelerates significant cash injections are anticipated in October and November.

Other infrastructure expenditure is higher than anticipated as work to close out contracts and agree settlements with contractors for works across the park continues. The management

accounts bring forward the £8.1m underspend from FY 2013/14 to match this budget against the costs being incurred in FY 2014/15.

Park Operations and Venues

Phase 3 of the multi-storey car park programme has had an extended lead in time for purchasing barriers, moving expenditure from August to November. As the Spring and Summer events programme delivered events every week from opening to end September, a number of capital works were re-phased to second half of the year.

Real Estate

A significant under spend exists to September across a variety of projects in Real Estate. Procurement delays due to requirements of the Homes and Communities Agency Panel have slipped planning and work in relation to Hackney Wick into FY 2015/16. There has also been a significant rephrasing of works in relation to LCS planning permission and the U13 underpass is expected to be deferred to 2016/17. Increased expenditure is expected on the delayed works to the F03 bridge and the utility connections at Stratford Waterfront to ensure delivery by year end.

Regeneration

Expenditure on capital within the Regeneration directorate is behind budget due to delays in procurements. Expenditure is expected to be largely in budget by year end.

Corporate

Spend to September is higher than anticipated primarily due to high irrecoverable VAT costs due to the large level of capital works that were completed in 2014/15 which were classified as non-business – primarily in Park Transformation, this is marginally offset by slower than expected Park IT works.

Revenue

Park Operations and Venues

Income to the six months to September is below target - the full year income forecasts are to be reviewed during the early part of the second half of the year to identify whether these bookings can be caught up in the remaining months.

Expenditure within the directorate to September is below forecast, primarily due to a reduced programme of work on the Facilities Management contract whilst Cofely perform a review on the contract.

Regeneration

Progress on revenue expenditure is behind budget due in part to delays in Boroughs claiming grant expenditure from LLDC (Community and Business Engagement) and procurement delays in Equalities and Inclusion. These are anticipated to catch up over the second half of the year and spend to budget.

Real Estate

Work to minimise additional costs in respect of the handover of the Press & Broadcast Centre to Here East has identified savings returned to the corporate contingency and may identify further savings now the liabilities in respect of the handover have been cleared.

Planning, Policy and Decisions

The underspend in the first half of the year has largely been driven by the planning application fees receipts which have been much higher than anticipated due to the receipt of fees for some large-scale developments. This high level of income is expected to continue for the rest of this financial year and together with the introduction of pre-application charges later this year total income is anticipated to be £750k.

Corporate

Spend to September is over budget primarily due to increased professional services advice across tax and finance augmented by smaller overspends on staff and accommodation charges where rent has been larger than anticipated partially offset by under spends in Insurance and Park IT where spend as been slow.

1. Park Operations and Stadium

The work in this area in 2014/15 is 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 are carefully managed and maintained, to ensure a reputation for quality and safety, and to maximise visitor numbers and spending for local businesses. This is 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 14/15 and early 2015/16	Estimated date and comment
Complete transformation, reopen Park & venues	Complete: The Park and major venues re-opened on schedule as planned. This does not include the Stadium which has separate milestones.
Defects resolved for Aquatics Centre and Copper Box Arena	Defect works in both venues to be completed in Q3 2014/15
Hold FINA diving championships	Tournament successfully held with 8,592 people attending.
Hold Revolution track cycling	Scheduled to take place in the Lea Valley VeloPark in October 2014, with another event in February 2015.
Tour de France stage through the Park	Complete: The Tour de France completed a circuit of the Park in July 2014.
Complete installation of signage and wayfinding	Temporary wayfinding and signage installed for Park opening. Permanent solution to be complete by Q3 2014/15
Stadium: naming rights partner announced	A new strategy is being devised.
Appoint Park & Stadium events operator	Dialogue progressing to schedule with Stadium+ operator bidders. Operator to be appointed in Q3 2014/15.
Achieve and maintain Green flag status for the Park (15/16)	Green flag status has been achieved, 1 year ahead of schedule.
Stadium complete for Rugby World Cup (15/16)	Stadium conversion is on track for re-opening for the Rugby World Cup in summer 2015, Section 1 of the Stadium completed on schedule in this reporting period.

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. There have been no life-changing injuries sustained in accidents, and no reportable work-related ill health. The Transformation programme completed with a very good safety performance. The accident rate ended at the historically low 0.05 (equivalent to a reportable accident for every 2,000,000 hours worked) for the final 12 months and an average over the whole programme of works of 0.13 (lower than for the ODA pre-Games works of 0.15).</p>
<p>Visitors: Annual target of 3.5m visitor to the Park</p> <p>Copper Box throughput</p> <p>Aquatics Centre throughput</p>	<p>Estimated 1.03m visitors to the Park between July and September 2014.</p> <p>196,660 people have visited the Copper Box Arena in 2014/15.</p> <p>391,364 people have visited the Aquatics centre in 2014/15.</p>

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. In 18 months, the Legacy Corporation has led the transformation of the former Olympic Park into London's newest Park with beautiful parklands and waterways, world-class sporting venues, arts and events.

Since that time visitor numbers to the Park have been very high and media coverage about the Park has been positive. 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. Visitors to the ArcelorMittal Orbit are able to experience a new perspective of London and unrivalled views of the Park. 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 breathtaking views.

At the base of the ArcelorMittal Orbit is **The Podium** which has a versatile events space, EastTwenty Bar & Kitchen and roof top terrace with views of the iconic venues.

Aquatics Centre: The Aquatics Centre opened on 1 March 2014. The 50 metre competition pool is available for lane and fitness swimming. The 50 metre training pool is used for family sessions; fun sessions with inflatables and swimming lessons. There is also a 25 metre diving pool with boards and platforms up to 10 metres, a dry diving zone, a state-of-the-art 50 station gym and café. Over the Summer it hosted National Paralympic Day and Invictus Games events. In 2016 will host the European Swimming Championships.

North Park and Hub: The first phase of the North Park opened on schedule in late July 2013, including the Unity Kitchen Café, the Tumbling Bay playground and the Timber Lodge community centre. The café is run by The Camden Society and was the first of four permanent cafés and four permanent kiosks across the site.

During this period, the **Copper Box Arena** hosted a number of events including National Handball finals and London Lions basketball matches. The Arena is also open for use by the community including a sports hall for activities such as badminton, an 80 station gym and 2 studios.

Events: The Park has been animated through a number of high profile events including the **Queen's Baton Relay** for the Commonwealth Games passing through the Park, marking the midpoint of the English leg of the Relay, as it nears the end of its international journey. As part of the celebrations the Park held a Festival of Sport, a free event which was the biggest mass participation sports event on the Park, bringing people of all ages and backgrounds together to try new sports. This included a range of inclusive sports such as wheelchair basketball, and activities for all ages and abilities and launched Active People Active Park, LLDC's initiative with Sport England to provide sports activation across the Park.

Other events include staging part of the **Tour de France** through the Park on 7 July 2014 bringing large crowds to the Park and surrounding areas.

The **National Lottery Newham London Anniversary Run**: a five mile run on the Park held on 20 July 2014, which also included a shorter distance run for children in the Family Run.

The Great British Carnival at the Park: Marking the midway point between the London and Rio Olympics on 27 July, 35,000 people attended this free event included dance, music, performance and costume for the whole family to enjoy.

The **Prudential RideLondon** event on 10 August 2014, which started in the Park with around 24,000 cyclists and 150 of world's top professional male cyclists riding through the South East of England.

The Invictus Games, the international sports event launched by Prince Harry was from 10-14 September 2014. This event saw wounded, injured and sick Servicemen and women in venues on the Park including the Aquatics Centre, Copper Box Arena, Lee Valley VeloPark and Here East, with athletics running at Lee Valley Athletics Centre.

Future events: events on the Park scheduled to take place in the next period (October – December 2014) include:

- NEC Wheelchair tennis masters. 24-30 November 2014
- Host all London Lions Basketball home games.
- UCI Track Cycling World Cup 2014. 5-7 December 2014

Park Operations: The first phase of opening was supported through the Legacy Corporation's Park Operations team whose work included the mobilisation of venue operators and the delivery of the estates and facility management contact. The preparatory work ensured that full Park opening was smooth and the Park has been operating well since this time.

Stadium: LLDC, 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. Last summer Balfour Beatty was awarded the contract to convert the Stadium roof and is leading the remainder of the transformation works of the Stadium including constructing the warm-up track, spectator and hospitality facilities, and the external landscaping.

Carey's PLC has continued work as contractors to remove 25,000 seats and the grass field of play. Work continued in this period to remove all 14 of the floodlight paddles on the Stadium so a new roof – twice the size of the original at around 45,000sq metres – can be built. At 84 metres at its deepest point it will be the longest cantilevered roof in the world and will cover every seat in the Stadium and improve the acoustics and spectator experience for football matches, other sporting events and concerts. The pitch will then be laid for the five Rugby World Cup matches held in the Stadium in September and October 2015. After this, final work will be carried out, including construction of retractable seating, to prepare the Stadium for its long term tenants West Ham United FC and UK Athletics to open the Stadium from summer 2016.

Procurement has continued for the operation and event management of the Stadium and south of the Park, an operator is scheduled to be appointed in Q3 2014/15.

The **Active People Active Park** programme, funded by a grant from Sport England, has already surpassed the annual target for participation after just six months. New partners are continuing to join the Programme and contribute, including for example West Ham United providing half term activity in the Park. As part of major events on the Park a number of NGBs are looking to join the Programme to increase activation.

For information about LLDC's **Sport and Healthy Living** projects see the Community Engagement text in the Regeneration section of the report.

Key Park Opening and Operations and Stadium risks:

Summary	Impact	Mitigation
Red risk that the construction programme for the Stadium will slip and/or budgets will overrun	Significant financial, reputational and operational impacts.	Budgets secured for the construction work and contracts let. Monitor budgets closely.
Amber risk relating to Park visitor numbers and experience	Significant reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Positive initial figures for visitors to the Park.
Amber risk relating to Stadium+ Operator procurement	Significant financial impacts.	Procurement exercise is on track.
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.
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 damage.	A comprehensive health and safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its Project Management Partner.

2. Real Estate and Regeneration

Real Estate

The work in this area in 2014/15 includes 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 includes commencement of construction of housing at the Corporation's first housing development at Chobham Manor and sales of properties in this development. It also includes 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 project and the development of a Canal Park. 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 across east London.

Progress against milestones

Milestones for completion in 14/15 and early 2015/16	Estimated date and comment
Chobham Manor developer on site	Complete: Enabling works have been taking place and the developer started construction on site in Q2 2014/15
East Wick & Sweetwater developer procurement complete	Three bidders have been shortlisted and the developer is now due to be appointed in Q3 2014/15
Olympicopolis development agreements complete	Heads of terms to be signed Q3 2014/15.
Here East start on site to fit out Press & Broadcast Centres	Following the granting of the lease to Here East Construction will commence in Q3 2014/15.
Bromley by Bow - Delivery strategy for BbB preferred option agreed	Preferred option to be agreed in Q3 2014/15.
East Wick School - submit planning application	On scheduled to submit Planning Application in Q3 2014/15.
East Wick School construction commences	On track for commencement in Q4 2014/15.
Legatum all through school: planning application submitted	Two planning submissions to be submitted, one for the Secondary school Q3 2014/15 the other for Primary School Q4 2014/15.
Delivery strategies for Bromley by Bow agreed	Contractors appointed to prepare a viability assessment of the design options and to produce a delivery strategy by Q4 2014/15.

Olympicopolis outline business case approval	Outline Business Case in draft and due to be submitted to Government in Q3 2014/15 for approval in Q3 2014/15.
Hackney Wick Station construction commences (15/16)	Construction on track to commence Q1 2015/16.
Set up of Estates Management body	LLDC Investment Committee to be updated on options to create an Estates Management body.
Legatum all through school construction commences (15/16)	On schedule to commence construction of the Primary school in Q2 2015/16 and the Secondary school in Q4 2014/15.
Hackney Wick Neighbourhood Centre submission of Outline Planning Application (15/16)	On track for submission in Q1 2015/16, supported by approval for Business Case, landowner meetings and planning discussions in this period.
Olympicopolis full business case approval (15/16)	Approval for Outline Business Case due in Q2 2015/16, further work with Partners to complete the Full Business case.
Canal Park Opens (15/16)	On track to complete construction works and open to the public in Q3 2014/15.

Commentary on key projects

Cultural and Higher education district: This is a new project which aims to create a major new higher education and cultural district on Queen Elizabeth Olympic Park at Stratford Waterfront and south of the ArcelorMittal Orbit.

The Legacy Corporation has been working closely with the Victoria and Albert Museum and University Collage London and other partners, Sadlers Wells and The University of the Arts London to develop a business case for the creation of a major new higher education and cultural district for submission to Government. The Legacy Corporation has been engaged in negotiations with UCL to discuss the delivery arrangements for a new university campus on PDZ 1.2 (south of Aquatics) and PDZ 2 (south of the ArcelorMittal Orbit).

Following the September 2014 Board meeting detailed work has been undertaken to finalise the Outline Business Case (OBC) to present to the Government ahead of the Autumn Statement in December 2014.

An international competition to appoint a design team for the Stratford Waterfront project was launched formally in September 2014. The competition was first announced by Mayor of London, Boris Johnson, in July and has already had more than 960 architects, masterplanners, placemakers, engineers and landscape designers from across the globe register their interest. The deadline for expressions of interest through the design competition website is 11 November 2014.

Chobham Manor development: in November 2012 LLDC entered into the development agreement with Chobham Manor LLP (a joint venture between Taylor Wimpey and London & Quadrant) to build LLDC's first neighbourhood on the Park, Chobham Manor, on the site of the former temporary Basketball Arena. The development will contain 75% family housing (defined as 3 beds or more) as this is a planning requirement and will be supported by a new health centre, nursery and community spaces.

Chobham Manor LLP launched the first phase of homes for private sale at Chobham Manor, in May 2014. Over the first weekend, 48 open market homes were reserved by purchasers

who were keen to set up home on the Park. All but a small number of the units released have now been sold and the next phase of one and two bed units will commence later this year. The first units are due to be occupied from December 2015 onwards. The phase 2 planning application was submitted in September 2014 for determination in November 2014.

Press Centre and Broadcast Centre (Here East):

The long-term use for the Broadcast Centre and Press Centre has been secured. Here East (formerly iCITY) and the Legacy Corporation signed the lease for the buildings in May 2014. Here East will be a world-leading creative and digital cluster at the heart of Queen Elizabeth Olympic Park with 1.2 million square feet of space. Here East has appointed Laing O'Rourke as preferred contractor for their fit out works which commenced in Summer 2014.

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 complete in Q3 2014/15.

LCS Phase 2 – East Wick and Sweetwater: The Legacy Corporation has continued procurement to identify a development partner to take forward the next phase of new neighbourhoods on the Park at East Wick and Sweetwater to create up to 1,5000 homes. Six firms submitted outline proposals earlier this year and the Legacy Corporation has announced three candidates to submit full proposals in September 2014: Grainger; Mace, Argent and Peabody; and Places for People and Balfour Beatty. The Detailed Dialogue with the three final bidders was extended to ensure a suitable solution is put forward at Final Tender stage. Dialogue has now closed. The Legacy Corporation will then select a preferred bidder at the November 2014 board meeting. The Planning Application to revise elements of the Legacy Communities Scheme (LCS) relating to this development was granted on 22 April 2014, the Committee resolved to grant permission.

The Legacy Corporation is also working with Partners towards the early delivery of two **Legacy Community Scheme schools:** a three-form entry primary school at East Wick, due to open in 2015/16, and an all-through free school called Legatum at Sweetwater and Stadium Island, provisionally scheduled to open in September 2016. The Legacy Corporation is working with relevant partners for both schools to ensure that contractual arrangements, planning and design issues are all resolved to allow construction to comment in 2015 to meet the deadlines to open the schools.

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 iCITY 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, submission of a planning application due in the next period and procurement. Discussions are also progressing well with LB Hackney and other landowners relating to development of the **neighbourhood centre** in Hackney Wick: the Business Case was approved in this period, landowner meetings and planning discussions were also held.

Construction projects: The **U13/14 underpass** will link the north and south of the Park: Discussions are being held internally regarding when this project would take place. **F03 bridge** construction works: the contractor has been appointed and construction commenced

in Q2 2014/15 for completion in Q2 2015/16. The **Canal Park** project to create a linear park on the western side of the Queen Elizabeth Olympic Park along the Lea Navigation Canal is on track to complete construction works and open to the public in Q3 2014/15.

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.
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.	Close working with LB Hackney. Ensure contractors are brought in early and all surveys are undertaken early.
Amber risks relating to construction of Olympicopolis to programme.	Significant financial and reputational impacts.	Effective design and early market testing.
Amber risks relating to ensuring that there is funding in place to deliver Olympicopolis.	Significant financial and reputational impacts.	Early insight to funding requirements.
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.
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.

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 14/15 and early 2015/16	Estimated date and comment
Business Case approval to Hackney Wick Development and Delivery Strategy	Business case approved in this period
ELMO: Artist residency with public programming and mentorship scheme complete	Excellent participation in this period, on schedule to complete by September 2014.
Rothbury Road Hub 67 build complete	Procurement for contractor commenced, construction due to complete in Q3 2014/15.
Legacy Careers – complete Phase 2 Legacy Careers programme in 15 secondary schools	Commenced delivery of second phase of legacy careers in schools, programme due to complete in Q4 2014/15
NPD - NPD 2014 successfully held	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.
Pudding Mill Lane: Masterplan complete and preferred option for Pudding Mill Lane agreed	The Masterplan is complete and preferred option on course to be agreed in Q3 2014/15.
Leaway: complete phase 1 (15/16)	Due for completion in Q2 2015/6

Targets	Performance and commentary
<p>Transformation 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 September 2014 the majority of workforce targets have been met or exceeded:</p> <ul style="list-style-type: none"> - 27% of Transformation employees working on the Park are Host Borough residents 5% were previously unemployed - 58% of the workforce are from BAME groups - 7% are women. - 4% are disabled - 3% 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 September 2014 the workforce performance is shown below:</p> <ul style="list-style-type: none"> - 58% workforce Host Borough residents - 32% workforce are BAME - 52% workforce are women - 4% 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"> - 65% workforce Host Borough residents - 52% workforce are BAME - 30% workforce are women - 7% 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 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 to be 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>90 people awarded the voice of east London silver arts award. Including 70 from 2014 Great British Carnival awards as well as 20 from 13/14 Voice of East London</p> <p>Will be measured from 2015 onwards.</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 16,599 disabled people who have participated in the programme, exceeding the target for the first year of the project of 2874 participants</p> <p>The Bromley By Bow Centre has been appointed to recruit Para-legacy agents. 368 have been appointed to date.</p> <p>Paralympic Legacy figures are above; Active Park Active People sessions are being delivered and are on track to meet annual targets.</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>Supporting 30 jobs in the arts by March 2016</p> <p>Delivering 20 events in the Park by March 2016</p> <p>Commissioning 15 new artworks on the Park by March 2016</p>	<p>The latest figures show direct engagement with 136,137 people. This figure does not include engagement through LLDC arts and culture projects at the Summer Events series, notably at National Paralympic Day and Open East.</p> <p>60 by October 2014 (quantified as either direct or indirect employment)</p> <p>49 by October 2014 (an 'event' classed as an organised event of more than 50 people attending)</p> <p>59 by October 2014</p>

Commentary on key projects

Inclusion and Paralympic Legacy: LLDC's has continued to deliver its Paralympic legacy programme. As a part of that programme inclusive sport project Motivate East (which is funded by LLDC and with match from Sport England and other partners including the Host Boroughs, Lee Valley Regional Park Authority, Greenwich Leisure Limited, the University of East London, ProActive East London and Wheelpower) is exceeding targets relating to throughput, supported by the appointment of Para-legacy agents to promote the programme.

29,000 people attended **National Paralympic Day** on 30 August 2014 which included Paralympics GB medallists competing at the iconic London Aquatics Centre for the first time since the London 2012 Paralympic Games and British and International athletes competing in Boccia, Goalball and Wheelchair Basketball at the Copper Box Arena. This event also included the Mayor's Liberty Festival featuring attractions from deaf and disabled artists.

Work has continued to re-imagine **Mandeville Place**, the central public open space between Carpenters Lock and the Belvedere, as an area of Paralympic recognition, meeting our commitments to the International Paralympic Committee. This interpretation will include a tactile map and will be retrofitted after Park opening. Designs have been completed and planning approval has been granted (subject to the submission of a satisfactory remediation report and validation report). The project is due to be complete by spring 2015.

Socio Economic projects:

The Legacy Corporation has continued its programme to help provide opportunities on the Park to encourage jobs, skills and apprenticeships. Progress against individual targets can be found above. In this period good progress has been made in recruiting apprentices to work on the Canal Park, Chobham Manor and in particular the Stadium (over 20 apprentices recruited).

Delivery has commenced on Legacy Careers which will raise awareness of employment opportunities coming forward from the Park and help secondary school students to better understand their future career options, broaden horizons and equip them with the information, confidence and motivation they need to plan and manage their own careers. This will be delivered to 15 schools in the Host Boroughs and run until Q1 2015.

Education and schools: The Legacy Corporation has progressed its work to deliver the Legacy Communities Scheme schools and to facilitate additional capacity in the Legacy Corporation's area. (For further information see the Real Estate section)

Urban Bio Science Park: The Legacy Corporation commissioned a study about the flexibility of creating workspace for bio science businesses and clustering around London's universities. The Legacy Corporation is now looking at how this might be delivered as part of phase 4 of the Legacy Communities Scheme (after Olympicopolis).

Community Engagement:

The Legacy Corporation has delivered a number of very successful **community events in the Park** including Great British Carnival and Picnic in the Park, designed as pied-piper type events to link outreach activity to events in the Park. 247 Park Champion event volunteers have supported 20 events over the summer and a total of 45 days! **Our Park Champions programme** has expanded and so far over 100 volunteering days on Park conservation and 300 days supporting the mobility service have been delivered.. Both our Park Champions programme and the Park Panel group were sighted by the Green Flag judges as excellent examples of direct community involvement when they awarded the Park Green Flag status a year earlier than anticipated. The Park Panel meets bi-monthly and has so far had 4 meetings. It has 20 members and a reach of over 1600 via members' local networks.

The Legacy Corporation has been running a number of high profile **community engagement** projects with local residents including delivery of workshops and working with community clubs. Recent activities include: ongoing Growing Links sessions held; the Make, Grow, Do network launched; Art to the Park project with Bromley By Bow project commenced; and This is East 20 project with Chobham Academy students underway

The Legacy Corporation, working in partnership with the V&A (UAL and My Kinda Crowd) launched a new Pan London **schools fashion challenge** for 11 to 16 year olds that will culminate in a fashion show held on the Park in April 2015. 'Concept to Catwalk' challenges London school children to design a collection of clothing that reflects 21st century lifestyles and technology-led innovation in fashion. 8 shortlisted submissions will be paired with Central St Martins graduates to actually make up their designs in time for the final fashion show at the end of the project where the overall winner will be selected. Over 700 students have already entered the competition.

The aspiration for the Park to be known as "*London's largest outdoor classroom*" is progressing well through the curriculum based **Learning Trails**. 400 lesson plans have been

developed as free downloadable resources for teaching in the Park and 5,609 of these have been downloaded by unique web page visitors. The target of 600 children being engaged in curriculum based and learning trails has already been reached for 14/15.

An application process to appoint members of the **Legacy Youth Board** has completed and the first meeting held. The Legacy Youth Panel has appointed a new delivery partner for 2014/15 and the Panel's film was shown at the Stratford Picture House. A leadership training weekend has been held for the 47 new members appointed to the panel; this is the largest ever intake in 5 years of the Panel running and the members were chosen from 76 applications.

The Legacy Corporation has been awarded £500,000 from **Sport England's** Community Sport Activation Fund to get people in and around the Park more active, more often. Following on from a successful pilot project, which attracted over 3,000 people, the Active People, Active Park programme is expected to reach more than 90,000 people over the next three years. The project will bring people of all ages and backgrounds together to try new sports, encouraging increased levels of physical activity.

GoodGym Newham has launched with weekly Park runs (and volunteering) starting and ending at the Aquatics Centre. This generated positive local media coverage

Work has continued on the **Go! Schools Network** which aims to bring together all the secondary schools in the host boroughs. 55 schools have signed up so far and the aim is to engage with all 65 schools by the end of the year. The project has recently been extended to include primary schools, 250 host borough schools have been approached, but in particular the project is targeting the 40 schools closest to the Park. 24 primary schools have signed up to date.

The **Legacy Youth Radio** project - 'the Voice of East London' - has continued to support young people through gaining an arts award qualification. 20 achieved this earlier in 2014 and the new cohort is working towards their awards.

LLDC has continued to support the **Echo** timebanking scheme. Echo has been established as a CIC and has a board in place. Echo staff have relocated to LLDC's offices and this has helped to ensure closer working with Park partners to encourage take up of the scheme. Membership of the scheme is now over 500 businesses members (and 507 individual members). Echo has successfully secured £140k grant from Friends Provident. Echo has been invited to speak at a second no 10 round table on the future of the Sharing Economy. LLDC is holding a workshop with Nesta in November to explore this and a potential long term partnership.

Interim Uses: The Legacy Corporation is developing smaller scale interim uses project on the Park, focussing on establishing a Chobham Manor Mobile Community Garden. This change in scope follows on from feasibility work carried out by the operator who was appointed to undertake the wider interim uses project. The project will also align with Chobham Manor LLP's community development plan and help early integration with East Village residents and Chobham Academy. It also ties in with the Park Champion garden volunteers and the Growing Links community project in operation across key sites around the Park.

The Legacy Corporation has continued work to develop the community centre, known as **Hub 67**, which will be based at 67 Rothbury Road, next to Frontside Skate Park and will be a new focal point for residents, hosting events, classes and community groups. The Hub is

made from recycled and reclaimed materials from 2012 and is due to open in December 2014.

Physical Regeneration:

The Lea River Park - Leaway: The Legacy Corporation is leading the process of working in partnership with Newham, Tower Hamlets and other stakeholders to deliver the Leaway project, which is a series of projects to connect Queen Elizabeth Olympic Park to the Royal Docks and River Thames with a continuous landscaped walking and cycling route along the River Lea. The Legacy Corporation is working with partners to resolve issues with securing full public right of way along key sections of the Leaway.

The **Leaway Twelvetrees Crescent** Connection project has received planning permission from LB Newham and is proceeding, with the final design of the ramp connection and the tender package to be completed by the end of November 2014.

Planning permission for station improvements at **Hackney Wick** has been granted. Detailed design is commencing in collaboration with Network Rail with construction due to start in 2015 and completion scheduled for spring/summer 2016. Issue of a brief for the Hackney Wick Fish Island Connectivity Project initial design study is imminent. Once consultants are appointed an internal project group will be set up by the end of the year.

The project to provide a new station entrance at **Stratford Regional Station** from the Carpenters Estate is being developed. A brief has been issued for procurement of designers later this year. Design and planning work will take place ahead of the anticipated start date of March 2016.

Work is continuing on the **Hackney Wick Neighbourhood Centre** programme as previously reported and planning permission has now been secured for the improvements to Hackney Wick station. The Legacy Corporation is currently working with Network Rail and other partners to fix the timescale and budget for the works.

Bromley by Bow District Centre: Landowners and the Legacy Corporation intend to take forward a masterplan and work towards a planning application. The details of how this is progressed remain to be determined but the development will include a school, a park, a supermarket, housing and business space. A planning application for a new Bromley by Bow Station will be submitted to make it accessible, increase capacity for growth and give it increased presence in the area. TfL are committed to improving connections in the area across the A12 and at Bow interchange.

Arts and Culture:

The **Spoke poetry programme** completed its year long programme of poetry in schools and public spaces. 80 young people from 10 local schools to developed poetry performances for a final Poetry Slam at Stratford Circus in July 2014 and the project has held residencies at places like Clissold Leisure Centre and Hackney City Farm reaching over 3,000 young people.

The **Great British Carnival** was held on the Park in the summer, attended by over 30,000 people with contributions from over 300 artists from both international and local carnival groups. The carnival was supported by a community engagement programme in the 4 weeks leading up to the event.

Creative Workspaces: Following the completion of a detailed report on how artistic workspaces can be protected and supported within LLDC area a number of

recommendations have been implemented through embedding references to workspaces in Local Planning Policy, and ensuring affordable workspace is part of the Hackney Wick masterplan. Work will continue to explore models for an independent broker/management company to broker affordable deals directly with landowners.

A year-long “**Local Programme**” of commissions has been launched which will see new work developed specifically for the Park by The Yard Theatre, East London Dance and other locally based organisations and individuals. Training and business support will be provided to these local organisations to focus on capacity building and investing in small local businesses.

East London Mobile Workshop completed year long programme of participatory activities in and around the Park based on history of the Arts & Crafts movement supported by Arts Council England. This project included a mobile library bus which has been converted into a travelling arts and crafts workshop, hosting a range of artists based in east London to provide a variety of opportunities for local people. Over 50 days of events and activities were held, engaging with over 70,000 people engaged. 50 young people have received 1 to 1 mentorship as part of the project to explore creative sector career options.

Walthamstow resident Aisling Fahey was appointed as **Young Poet Laureate for London** 2014/15. The announcement was made on National Poetry Day on 2 October 2014 by the renowned poet Lemn Sissay. Aisling will benefit from a year of superb development opportunities, a high profile platform for their work and commissions worth at least £7,500. Acting as a voice for young Londoners, she will advocate for poetry as an art form and be a positive role model for young poets, providing comment and reflections on current events. Aisling takes over from the first Young Poet Laureate, Warsan Shire, whose activities in her year in the role included five residencies from an outer London school in Chingford to Houses of Parliament and the Park, writing for the Guardian, taking part of Southbank Centre Festival of Love and being interviewed on Radio 4 Woman's Hour.

Work completed on **Living Walls**, 2 kilometres of **artworks on hoardings** on the Park. This project provided 35 local businesses with their own advert, has engaged with over 200 local people and 50 local children and provided 40 artists with an opportunity to create new work especially for the Park. More information can be found here: <http://livingwalls-london.com>

Sustainability:

The Corporation has made good progress over the last quarter in compiling its approach to compiling to offset solutions, focussing in particular on Hackney Wick as a potential area for focussed offset solution funding. This would align with the masterplanning activity for this area and the forthcoming investment that will be made available as part of the East Wick and Sweetwater development. Positive discussions have been held with local stakeholders including LB Hackney, LB Tower Hamlets, GLA and Cofely GDF to look to align funding streams to enable local programmes to come forward that:

- Explore community ownership models for renewable energy installation
- Provide opportunities for the roll out of green skills to local residents
- Seek to trial smart city approaches to monitoring the carbon (and other) impact to resident engagement interventions

Other activities include: publishing the annual sustainability report which was launched with a boat tour with partners. Annual reporting against the Mayor's Climate Change Mitigation and Energy Strategy submitted; 3 bee hives installed on the Park, with honey production ongoing; Chobham Phase 2 went in for planning, committing to delivering a further 10 zero carbon homes (1 more than required by planning); and asset disposal - an online auction of LLDC assets inherited from Transformation and no longer required for reuse commenced.

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 14/15	Estimated date and comment
Local Plan: Complete publication plan consultation	Publication Consultation closed on 6th October as planned.
Local Plan: Complete modifications following consultation and preparation of documents for submission	On track for completion Q3 2014/15
Local Plan: Submission of Local Plan	Submission of the Local Plan for Examination is due in November as per the current programme but will depend on the need for any modifications as a result of the consultation and the extent of any such modifications.
Section 106: submit annual monitoring report to Board	On track to finalise report Q4 2014/15
Draft CIL Charging Schedule	The Draft charging was submitted to the planning inspectorate on 6 August 2014. Examination date has been confirmed for October 2014 with a hearing on the 22nd October.

Targets

Targets	Performance and commentary
At least 70% of Applications determined in time	Targets met in each month in this period (July 76%; August 90%; September 87%)
Number of enforcement cases closed per month	4 cases closed in this period, 31 open to the end of October

Commentary on key projects

The **Local Plan** remains on programme, with public consultation on the Publication draft closing on 6 October. The responses received to the consultation will be reviewed during October to determine whether modifications are required. On the **Community Infrastructure levy**, preparation for the examination has continued during September, with practical arrangements for the planned one day examination hearing confirmed for 22 October. This project is on track to adopt the Corporation's CIL charge by April 2015. Following dismissal of an application for a judicial review of the Corporation's decision to declare extensions to the conservation areas in Hackney Wick and Fish Island, a subsequent appeal for a substantive hearing into the decision has been agreed at the High Court. This hearing will take place before the end of November 2014.

The **Development Management** team is experiencing an increase in enforcement case work but progress continues to be made on complex enforcement casework (regularising) which will allow a number of enforcement cases to be closed before year end. Previously identified risks continue to be managed with Judicial Review permission granted for a one day substantive hearing. Planning Decisions Committee in September approved a number of planning applications including Hackney Wick Station, Mandeville Place, Autumn Street Studios and All-Through School Location report (Secondary School).

Key Planning Policy and Decisions Team risks:

Summary	Impact	Mitigation
There is a 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 Legacy 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.

4 Corporate

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.

This includes work to develop the Smart London Plan, which aims for the Park to become one of the world's leading digital environments, providing a unique opportunity to showcase how digital technology enhances urban living. The aim is to use the Park as a testing ground for the use of new digital technology in transport systems and energy services.

Corporate

Progress against milestones

Milestones for completion in 14/15	Estimated date and comment
Unqualified Audit Opinion	The Legacy Corporation received unqualified accounts. This result was presented to the Audit Committee and board in September 2014.

Commentary on key projects

The 10 year plan and budget was approved by the Legacy Corporation's Board at its 30 April 2014 meeting and received Mayoral approval in July 2014.

The Smart Park WiFi project is progressing well, the ITT has been published and site surveys were held with the 5 remaining bidders. The Smart phone app requirements have been approved by the steering group and the ITT and contract are due to be published on 17 October 2014.

Following Dennis Hone's resignation in May 2014, to take up a new role within Mace as Finance Director, David Goldstone was appointed in June 2014 and will take up his post on the 1 October 2014. A risk assessment has been undertaken in relation to managing the actual and perceived conflicts of interest relating to Dennis Hone's new role and protocols have been put into place to mitigate this risk.

Jonathan Dutton the Director of Finance and Corporate Services, will leave the Corporation in October 2014, after 5 years in the role, during which he has helped navigate LLDC through organisational change to a Mayoral Development Corporation and to establish it on a sound financial footing. The Legacy Corporation has appointed Gerry Murphy, currently Chief Operating Officer at the Olympic Delivery Authority, as the new Executive Director of Finance and Corporate Services, Gerry will take up her position in December 2014 subject to finalisation of the wind up arrangements for the Olympic Delivery Authority.

Key corporate support risks:

Summary	Impact	Mitigation
Amber risk relating to organisational change, particularly relating to the resignation of the Chief Executive.	Risk to stability of the organisation	Ensure good internal communications to keep staff updated on changes and future plans
Red risk of changed VAT recovery rate for the Legacy Corporation	Significant financial implications	Continue discussions with HMRC