

Meeting of the Board of the London Legacy Development Corporation

Meeting Date: Tuesday 19 June 2018

Time: 2.00 pm

Venue: Rooms 1-3, London Legacy Development Corporation, Level 10, 1
Stratford Place, Montfichet Road, London E20 1EJ

Members of the Board of the London Legacy Development Corporation are hereby notified and requested to attend the meeting of the Board at 2.00 pm on Tuesday 19 June 2018 to transact the business set out below.

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available at

www.london.gov.uk/sites/default/files/openness-in-meetings.pdf

Board Members:

Sir Peter Hendy CBE (Chair)
Philip Lewis (Deputy Chair)
Pam Alexander OBE
Sonita Alleyne OBE
Shanika Amarasekara
Cllr. Rachel Blake
Simon Blanchflower
Cllr. Clare Coghill
Nicky Dunn OBE
Keith Edelman
Mayor Rokhsana Fiaz OBE
Mayor Philip Glanville
Baroness Tanni Grey-Thompson DBE
Sukhvinder Kaur Stubbs
Jules Pipe CBE
Geoff Thompson MBE

1 Apologies for absence

2 Declarations of interest

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

3 Minutes of previous meeting held on 22 May 2018 (Pages 1 - 8)

The Board is asked to agree the minutes of the meeting held on 22 May 2018.

4 Matters arising and action list (Pages 9 - 12)

The Board is asked to note the actions arising from previous meetings.

5 Chief Executive's Report (Pages 13 - 76)

The Board is asked to note the Chief Executive's report, which provides an update on major projects and activities since the last meeting.

6 Report of the meeting of the Planning Decisions Committee held on 22 May 2018 (Pages 77 - 78)

The Board is asked to note the report of the meeting held on 22 May 2018.

7 Report of the meetings of the Investment Committee held on 22 May and 12 June 2018 (Pages 79 - 80)

The Board is asked to note the report of the meetings held on 28 May and 12 June 2018.

8 Report of the meeting of the Regeneration and Communities Committee held on 19 June 2018 (Pages 81 - 82)

The Board is asked to note the report of the meeting held on 19 June 2018.

9 Planning decisions committee membership (Pages 83 - 86)

The Board is asked to approve the appointment of local borough representatives to the Planning Decisions Committee.

10 Changes to the scheme of planning delegations (Pages 87 - 94)

The Board is asked to approve the changes scheme of planning delegations.

11 Diversity and inclusion statement (Pages 95 - 124)

The Board is asked to note the report and agree the LLDC's diversity and inclusion statement.

12 Long term model update (Pages 125 - 126)

The Board is asked to note the report on the long term financial model.

13 Draft investment property valuation (Pages 127 - 130)

The Board is asked to note the draft valuation of the Corporation's investment properties as at 31 March 2018.

14 Stadium update (Pages 131 - 132)

The Board is asked to note the Stadium update.

15 Date of next meeting

The next meeting of the London Legacy Development Corporation Board is due to be held on 24 July 2018 at 11am.

16 Member suggestions for future agenda discussions

The Board is asked to raise any suggestions for future agenda items.

17 Any urgent business

The Chairman will state the reason for urgency of any item taken.

18 Exclusion of the press and public

The Board is recommended to agree to exclude the public and press from the meeting, in accordance with Part 1, paragraph 3 Schedule 12A of the Local Government Act 1972 (as amended), in order to consider the following items of business.

19 Minutes of the previous meeting held on 22 May 2018 that contain exempt information (Pages 133 - 138)

The Board is asked to agree the minutes of the meeting held on 22 May 2018 that contain exempt information.

20 Matters arising and action list containing exempt information (Pages 139 - 140)

The Board is asked to note the actions arising from the previous meeting that contain exempt information.

21 Chief Executive's Report - Exempt information relating to item on Part 1 - Appendix 4 and 5 - Commercial update, corporate dashboard (Pages 141 - 156)

The Board is asked to note the commercial update and the corporate dashboard that contain exempt information.

22 Long term model update - Exempt information relating to item on Part 1
(Pages 157 - 162)

The Board is asked to note the report on the long term model.

23 Draft investment property valuation - Exempt information relating to item on Part 1
(Pages 163 - 168)

The Board is asked to note the appendix containing exempt information on the valuation of the Corporation's investment properties as at 31 March 2018.

24 Stadium update - Exempt information relating to item on Part 1 (Pages 169 - 218)

The Board is asked to agree the recommendations in the Stadium update report that contains exempt information.

25 Close of meeting

DRAFT MINUTES



Minutes of the Meeting of the Board of the London Legacy Development Corporation

Date: Tuesday 22 May 2018
Time: 11.30 am
Venue: Rooms 1-3, London Legacy Development Corporation, Level 10, 1 Stratford Place, London E20 1EJ

Present: Sir Peter Hendy CBE (Chair)
Philip Lewis (Deputy Chairman)
Pam Alexander
Sonita Alleyne OBE
Shanika Amarasekara
Cllr. Rachel Blake
Simon Blanchflower
Cllr. Clare Coghill
Nicky Dunn OBE
Keith Edelman
Mayor Philip Glanville
Baroness Tanni Grey-Thompson DBE
Sukhvinder Kaur-Stubbs
Jules Pipe CBE
Geoff Thompson MBE

In Attendance: Lyn Garner, Chief Executive
Gerry Murphy, Deputy Chief Executive
Rosanna Lawes, Executive Director of Development
Colin Naish, Executive Director of Infrastructure
Mark Camley, Executive Director of Park Operations and Venue
Paul Brickell, Executive Director of Regeneration and Community Partnerships
Anthony Hollingsworth, Director of Planning Policy and Decisions
Richard Irish, Finance Director
Mark Robinson, Head of External Affairs
Andrea Gordon, Director of HR
Charles Ritchie, TfL Legal
Rachel Massey, LLDC Secretariat
Rebecca Arnold, GLA Secretariat

1 Apologies for absence

1.1 There were no apologies for absence.

1.2 The Chair noted that representatives from the London Boroughs of Hackney, Tower Hamlets and Waltham Forest, namely Mayor Philip Glanville, Cllr Rachel Blake Cllr Claire Coghill, had now formally been appointed to the Board and he welcomed them to the meeting. The nomination of a representative from the London Borough of Newham was awaited.

2 Declarations of interest

2.1 The Chair noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.

2.2 The following interests were additionally declared and noted:

- Peter Hendy declared an interest arising from being Chair of Network Rail;
- Simon Blanchflower declared an interest arising from his employment with Network Rail;
- Pam Alexander OBE declared an interest arising from her previous involvement in Creative Enterprise Zones as an Ambassador on the London Mayor's Cultural Leadership Board;
- Baroness Tanni Grey-Thompson DBE declared an interest arising from her role as member of the BBC Board.

3 Minutes of previous meeting held on 22 March 2018

3.1 The Board agreed that the minutes of the meeting of the London Legacy Corporation Board held on 22 March 2018 be signed by the Chair as a correct record.

4 Matters arising and action list

4.1 The Board received the list of outstanding actions arising from previous meetings of the Board.

4.2 Further to a query raised by the Chair, it was agreed that a report regarding the outcome of the peer review of the LLDC's Safeguarding Policy and the proposed changes to the Policy arising from that review would be submitted to a future meeting of the Board.

[Action: Executive Director of Park Operations and Venues]

4.3 The Board noted the Actions List, subject to the additional action recorded at paragraph 4.2 above.

5 Chief Executive's Report

- 5.1 The Chief Executive introduced the report, which provided an update on the activities of the LLDC since the last Board meeting. This included reporting on: the more than 6 million visitors to the Park in 2017/18, noting that this had exceeded annual estimates and represented the Park's best year to date; the re-opening of the 'Stitch' pedestrian route into the Park from Westfield; progress on the construction of the Bobby Moore Academy secondary school sites and the 'topping out' ceremony; launch of OJEU procurement for Stratford Waterfront enabling works contract; approval by the Mayor of London of outline planning permission for UCL East and the finalisation of the associated Section 106 agreement with UCL; and establishment of a Training Association to deliver the park-wide construction shared apprenticeship scheme.
- 5.2 in addition to the updates set out, the Chief Executive also informed the Board that, over the weekend, a dead body had been found in the section of the River Lea which ran through the Park. The body was believed to be that of a 19 year old man who had been reported missing. His next of kin had been informed. The death was being treated as unexplained but not suspicious.
- 5.3 The Board placed on record its congratulations to the London Borough of Waltham Forest, which had been selected as one of two London Boroughs of Culture. It was noted that the Executive Director of Regeneration and Community Partnerships was leading on work to maximise relationships between the Borough and the LLDC, noting the synergies with the Culture and Education District.
- 5.4 In response to a query raised, the Chief Executive confirmed that LLDC representatives were liaising with Madison Square Garden (MSG) via weekly meetings to discuss a range of issues in relation its planned development in the Stratford, including skills, security and transport. It was noted that transport modelling in relation to the development was currently ongoing. The Chair emphasised the importance of the plans for the development being joined-up with planned improvements to Stratford Station. The Chair requested that MSG be invited to deliver a presentation to the Board in due course.

[Action: Board Secretary]

5.5 The Board noted the report and the appendices.

[During the course of the discussion on this item, Mayor Philip Glanville joined the meeting.]

6 Report of the meetings of the Planning Decisions Committee held on 27 March and 30 April 2018

- 6.1 The Chair of the Planning Decisions Committee introduced the report of the meetings of that Committee held on 27 March and 30 April 2018.
- 6.2 **The Board noted the report.**

7 Committee Membership

7.1 The Board:

7.1.2 Approved the appointments of Board members to the committees and the charring arrangements of the committees as set out in section 4 of the report;

7.1.3 Noted that it would be asked to approve the appointments of two members and two substitute members nominated by the London Borough of Newham and the appointment of the member and substitute member nominated by each of the London Boroughs of Hackney, Tower Hamlets and Waltham Forest to the Planning Decisions Committee, once those have been notified to the Legacy Corporation, noting also that those appointments were subject to seeking the consent of the Mayor of London, under the Localism Act 2011;

7.1.4 Delegated to the Chief Executive the authority to issue appointment letters to the new Borough representatives on the Planning Decisions Committee, subject to the approvals outlined in 7.1.3 above being obtained;

7.1.5 Noted the Chair's recent use of the urgent action provision set out in the Corporation's Scheme of Delegation, as summarised in 4.1 -4.3 of the report.

8 2018/19 Budget update

8.1 The Deputy Chief Executive introduced the report which provided an updated budget position, reflecting the 2017/18 outturn and proposed funds carried forward.

8.2 The Board:

8.2.1 Noted the 2017/18 financial outturn; and

8.2.2 Approved the proposed carry forward of funds to the 2018/19 budget, as set out in the report.

9 Diversity and Inclusion Statement

9.1 The Board received the report, which outlined the work undertaken to prepare the LLDC's draft Diversity and Inclusion Statement.

9.2 It was noted that the intention had been to circulate the draft Statement at the meeting for final approval. However, it was now proposed to submit the Statement to the Board's June meeting. In response to a query raised, the Director of HR confirmed that the Statement would include Key Performance Indicators and

specific challenges.

- 9.3 The Director of HR explained that Sukhvinder Kaur-Stubbs had agreed to be the Board sponsor for diversity. She additionally explained that the Mayor, in partnership with other parts of the GLA Group, including the LLDC, had recently launched a new initiative to address the lack of women leaders. The Director of HR undertook to circulate details of the initiative to Board members and asked any Board member willing to act as sponsor to contact her.

[Action: Director of HR]

- 9.4 The Board noted progress made with developing the LLDC's Diversity and Inclusion statement.**

10 Culture and Education District

- 10.1 The Board noted the report.**

11 Stadium update

- 11.1 The Board noted the report.**

12 Date of next meeting

- 12.1 The Board noted that the next meeting was due to be held on 19 June 2018 at 2pm at the LLDC's offices.**

13 Member suggestions for future agenda discussions

- 13.1 No suggestions were put forward.**

14 Any other business the Chair considers urgent

- 14.1 The Chair paid tribute to Dame Tessa Jowell DBE, former MP for Dulwich and West Norwood and former Minister for the Olympics, who had recently passed away. He noted her pivotal role in securing the 2012 Olympic Games and Paralympic Games for London, and therefore in establishing the Olympic Park.**

15 Exclusion of the press and public

- 15.1 The Board agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt papers. Each of these papers contained information relating to the financial or business affairs of a person or authority.**

16 Minutes of the previous meeting held on 22 March 2018 that contain exempt information

16.1 The Board agreed that the minutes of the meeting of the Board held on 22 March 2018 containing exempt information be signed by the Chair as a correct record.

17 Matters arising and action list containing exempt information

17.1 The Board noted the report.

18 Chief Executive's Report - Exempt information relating to item on Part 1 - Appendix 3 and 4 - Commercial update, corporate dashboard

18.1 The Board noted the report and the verbal updates received.

[During the course of the discussion on this item, at 12.05pm, Sukhvinder Kaur-Stubbs left the meeting.]

19 Culture and Education District - construction delivery update - Exempt information relating to item on Part 1

19.1 The Board noted the construction delivery update, subject to the comments and actions recorded in the private minutes.

20 2018/19 Budget update- Exempt information relating to item on Part 1

20.1 The Board noted the exempt information relating to the item on part 1 of the agenda.

21 Stadium update - Exempt information relating to item on Part 1

21.1 The Board agreed the recommendations as set out in the report and noted the presentation received.

22 Close of meeting

22.1 The meeting closed at 1.15pm

Chair

Date

Contact Officer: Rachel Massey, LLDC, Level 10, 1 Stratford Place, Montfichet Road,
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Board Actions List (reported to the meeting on 19 June 2018)

Actions from last meeting (22 May 2018)

Minute	Item/Description	Action By	Target Date	Status/note
4.2	<p>Matters arising and action list</p> <p>Submit a report regarding the outcome of the peer review of the LLDC's Safeguarding Policy and the proposed changes to the Policy arising from that review to a future meeting of the Board.</p>	Mark Camley	24 July 2018	In progress
5.4	<p>Chief Executives report</p> <p>Invite representatives from Madison Square Garden to deliver a presentation to the LLDC Board on their planned development issues in relation skills, security and transport.</p>	Rachel Massey	October 2018	To be scheduled
9.2	<p>Diversity and Inclusion Statement</p> <p>Circulate details of the of the GLA's Women in Leadership scheme to Board members.</p> <p>Contact Andrea Gordon if willing to act as a sponsor under the initiative.</p>	Andrea Gordon Board members	July 2018	In progress

Outstanding Actions from previous meetings

Minute	Item/Description	Action By	Target Date	Status/note
10.2 (27 February 2018)	<p>Annual Planning Authority Monitoring Report</p> <p>Consider the sporting provision for local residents would be considered as part of the Local Plan Review.</p>	Anthony Hollingsworth	October 2018	The amended Local Plan is scheduled to be reported to Board for approval in October 2018.

10.3 (27 February 2018)	Annual Planning Authority Monitoring Report Liaise with the Executive Director of Regeneration and Community Partnerships regarding the development of appropriate KPIs cultural participation and economic activity and to ensure the suggestion was considered as part of the Local Plan Review.	Anthony Hollingsworth	October 2018	The amended Local Plan is scheduled to be reported to Board for approval in October 2018.
11.1 (27 February 2018)	East Works socio economic programme Circulate details of the annual apprenticeships awards ceremony in October 2018 to Board members.	Rachel Massey	July 2018	Details to be circulated when date available
16.2 (27 February 2018)	Member suggestions for future agenda discussions Submit an options paper to a future Board meeting on ways of increasing local residents' attendance and engagement with LLDC meetings and the establishing a Youth Board	Lyn Garner	September 2018	In progress
22.2 (27 February 2018)	Annual risk review - Exempt information relating to item on Part 1 Schedule a review of the LLDC's risk appetite for the Audit Committee	Oliver Shepherd	July 2018	To be scheduled at the next Audit Committee meeting
5.10 (28 November 2017)	Chief Executive's Report Look at holding a Board meeting at the new TfL building in the new year.	Rachel Massey	Autumn 2018	In progress.
7.4 (28 November 2017)	Report of the meetings of the Investment Committee held on 5 October and 14 November 2017 Schedule a report at a future meeting on the future approach to 3 Mills, and in particular whether it would be most appropriate to pursue a regeneration objective or conduct a market exercise to dispose of the LLDC's leasehold interest in the site, noting that the V&A were no longer pursuing an interest in the site. Consider in the context of the Bromley-by-Bow regeneration.	Rachel Massey Rosanna Lawes	Autumn 2018	In progress. Liaison ongoing with GLA culture team ahead of update scheduled for Summer Investment Committee meeting and Board update will follow on from this.
14.4 (28 September 2017)	Review of Local Plan - early engagement consultation Schedule a discussion for the Board on the issue of permitted development rights. LLDC should confirm the future plans of relevant boroughs in relation to	Anthony Hollingsworth	October 2018	In progress. See update in left hand column.

	permitted development rights. <i>Update:</i> PPDT to review impact of permitted development rights on office to residential as part of review of Local Plan. This will include engagement with Planning Decisions Committee and Board in following a review of the 2017 AMR, evidence base work on the economy and employment and engagement with Boroughs on this issue.			
17.1 (28 September 2017)	Member suggestions for future agenda discussions Look at how to address the needs of some of the local residential communities, such as in dealing with anti-social behaviour.	Paul Brickell	July 2018	Discussion to be scheduled for July 2018.
17.1 (25 July 2017)	Members' suggestions for future agenda items Provide an update on progress against key metrics such as convergence indicators.	Paul Brickell	July 2018	Moved to early 2018 pending Mayor of London and Host Borough sign off on the 2016/17 convergence report.
10.1 (28 February 2017)	New local development scheme and statement of community involvement Update the Board on the outcome of the Local Plan review, including a review of conservation areas and heritage assets, and recommend where changes to the Plan are proposed.	Anthony Hollingsworth	October 2018	Update report to be provided to the Board.
13.1 (22 November 2016) 18.3 (10 March 2016)	Board effectiveness review Discuss with the GLA about undertaking an external review of Board effectiveness in future and implement any remaining short and long term recommendations from the review that were set out in Appendices 1 and 2 to the report.	Peter Hendy Rachel Massey	Autumn 2018	Board effectiveness update was scheduled for the November 2017 meeting, but was moved pending completion of Board recruitment. Board effectiveness review is part of the internal audit plan for 2018/19.

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Subject: Chief Executive's report to the LLDC Board
Date: 19 June 2018
Report to: Board
Report of: Lyn Garner, Chief Executive

1. SUMMARY

- 1.1. This report provides progress updates on the activities of the London Legacy Development Corporation since the last Board meeting. The one-page summary of the Corporation's strategy is attached at appendix 1 and maps from the strategy document showing LLDC's tiers of influence as a landowner, planning authority and regeneration agency are also included at appendix 2.
- 1.2. The quarterly corporate performance report for quarter 4 of 2017/18 is included as appendix 3. This includes the annual report back against measures included in the Corporation's 5 year strategy. These are reported in separate tables for each of the 5 business objectives. A further commercial update on projects and the corporate dashboard is provided at appendices 4 and 5 (exempt information).

2. RECOMMENDATION

- 2.1 **The Board is asked to note this report and the appendices.**

3. CHIEF EXECUTIVE'S OVERVIEW

- 3.1. Since the last update, key highlights of activity include:
 - Launch of the East Bank project by the Mayor of London on 5 June including confirmation of the involvement of the BBC.
 - Government approval for the Full Business Case for the Culture and Education District (CED) project, subject to conditions. Completion of Agreements for Lease with CED partners.
 - Hackney Wick Station's new entrance opened.
 - The Rolling Stones performed two nights at the London Stadium, the first of a series of major concerts this summer. Beyoncé and Jay-Z play the Stadium on 15 and 16 June 2018.
 - Announcement of Major League Baseball matches to be held at the London Stadium in 2019.

4. EAST BANK - CULTURE AND EDUCATION DISTRICT

- 4.1. LLDC has continued to work with partners on the delivery of a world-class Culture and Education District on the Park, now known as East Bank.
- 4.2. The Mayor of London launched East Bank on 5 June at an event held at the London Aquatics Centre. At the launch, the Mayor confirmed that the BBC will join the list of prestigious institutions that will be coming to the Park. This will create a new home for the world-renowned BBC Symphony Orchestra & Chorus

and BBC Singers, with a substantial presence from the BBC Concert Orchestra as well as state-of-the-art recording facilities to host recording sessions and live performances across all genres from global stars to emerging talent. The BBC will also bring a series of events to the area, with both performances and opportunities for young people from east London to participate in choirs and ensembles.

- 4.3. The launch also unveiled new plans and building designs for Sadler's Wells, UAL's London College of Fashion and the V&A (including a partnership with the Smithsonian Institution) across the Stratford Waterfront site, and UCL's new and pioneering campus at the UCL East site.
- 4.4. The Mayor confirmed his financial support for the project and announced that at least 50 per cent of new homes across the remaining development sites on the Park – Stratford Waterfront, Pudding Mill and Rick Roberts Way - will be affordable, in line with the Mayor's commitment that all sites he disposes of will be at least 50 per cent affordable.
- 4.5. Representatives from all East Bank partners attended the launch (see photograph below). The event received significant media coverage and included a speech from Jake Berry MP, the Minister for the Northern Powerhouse and Local Growth, who confirmed the Government's financial contribution to the project secured through approval for the Full Business Case in May 2018 (subject to conditions).
- 4.6. Attendees also enjoyed a dance performance from Jonelle Douglas and heard Jade Leatham talk about how her involvement in LLDC's Creative Opportunity Programme helped her secure an internship at Sadler's Wells and led to her current position at the National Centre for Circus Arts.



- 4.7. In this period, Agreements for Lease between LLDC and UCL, UAL, Sadler's Wells and the V&A were all completed.
- 4.8. The next round of Stratford Waterfront consultation commenced on 9 June 2018, with events and activity running up to 24 June alongside online consultation via our consultation platform, commonplace:
<https://stratfordwaterfront.commonplace.is/>
- 4.9. Following an international design competition, the V&A has appointed Diller Scofidio + Renfro (DS+R) to lead the design of its new Collection and Research Centre at Here East. V&A stated that DS+R's winning proposal will give visitors,

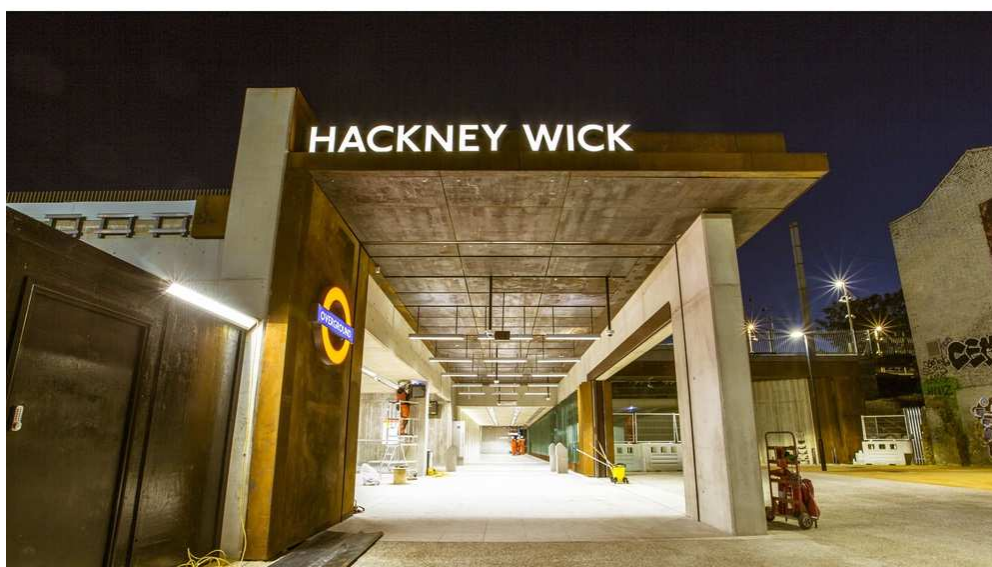
researchers and staff new ways to interact with the museum's national collections and archives. The appointment follows the 30 April 2018 LLDC Planning Decisions Committee approval of Here East's change of use in order to house the V&A's collection. The collection is expected to open to the public in April 2023.

5. LONDON STADIUM

- 5.1. The final West Ham United match of the 2018/19 football season took place and the seats were moved successfully to allow the first of the series of summer concerts to take place at the London Stadium (see below).
- 5.2. The Mayor of London announced that in 2019 the London Stadium will host the first ever Major League Baseball matches to be held in Europe. The New York Yankees and Boston Red Sox will play each other in two Major League Baseball regular season games on 29 and 30 June 2019.

6. NEW NEIGHBOURHOODS AND DEVELOPMENTS

- 6.1. Work has progressed on Chobham Manor and East Wick and Sweetwater developments as per the last report.
- 6.2. **Hackney Wick Station:** the new station entrance opened on 18 May 2018 following construction work (see photograph below). The works are funded by LLDC including contributions from local boroughs and other stakeholders, and delivered through Network Rail and their contractors. As part of the works a new subway running north to south beneath the existing railway line has replaced the pre-existing footbridge and will eventually open up new pedestrian and cycle links between Wallis Road and White Post Lane, better connecting the boroughs of Hackney and Tower Hamlets. The subway features coloured concrete walls imprinted with chemical symbols to signify the area's industrial heritage and an illuminated glass wall to reflect the local waterways. The remainder of the construction works on the Station are due to be complete by September 2018.



7. PLANNING UPDATE

- 7.1. **Local plan review:** a further round of public consultation and engagement on the review during April and May following the initial round in late 2017. Relevant evidence base studies have been updated and an initial draft of the revised plan has been produced for internal review. Following further discussion and

engagement, an initial draft of the revised Local Plan is due to be completed in the summer of 2018 and reported to both Planning Decisions Committee and Board for comment and approval.

- 7.2. **Development Management:** Bow East planning appeals: confirmation of the appeals against PPDT's refusals of the concrete batching and aggregate related uses on Bow East has been received. A public inquiry has now been scheduled for February 2019 and an independent planning inspector will determine the applications.

8. SCHOOLS UPDATE

- 8.1. The construction phase on the **Bobby Moore Academy** secondary school commenced in November 2016 and is on schedule to meet its opening date of September 2018.
- 8.2. **Mossbourne Riverside Academy** opened in its permanent location in September 2016.

9. SCHOOLS ENGAGEMENT

- 9.1. LLDC presented at the UCL Provost engineering engagement awards on 8 May 2018 on the STEM tutoring project that we have rolled out with UCL in 8 local schools this year (primary and secondary). This is a great example of one of the projects within our East Education programme; demonstrating how a major global institution can make a direct, practical and hugely beneficial impact locally. The Deputy Head for Chobham Academy, one of the participating schools, spoke about the benefit the school has felt from this project and the impact it's had, explaining that every student who took part in the tutoring project has gone up at least one grade in Maths.
- 9.2. Moving Rap, a unique dance and spoken word project working with Sadler's Wells, Breakin' Convention and the forthcoming Hip Hop Academy, has started in 7 local schools working towards a performance at the Great Get Together event on the Park on 24 June.

10. JOBS AND SKILLS

- 10.1. I have been out to visit some of our key jobs and skills projects and met with partners, including at Here East and East Wick and Sweetwater. I have also met with colleagues in the local boroughs to discuss the idea of co-commissioning activities in order to scale jobs and skills activities in the wider area, building on the successful work previously undertaken with boroughs such as co-commissioning construction training. We will develop a proposition with the boroughs with the aim to commence activities this summer.
- 10.2. We have appointed the Black Training and Enterprise Group and the West Ham United Foundation to deliver our East Works Careers Programme targeted at supporting local BAME 16-19 year old under-employed and unemployed people to further their careers. Delivery is expected to commence in July 2018.
- 10.3. We completed our 'Flipside', programme for 12 local young who completed a three-month immersive digital product design training programme. The project aims to launch diverse talent into digital roles: since the programme completed six of the participants have moved into permanent employment and we are working with the other participants to help them access other opportunities, including internships at the Plexal innovation centre in Here East and other organisations. We have facilitated Plexal's in delivering seven internships based on our STEP internship programme.

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

11. PARK OPERATIONS, VENUES AND EVENTS

11.1. Following the most successful year for visitor numbers to the Park in 2017/18 we are continuing to hold events on the Park and make preparations for events later in the year.

11.2. The Rolling Stones rolled back the years to rock the London Stadium on 22 and 25 May. Around 115,000 people attended the Stadium to see their No filter shows. For the first time, LS185 managed the Town Centre Link Bridge during ingress and egress, which worked well. The no bags policy required by the artists created an issue with bag drop on the first evening but this was much better on the second show. Other major concerts in the London Stadium will include Beyoncé and Jay-Z who will perform on 15 and 16 June and the Foo Fighters on 22 and 23 June.

11.3. Over four thousand people attended the inaugural Street League Skateboard championships event over the late May Bank Holiday weekend. Skateboarding is an Olympic sport in Tokyo 2020, and a full concrete skateboard course was constructed inside the Copper Box Arena for the London event, which was supported by The Mayor's sports office. There is an opportunity for it to return next year.

11.4. In April and May 32 different events and filming/photography events and activities delivered successfully on the Park. This included the Virgin Sport Hackney Half was held on 20 May which saw 16,000 runners completing the course which includes the Park. The event was very successful and only 13 runners require medical attention.

11.5. It was announced that the for the 2018 Women's Hockey World Cup which will be held on the Park at the Lea Valley Hockey and Tennis Centre a free to enter Fan Zone will be operational during the whole tournament, held between 21 July and 5 August. The Fan Zone will be in the north of the Park close to the venue, it will be open to everyone and will include a big screen, live music, entertainment and an exciting, diverse street food offering. There will also be opportunities to play hockey and learn about the history of the sport at the Hockey Museum.

12. OUR TIME: SUPPORTING FUTURE LEADERS

12.1. The Mayor of London launched his 'Our Time' initiative to address the gender imbalance in leadership roles, and bridge the gender pay gap. LLDC is one of the members of the GLA Group involved in the initiative which will pair high potential women with senior staff (both women and men) supported by a training programme.

12.2. This is part of the work of LLDC's internal Diversity and Inclusion Group who are tasked with managing the agenda and drive forward initiatives and programmes that will help the LLDC to achieve its key diversity aims.

13. FUTURE OF LONDON

We hosted Future of London who visited the Park on 2 May 2018 to look at the work LLDC and partners is doing to overcome barriers as part of the Future of London's Future London Leaders course. Topic around physical and social integration were discussed with LLDC officers and a report back has been published on the Future of London website:

<https://www.futureoflondon.org.uk/2018/05/21/overcoming-barriers-olympic-park/>

14. HEALTH AND SAFETY

- 14.1. In this report for the May 2018 Board meeting we reported an accident which occurred at George Irvin's Ultimate Fun Fair on the Park on Sunday 6 May 2018 on the 'Star Flyer' ride. The chairplane style ride was completing the cycle but as the chairs were descending the ride did not slow down sufficiently, resulting in three people hitting their legs on flag poles surrounding the ride. This has been reported to the Health and Safety Executive by the fun fair operator and the mother of two of the injured parties. who will investigate the incidents in conjunction with London Borough of Newham, as the licencing authority. We are also dealing with a complaint about the incident from the mother of two of the injured parties. Any insurance claims will be dealt with by the fun fair operator.
- 14.2. The following is an extract from the regular report from LLDC's Health and Safety consultant, Lawrence Waterman, covering the period of April and May 2018.
- 14.3. This period has seen six major event days in the London Stadium. Park visitor numbers have increased across the period. Accidents remained extremely low with only 10 in total occurring across the month in the Park and public realm, proportionate to the visitor numbers:
 - 14.3.1. A van was given access over the H05 Bridge, where there are Hostile Vehicle Mitigation bollards and another vehicle attempted to tailgate. The bollards were in motion and the second vehicle struck the HVM on the underside of the vehicle rendering it unable to drive.
 - 14.3.2. A Parking Attendant was assaulted by a member of the public who threw a phone at his face. The Attendant suffered a cut under his right eye, and police attended the scene.
 - 14.3.3. A cyclist was knocked off his bicycle by a vehicle at the crossing on Carpenters road, he suffered a cut to his head, the London Ambulance Service was in attendance.
 - 14.3.4. A teenager dislocated his shoulder whilst skateboarding outside the London Aquatics Centre and was taken to hospital.
 - 14.3.5. A man was treated by paramedics after suffering a seizure on the South Lawn.
 - 14.3.6. Two people were injured using the gym equipment: a man was treated by paramedics after dislocating his shoulder and a child was taken to hospital with a suspected broken arm.
 - 14.3.7. A multi-storey car park security officer fell down stairs and hurt his knee.
 - 14.3.8. Two children received first aid, one for a cut foot at the water fountain and the other for a grazed elbow at Stratford Walk.
- 14.4. Spectator safety remains a key focal point for park operations management; this is in relation to stadium events and the ingress/egress route security, safety and spectator flows.
- 14.5. Construction: no major issues reported in this period. The Vittoria Wharf project as part of **East Wick and Sweetwater** infrastructure works is at handover stage

and has been well managed. There has been an ongoing issue relating to the positioning and handover of the fire alarm panel and this is in the process of being resolved. An assessment of the area being handed back to LLDC will be undertaken. General site standards at **Chobham Manor** are being maintained to a good level.

- 14.6. **Hackney Wick Station improvements:** The project is being undertaken on a small footprint and this has presented the contractor with significant challenge which has been well met. An issue arose in relation to cladding that was identified on an LLDC building being used by the contractor. This was subject to a survey and found to be of low risk in relation to fire and no further actions were required.
- 14.7. Site visits have been undertaken on future **East Bank** sites to consider the logistical arrangements for the project and good progress has been made in the preparation of key health and safety documentation relevant to the project.
- 14.8. **Staff health, safety and wellbeing.** No incidents to report in this period.
- 14.9. **E20 Health and Safety update:** In 2017 a series of health and safety reviews looked at the London Stadium operator, LS185's policies, procedures and technical aspects such as fire safety management. In November 2017 a review of progress was undertaken by LLDC's health and safety consultant, Lawrence Waterman, finding that: significant progress has been made in all technical areas; LS185 undertakes considerable day-to-day monitoring on health and safety issues but this was not shared with E20 Stadium LLP / LLDC; and the report recommended senior level monthly meetings between E20 Stadium LLP and LS185 to discuss health and safety issues. These senior meetings have now been established between Greg Boon (Head of contract management for LLDC) and Alan Skewis (E20 Stadium LLP) with LS185 on a monthly basis and cover areas including: claims; health and safety management; training; and accident, incident and near miss reporting including a review of the associated records to confirm they are up to date compliant and controlled appropriately. LS185 have also recently made improvements to their Health & Safety management system and contractor management processes which will improve their reporting. The SGSA [Sports Ground Safety Authority] are also in the process of compiling accident, incident and near miss data from various stadia in the UK, which we will be able to use for benchmarking purposes with LS185

15. APPENDICES

- Appendix 1 – One page summary of the Legacy Corporation's five year strategy
- Appendix 2 – Tiers of influence maps from the five year strategy
- Appendix 3 - Quarterly corporate performance report for quarter 4 of 2017/18
- Appendix 4 – Commercial update (exempt information)
- Appendix 5 – Corporate dashboard (exempt information)

List of Background Papers

- Ten Year Plan (approved March 2016)

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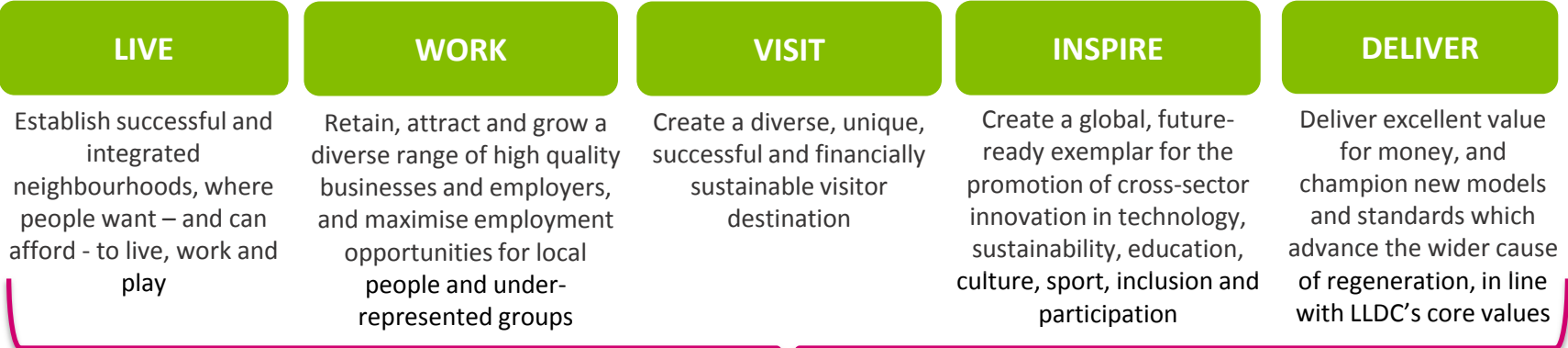
VALUES
— Collaboration
— Ambition
— Responsibility
— Excellence
Page 21

VISION

Creating a dynamic new metropolitan centre for London

MISSION

To use the opportunity of the London 2012 Games and the creation of Queen Elizabeth Olympic Park to change the lives of people in east London and drive growth and investment in London and the UK, by developing an inspiring and innovative place where people want – and can afford – to live, work and visit.



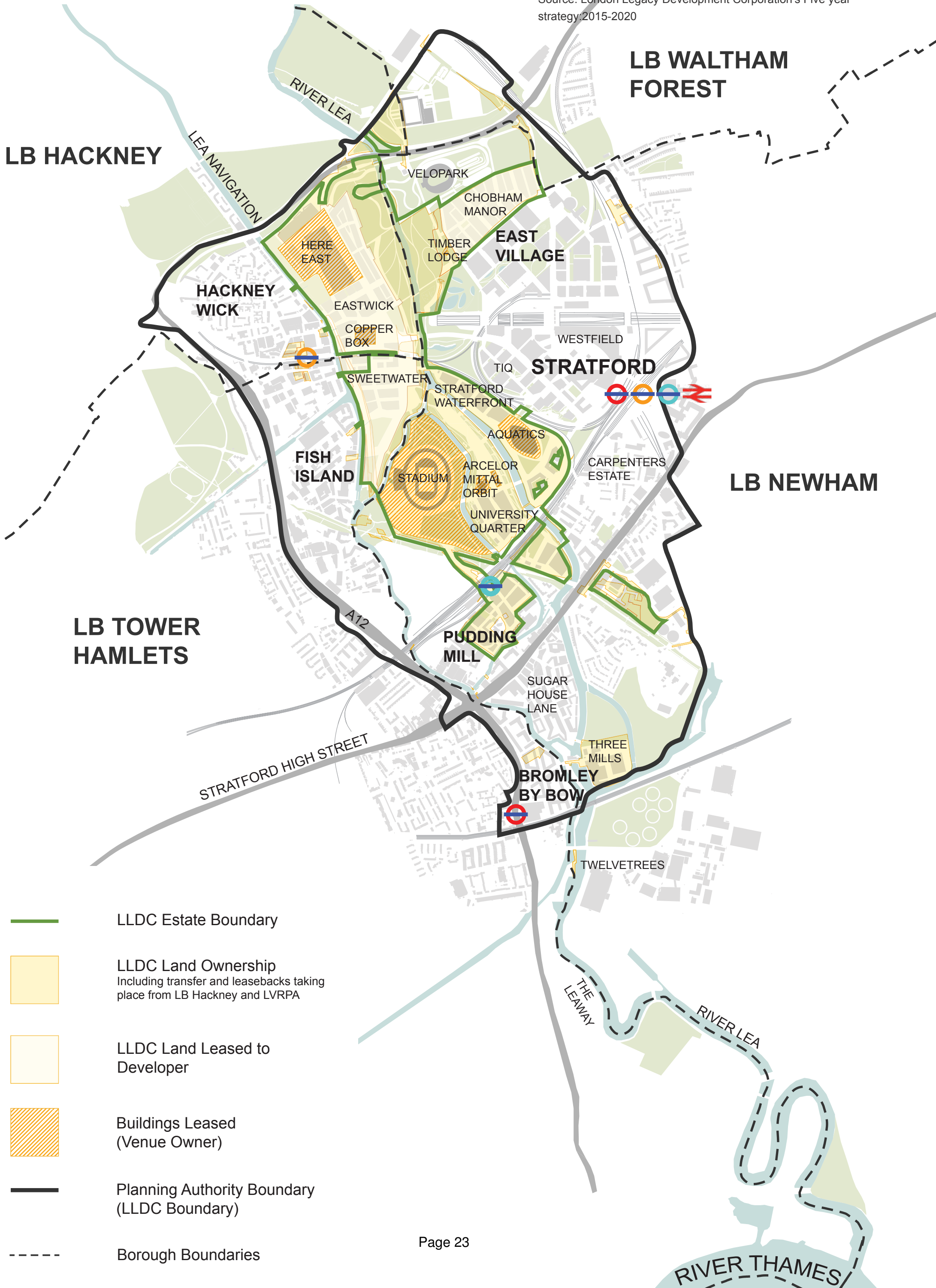
OPPORTUNITY
Economic growth stimulated and life chances improved for people in and around the Park


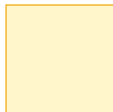
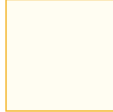



By 2020
COMMUNITY
A cluster of places on and around the Park designed with people at the heart, in a way that is seen as exceptional

DESTINATION
The basis of a new metropolitan heart created in east London that attracts people from across London, the UK and beyond

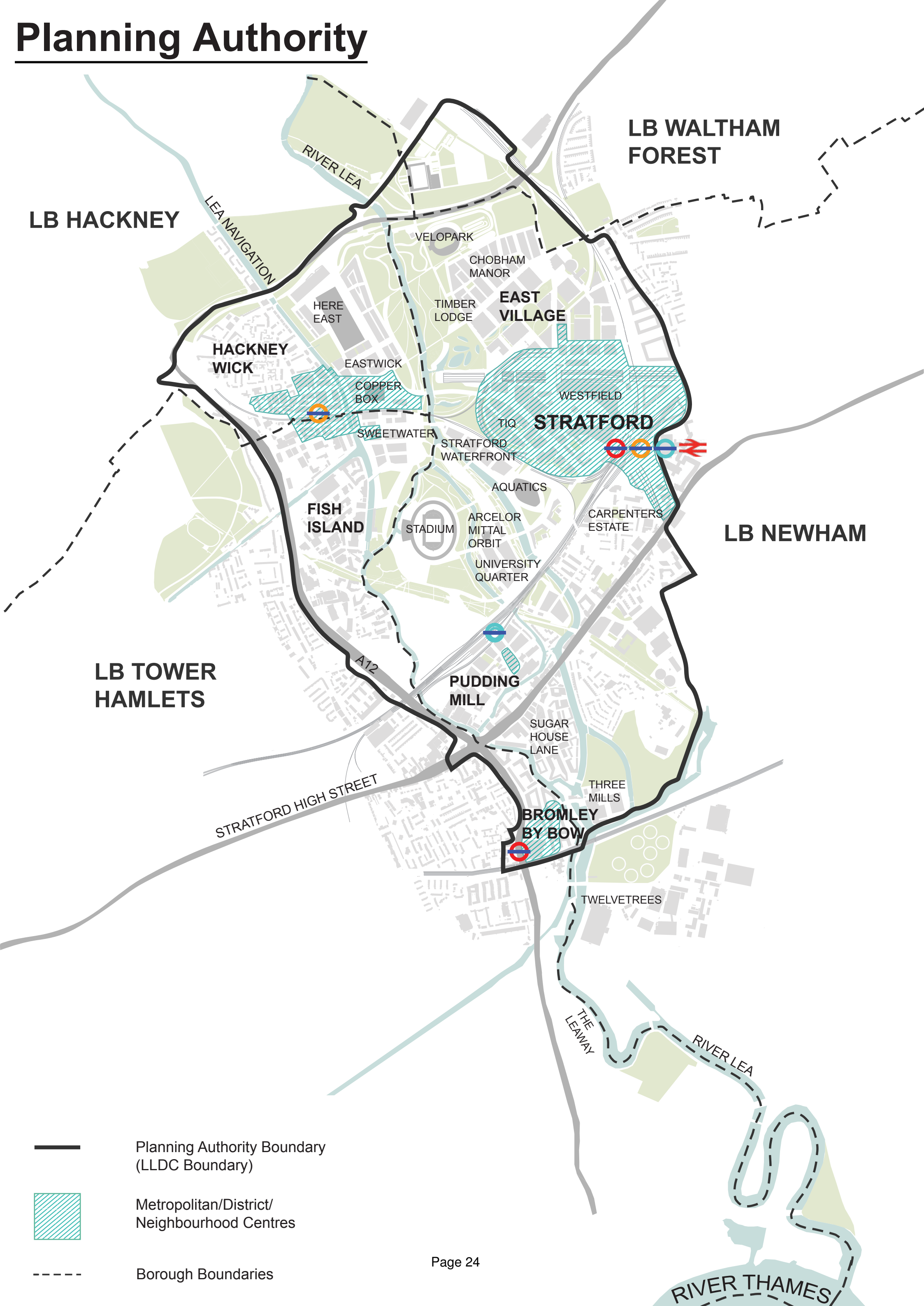
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Source: London Legacy Development Corporation's Five year strategy 2015-2020



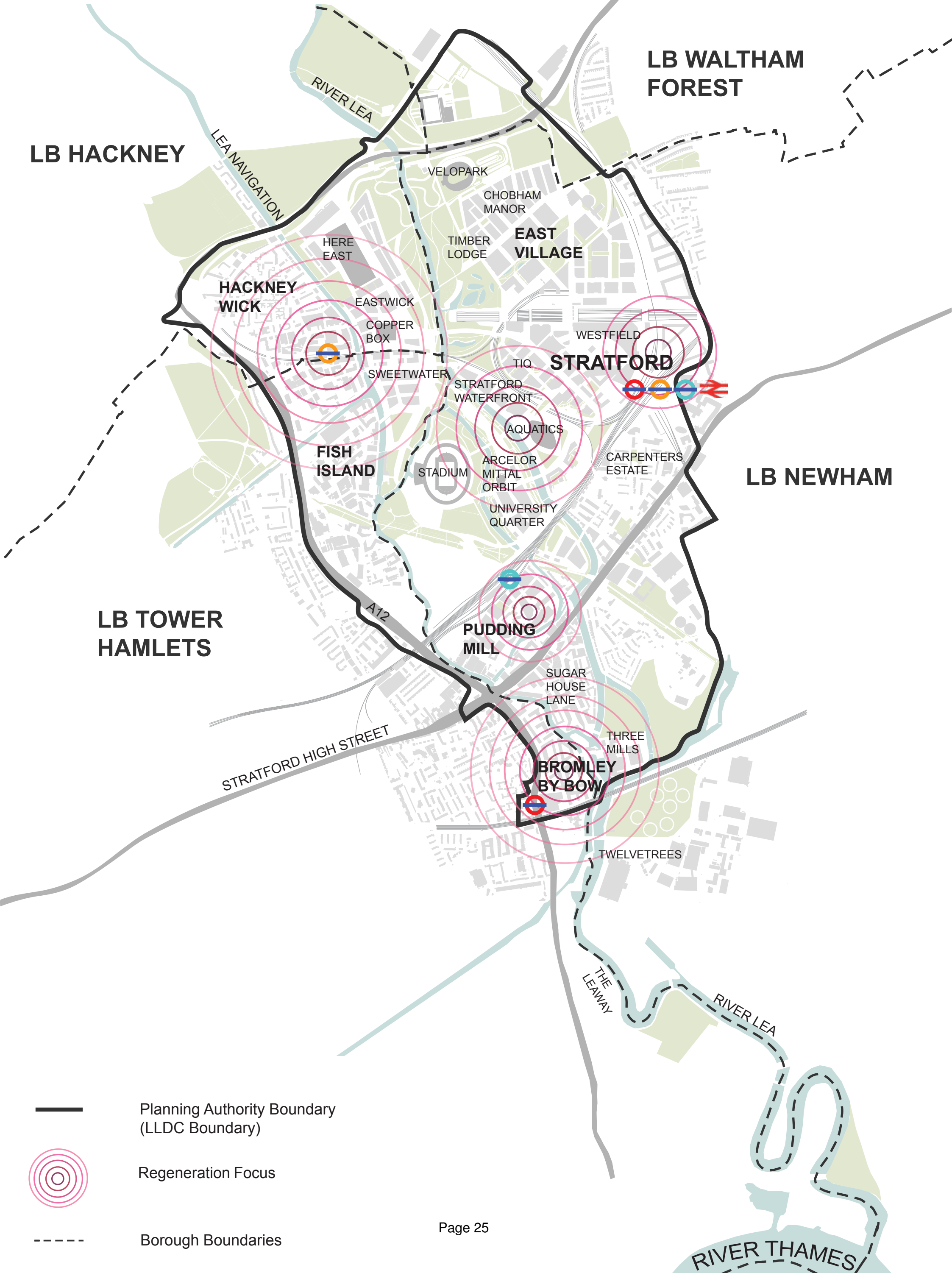
-  LLDC Estate Boundary
-  LLDC Land Ownership
Including transfer and leasebacks taking place from LB Hackney and LVRPA
-  LLDC Land Leased to Developer
-  Buildings Leased (Venue Owner)
-  Planning Authority Boundary (LLDC Boundary)
-  Borough Boundaries

Planning Authority



- Planning Authority Boundary (LLDC Boundary)
- ▨ Metropolitan/District/Neighbourhood Centres
- - - Borough Boundaries

Regeneration Agency



- Planning Authority Boundary (LLDC Boundary)
- ⊙ Regeneration Focus
- - - Borough Boundaries

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CORPORATE PERFORMANCE JAN–MAR 2018 Q4 2018

INCLUDING ANNUAL UPDATE ON STRATEGIC MEASURES

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

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Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC's core values: Ambition, Responsibility, Collaboration, Excellence, Accessibility, and Sustainability

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INTRODUCTION AND SUMMARY

PURPOSE OF THE DOCUMENT

This is a quarterly report that provides an update on progress in the work areas and against the milestones in the London Legacy Development Corporation's (LLDC, the Legacy Corporation) 10 Year Plan (approved March 2016) and sets out information about the Legacy Corporation's financial performance. The 10 Year Plan can be found on the LLDC's website

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

The first section provides information about **financial performance**. Subsequent sections are grouped by the Legacy Corporation's strategic objectives as set out in the five year strategy: **Live, Work, Visit, Inspire and Deliver**. Each section includes progress against milestones, commentary on major projects and key risks. Where relevant the sections also include monitoring information about the Legacy Corporation's performance against targets; the measurement of targets commences as projects start to be delivered. The majority of the milestones and targets were set out in the 2017/18 Budget (https://www.london.gov.uk/sites/default/files/final_consolidated_budget_2017-18.pdf) and the appendix setting out the 10 Year Plan which was approved by Board in March 2016 (<http://queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/our-committees>).



FIVE YEAR STRATEGY: 2015 – 2020

The Legacy Corporation's Five Year Strategy sets out the Corporation's five strategic business objectives, each of which has a set of measures of success for 2020. The quarterly Corporate Performance Report provides updates on milestones and measures to be achieved in the current financial year which contribute to the delivery of the measures in the Five Year Strategy. This quarter's report is an extended version of the Corporate Performance Report reporting on each measure in the Five Year Strategy, setting out progress to date and activities planned for the future. Each measure has a RAG rating against it, definitions are below:

Red – measure off track for meeting target or completion date.

Amber – measure progressing more slowly than initial milestones but still expected to meet completion date.

Green – measure on track to meet target or completion date.

Blue – LLDC is one of many organisations contributing to this measure. Targets have been set as part of the Growth Boroughs' Convergence Strategy.

SUMMARY OF PROGRESS IN THE QUARTER JANUARY TO MARCH 2018

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

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

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

Aims for next period

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

FINANCIAL PERFORMANCE SUMMARY

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

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

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

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

Capital

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

Revenue

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

LIVE

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

Demand for new housing in London is very high, especially in east London. The growth boroughs have a particular need for high-quality family homes and affordable housing, to keep people living in the area for longer which in turn helps to build sustainable communities. The vision for the Queen Elizabeth Olympic Park programme demands that new neighbourhoods are not islands of prosperity and excellence but properly knitted into the existing and developing communities. It also requires that neighbourhoods are developed in a way that meets high standards of design, sustainability and accessibility, delivers all the social infrastructure required (schools, health, community centres), and includes evidence-based projects to develop — at pace — the things that make communities function effectively. Successful neighbourhoods will be vibrant, engaged and connected, exemplifying the future while also preserving the best of the local heritage.

PROGRESS AGAINST MAJOR LIVE MILESTONES

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

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

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

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

Outcome measure to 2020	Performance and Commentary	RAG
<p>Planning for c8,000 homes across the LLDC area, including affordable homes in line with the Mayor's ambitions and housing mix to meet local need (as per the Local Plan.</p>	<p>552 new homes were granted planning permission of which 108 were affordable. (Eleven reserved matters planning permissions were granted within the monitoring period for 1,829 homes)</p>	G
<p>Building on site or completed on approximately 2,350 homes on LLDC land.</p>	<p>Across LLDC planning area approximately 4,226 dwellings were under construction of which 74 affordable, and 753 units completed (as at 31st December 2017).</p>	G
<p>Mossbourne Riverside Academy School and Bobby Moore Academy open and 1,200 school places delivered.</p>	<p>Mossbourne Riverside Academy opened in permanent location in 2016. Currently it has pupils in reception and years one and two. The Bobby Moore Academy primary school site opened in September 2017 for Year 7 secondary school students. The secondary school site is on programme to open in September 2018 with the intake of new Year 7 students alongside the students previously schooled at the primary school site moving in to Year 8.</p>	G
<p>Plans and designs in place for total LCS commitment of 1,052sqm social infrastructure</p> <p>Primary School: Gross Internal Area is 2,295 m² Net Internal Area is 2,168 m²</p> <p>Secondary School: Gross Internal Floor Area for the DRET Secondary school is 9,935m²</p>	<p>Progress on schools outlined above.</p> <p>Convened Health working group (including local CCGs) to establish needs analysis for health centre</p> <p>Convened Community facilities working group and commissioned business model and vision scoping for new library facility (to include community and nursery space). This is now being reviewed and stress tested with East Wick and Sweetwater developers ahead of the ZMP 4 Reserve Matters planning application being submitted in 2018.</p>	G

1
LIVE

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

1
LIVE

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

COMMENTARY ON KEY LIVE PROJECTS

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

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

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



Hackney Wick Central: the Planning Decisions Committee resolved to grant planning permission for Hackney Wick Central in April 2017, the masterplan covering the area around Hackney Wick Station. S106 Agreement is being finalised. The procurement strategy was approved by LLDC’s Investment Committee in June 2017, with an aim to now commence procurement in May 2018.

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

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

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



Community Infrastructure Levy (CIL) collection and allocation

The Legacy Corporation is required to prepare a report for any financial year in which it collects CIL. The charging authority must publish the report on its website no later than 31 December following the end of the reported year. Updates will continue to be made quarterly through this report.

The Legacy Corporation started charging its CIL on the 6 April 2015.

In Quarter 4 2017/18 two LLDC CIL payments were received, both in February:

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

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

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk relating to capital and revenue income.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control.	R
Risk relating to current housing development delivery.	Financial and reputational impacts.	Close work with development partners, close economic and financial monitoring.	R
Risk relating to future housing development delivery.	Financial and reputational impacts.	Close working with GLA in particular on affordable housing, agreeing housing strategy, ensure attractive propositions to market.	R
Risk relating to agreeing future use for 3 Mills Studios.	Financial and reputational impacts.	Discussions with stakeholders. Seek LLDC Investment Committee decision.	A
Risk relating to the success of off-Park developments.	Financial and reputational impacts.	Local Plan approved and being implemented. Work ongoing on development opportunities including Hackney Wick, Pudding Mill Lane, Bromley by Bow.	A
Risk relating to construction and development communications.	Reputational impacts.	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future developments.	G

1
LIVE

WORK

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

London has a growing economy: the GLA projects that the number of jobs in London could grow by 750,000 between 2010 and 2031 across a diverse range of sectors. Nearly half (48 per cent) of employment growth in this period is expected to happen outside central London and businesses are looking east for space to grow. Queen Elizabeth Olympic Park is perfectly positioned to support this trend, with excellent transport links, space for office and workshop accommodation at Here East, and with housing and leisure on the doorstep. The surrounding area includes business districts including International Quarter London (IQL), Westfield, Stratford town centre, Hackney Wick and Here East. Transport for London (TfL) will start to re-locate into IQL in the next period. Other organisations such as Financial Conduct Authority (FCA), Cancer Research UK and the British Council will re-locate to IQL and it is hoped they will be joined by major commercial companies. Westfield (Europe’s largest urban shopping centre), Stratford town centre and the developing Hackney Wick Neighbourhood Centre all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the former Press and Broadcast Centre buildings on the Park is emerging as an important area for innovation with major tenants such as UCL, Loughborough University London, BT Sport and Studio Wayne McGregor already in place, and significant activity is emerging in the key modern industrial sectors of digital technology, creative, culture and fashion, and the automotive industry. The Park could become an innovation cluster with a global presence to stimulate economic growth benefiting people across the four boroughs. This has to be done in a way that complements and boosts existing local businesses (including SMEs), and which makes connections between businesses (big and small) that benefit them both and LLDC is actively encouraging the development of this network. Similarly, over the next five years, LLDC needs to support the development of effective links between the growing higher education presence on the Park and local businesses. The Legacy Corporation will use the higher education presence to support existing businesses and attract and generate new enterprises, an approach that should reach its full potential through The Culture and Education District.

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

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2017/18	Performance and commentary
Establishment of Park-wide construction Shared Apprenticeship Scheme.	Delivery of stage 2 report and early discussion with industry partners to determine most feasible delivery options. Workshop with employers to test approach and model for the Training Association scheduled for April 2018.

PROGRESS AGAINST MAJOR WORK MILESTONES

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

PROGRESS AGAINST MAJOR WORK MEASURES

Targets	Performance and commentary
<p>Construction</p> <ul style="list-style-type: none"> • 28% of the workforce have permanent residency in Host Boroughs • 25% of the workforce are from BAME groups • 5% of the workforce are women • 3% of the workforce are disabled people • 3% of the workforce are apprentices 	<p>The most recent Construction figures available are to end of March 2018</p> <ul style="list-style-type: none"> • 27% of construction employees working on the Park are Host Borough residents* • 63% of the workforce are from BAME groups • 6% of the workforce are women • 6% of the workforce are disabled people • 6% of the workforce are apprentices
<p>End-use</p> <ul style="list-style-type: none"> • 25–85% of the workforce are from Host Boroughs • 25% are from BAME groups • 50% are women • 3–5% are disabled people • 5% are apprentices 	<p>Copper Box Arena and London Aquatics Centre workforce targets as of June 2017 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 76% workforce Host Borough residents • 37% workforce are from BAME groups • 50% workforce are women • 3% workforce are disabled people • Apprentice figures to be provided when available <p>Estates and Facilities workforce targets:</p> <p>As of March 2018 the workforce performance is shown below:</p> <ul style="list-style-type: none"> • 69% workforce Host Borough residents • 61% workforce are from BAME groups • 33% workforce are women** • 8% workforce are disabled people • 10% of workforce are apprentices (figures as of March 2017)

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

** Against contractual target of 30 – 42%.

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

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

Outcome measure to 2020	Performance and Commentary	RAG
Hackney Wick Neighbourhood Centre first phase on-site.	Planning approved; the S106 Agreement is being finalised; procurement for a developer due to commence in 2018/19.	G
Here East fully occupied with planned profile of tenants.	Here East is currently 77% let and 45% populated whilst fit outs take place. Interest remains strong and lettings in the pipeline provide a very positive outlook.	G
At least the London Living Wage paid to all directly employed staff at LLDC and by all its Tier 1 contractors and direct suppliers; apprenticeships paid at least to the national minimum wage.	<p>STEP internship programme launched – the London Living Wage Internship programme has created entry-level opportunities with CED partners and local cultural institutions for east London residents.</p> <p>Confirmation of London Living Wage from LLDC and all Tier One employers / contractors and apprentice wages confirmed in 2017.</p>	G
Perceptions measure: % of east Londoners agreeing that benefits of London hosting 2012 Olympic & Paralympic Games have been delivered through increased business and job opportunities.	Research undertaken in 2017/18 showed that 71% of east Londoners think that the Park is creating job opportunities for the local community.	G
Stronger retail centres: vacancy rates lower than London average.	London-wide vacancy rate 7.5%; Stratford Metropolitan Centre (within LLDC area) 5.3% performing better than London average; East Village 18.8% reflecting the early stages of the development of this new Local Centre; Hackney Wick Neighbourhood Centre 10% (the Hackney Wick Central Masterplan outline scheme (with resolution to grant planning permission) will deliver approximately 4,500sqm retail and leisure floorspace and it will significantly contribute to the development of the neighbourhood centre over time as development takes place and new retail and leisure uses develop and become established.	G

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

COMMENTARY ON KEY WORK PROJECTS

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

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

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

ACHIEVEMENTS IN THE LAST PERIOD INCLUDE:

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

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

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

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

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

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



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

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

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

Here East (former Press Centre and Broadcast Centre):

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

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

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





International Quarter London (IQL)

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

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

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk relating to meeting priority theme targets and wider regeneration aspirations.	Reputational impacts.	A strong set of targets agreed through procurement and contracts; close working with partners.	G

VISIT

Create a diverse, unique, successful and financially sustainable visitor destination





Queen Elizabeth Olympic Park opened fully to the public in April 2014 and from the outset offered 'something for everyone' with new parklands and playgrounds, world-class sporting facilities open for public use, and a varied programme of public sporting, cultural and community events in the venues and open spaces. Nearly four million visitors came in the first full year — well above expectations.

The Queen Elizabeth Olympic Park brand already competes well against other destination hubs, and has a broad profile that is felt to be 'different' to existing offers.

LLDC's objective in the next five years is that visitor numbers should be maintained at least at current levels, and that as the Park develops the numbers of visitors should increase in line with that development. The opening of the Stadium brings over a million spectators per year and raises the profile of the Park through a global TV audience of millions. A growing number of people view the Park as their local leisure space as the new residential developments and workspaces are occupied, and the spaces and activities in the Park should be a vital component in joining new and existing communities together. Attracting visitors to the Park is important because it ensures the financial sustainability of the venues and the upkeep of the Park, brings people in who will spend in the local economy (contributing to local jobs and wellbeing), and contributes a critical mass of people to metropolitan Stratford. While increasing the national and international appeal of Queen Elizabeth Olympic Park, LLDC's visitor strategy will also ensure that it is still viewed — and used — positively by the local community, and maintains its reputation as somewhere different and exciting. It will support the GLA's cultural tourism vision, promoting authentic cultural opportunities outside central London.

PROGRESS AGAINST MAJOR VISIT MILESTONES

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

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

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

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

Outcome measure to 2020	Performance and Commentary	RAG
Queen Elizabeth Olympic Park protected as one of the largest metropolitan parks in east London.	Open space has not changed and parkland environment remains protected.	G
Maintain Green Flag status The international award is the mark of a quality park or green space and is a sign to the public that the space boasts the highest possible environmental standards, is safe and secure, is well maintained and has excellent visitor facilities.	The Park received the prestigious Green Flag Award for the fourth year running in July 2017.	G
Visitor numbers sustained and increasing in line with Park development.	6.33m visits to the Park in 2017/18. Over achieved against an estimate of 5.6m visits.	G
Net promoter score maintained.	Visitor research in 2017/18 showed an NPS score of +75 (NPS score of >1 considered good, >50 is excellent).	G

COMMENTARY ON VISIT ACTIVITIES

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

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

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

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

Events and Programming

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

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



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

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

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

New Attraction

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

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk relating to security on the Park and the threat level.	Reputational, operational and financial implications.	Monitoring threat levels across the Park ensuring appropriate security resource and implementation of new initiatives.	R
Local transport infrastructure insufficient for growing demand.	Reputational and operational impacts Potential limiter on economic development in Stratford area.	Work with partners to determine and deliver transport projects to improve infrastructure.	R
Risk of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	A
Risk relating to trading and activities including venues (CBA, LAC, AMO), events and car park.	Financial impacts, reduced income or increased costs.	Manage and monitoring financial targets and contracts. Spend to save initiatives, implement commercial strategy.	A
Risk relating to the need to identify and implement savings in Park operational contracts.	Reputational, operational and financial implications.	Savings being identified, contractual negotiations ongoing.	A
Risk that related development projects undertaken by third party organisations are not successful.	Negative knock on effect on the success of the Park and its developments.	Close working with partners to influence developments and monitor progress.	G
Risk relating to Park visitor numbers and experience.	Financial and reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Positive record of figures for visitors to the Park. Co-ordination with development works on the Park.	G
Risk that related development projects undertaken by third party organisations are not successful.	Negative knock on effect on the success of the Park and its developments.	Close working with partners to influence developments and monitor progress.	G

INSPIRE

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

The initial legacy priority was to establish a viable future for the Park as somewhere to live; work and visit, and the key ingredients of this success were laid down early on. This created space to review the plans and seek to secure an even greater benefit for the surrounding community. The ambitious vision for The Culture and Education District was developed during late 2013 and 2014, and secured government funding in December 2014. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £2.8 billion of economic value from the area. The Culture and Education District will create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

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

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Progress design, planning and procurement for the Culture and Education District.	<p>Planning Decisions Committee and the Mayor of London approved outline planning for UCL East subject to finalisation of the Section 106 agreement. Public consultation on designs undertaken.</p> <p>Masterplanning for Stratford Waterfront continues, RIBA stage 2 completed in January 2018 and Stage 3 commenced for conclusion in November 2018; Public consultation on the revised masterplan took place in this period. OJEU procurement commenced for the enabling works contract.</p>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

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

Target for 2017/18	Performance and commentary
<p>Develop the Global Disability Innovation Hub by delivering the programme and handing over leadership to UCL.</p>	<p>COMPLETE</p> <p>Achievements in 2017/18 include the Global Disability Innovation Summit held on the Park, the commencement of a new MSc course titled and the launch of six initial funded PhD studentships. The leadership of the GDI Hub passed from LLDC to UCL as planned, supported by the establishment of a Community Interest Company for all non-academic activity.</p>
<p>Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst the Cultural and Education District partner institutions to engage local communities.</p>	<p>COMPLETE</p> <p>Chobham Manor Residents Association established and support provided including initial seed funding grant. Attendance at the Chobham Manor Residents Association open event in February attended by 80 residents – responding to questions on fixed estate charge.</p> <p>East Wick and Sweetwater: site relations planning underway for infrastructure works.</p> <p>London Stadium activity commenced at the community track supported by a Community track manager.</p> <p>CED: Engagement activity of the CED partners currently focused on East Education programme. Creative engagement project: Working Women project commissioned.</p> <p>Coordinated creative programming group working on proposed summer event.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>COMPLETE</p> <p>Lease extended at Hub67 to December 2019. Regular programme activity ongoing. Continuing activity at Carpenters Cage including activation by UK Wall Ball. Mobile Garden activity at Chobham Manor completed and garden moved from site into storage ahead of move to a location in East Wick.</p>

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



PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

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

Outcome measure to 2020	Performance and Commentary	RAG
Mechanisms for engaging local communities established and embedded with partner institutions.	The main focus of CED activity remains the education programme: EAST Education has been launched by all partners as the shared strategic approach to education engagement.	G
Long term solution for sports delivery on the Park identified and implemented.	<p>Sport England projects ‘Active People Active Park’ and ‘Motivate East’ (disability sport project) both exceeded all targets in their final year. Together this year they reached 58,336 participants.</p> <p>Over the 4 year programmes: APAP engaged 164,553 participants and delivered over 50,000 hours of activity.</p> <p>Motivate East engaged 13,393 participants.</p> <p>While this activity cannot continue at this scale now the funding has ended, the legacy of these projects has been secured as LLDC has committed to a community sports programme on the Park. This will deliver a range of weekly activities across venues, parkland and waterways as well as key holiday programmes such as Active August.</p>	G
Investors in People achieved for volunteering programme.	This is scheduled to be Awarded in May 2018.	G
Good levels of local participation in arts and culture, volunteering, education, and sport programmes.	<p>Exceeded all targets to secure very high levels of sustained participation. The cumulative local participant total for all programmes this year is 191,829 people.</p> <p>This translated to in excess of 73,169 hours of direct local involvement.</p> <p>Programme level breakdown:</p> <ul style="list-style-type: none"> Arts and culture – 3,000 Volunteering – 1,193 Education – 129,300 Sport – 58,336 	G

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

COMMENTARY ON INSPIRE MILESTONES

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

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

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

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

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



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

Community Engagement and Participation

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

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



KEY RISKS

Summary	Impact	Mitigation	RAG
Risk that the Culture and Education District will be delayed or costs will be more than anticipated.	Financial implications and programme delays.	Effective design management and coordination. Cost control. Close work with partners, GLA and Government. Coordination with Planning. Engagement with HMRC.	R
Risk to Culture and Education District funding.	Financial implications and programme delays.	Close working with Foundation for Future London. Development of Business Case for the project. Ensure best outcome from residential development.	R
Culture and Education construction interface risk.	Financial implications and programme delays.	Experienced and well-resourced project management partner, LLDC team and assurance.	R

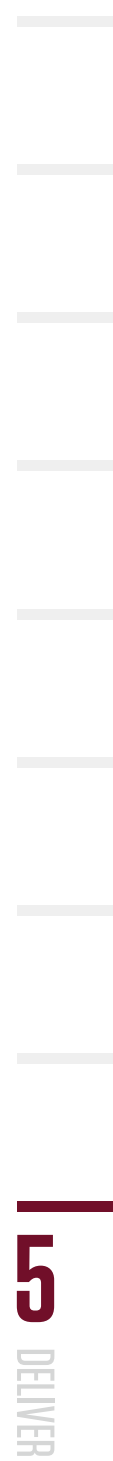
DELIVER

Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC’s core values: Ambition, Responsibility, Collaboration, Excellence, Accessibility and Sustainability

Work in this area includes functions to support the delivery of the Legacy Corporation’s objectives through services including finance, human resources, IT and Information management, programme management, legal and procurement. This section also covers the Communication, Marketing and Strategy directorate which is responsible for the external reputation of the Legacy Corporation and Queen Elizabeth Olympic Park, and defines the way we manage all of our external activity and relationships. In addition, it is responsible for shaping the long-term organisational goals and ambitions, through its strategy work.

PROGRESS AGAINST DELIVER MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Advanced mobility prospectus launch.	Milestone superseded by the successful bid for funding from the Government’s £51m Connected and Autonomous Vehicle test bed fund.
Progress IT service delivery re-procurement.	Decision made on service approach.
Health and safety Construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.	COMPLETE There have been no reportable accidents in 2017/18 representing a rate of 0.0.
Unqualified annual accounts for 2017/18.	COMPLETE Accounts for 2017/18 signed off by the Board and unqualified audit opinion issued in Jul 2017.



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

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

Outcome measure to 2020	Performance and Commentary	RAG
Commercial objectives being delivered in line with revised commercial framework and strategy.	Commercial assurance and support being provided across the business alongside quarterly commercial reporting to Investment Committee.	G
Aspiration to be an exemplar of accessibility, sustainability, and community benefit fully embedded in visions/missions/long-term plans of developers, operators and partner institutions.	Skills & employment offer developed for Here East tenants including: <ul style="list-style-type: none"> – Flipside – digital product design training based at Hobs Studio, Here East; – ‘Start-up’ internships with Plexal businesses in Here East developed – Hobs Studio awarded LLDC grant to establish a 3D print & VR training academy; – Cultural and creative employment programmes launched. LLDC has agreed the principles for developing an innovative Training Association with construction employers Design...Engineer... Construct built environment curriculum delivered in local schools/ colleges alongside industry-leading employers. CED Strategic Objectives Delivery plan for 18/19 has been finalised.	G
Learning from the transformation of QEOP shared in order to guide future regeneration activity both nationally and internationally.	LLDC continued to host visitors from the UK and overseas to view progress on its regeneration programme. LLDC also provided speakers for several conferences including MIPIM, MIPIM UK, LREF and the Evening Standard’s Leading London conference.	G

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

COMMENTARY ON KEY PROJECTS

Planning

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

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

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

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

Business Planning

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

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

Sustainability

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



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

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

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

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

Communications, Marketing and Strategy

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

In addition, a significant investment of time and resource has been made in ensuring the visitor experience on the Park is of a high quality once visitor numbers increase with the better weather – repainting trails, replacing flags and pennants, updating maps, trails and Park promotional materials (including the events leaflet and The Park magazine) and dressing areas of hoarding. The North South highway has been a particularly significant hoarding project, stretching from Mandeville Place to Waterden Road, and is now fully decorated – including information about forthcoming Park events and developments, as well as a celebration of the Park’s links with disability and para athletics in Mandeville Place itself.

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

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

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

Health and Safety

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



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

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

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

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

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

Construction

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

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

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

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

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

Stadium

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



Property Portfolio

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

Staff health, safety and well-being

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

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

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium.	Financial and reputational impacts.	E20 Stadium LLP Board and funders considering commercial options.	R
Risk of impact of changes to Board membership on timeliness of decision making.	Programme impacts.	Induction plans and briefings for new Board members.	A
Risk about successful implementation of the Local Plan including sufficiency of community infrastructure.	Reputational impacts.	Progress reporting including annual monitoring report, review of local plan including population forecasts.	A
Risk relating to the potential impact of policy change on the Corporation.	Programme delays, budget impacts.	Continue political engagement work and briefings. Work through implications of withdrawal from the EU.	A
Risk about the impacts of health and safety failures on site.	The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage.	A comprehensive health and safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its project management partner.	A
Risk relating to failure to embed fraud and assurance processes.	Financial and reputational impacts.	New finance system implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners.	A

KEY RISKS

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



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Subject: Report of the meeting of the Planning Decisions Committee held on 22 May 2018
Meeting date: 19 June 2018
Report to: Board
Report of: Philip Lewis, Chair of the Planning Decisions Committee

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Board on the meeting of the Planning Decisions Committee held on 22 May 2018.

2. RECOMMENDATION

- 2.1 **The Board is asked to note this report.**

3. ITEMS CONSIDERED

- 3.1. **Land at Rick Roberts Way, Stratford:** A planning application for a proposed single storey building to accommodate a padel tennis facility and ancillary café and related vehicle and cycle parking and external landscaping as an interim use for a temporary period of five years was granted planning permission subject to the recommended planning conditions.
- 3.2. **McGrath site, Hepscoth Road, Hackney Wick:** The Committee considered an application for the comprehensive redevelopment of an existing waste recycling site for up to 475 homes (35% affordable), 10, 849 sq.m of commercial, workspace and community use floorspace, a new canal side park and ancillary parking and servicing within buildings ranging from single to eight storeys in height. This application had been deferred from the February PDC meeting to enable further work on design quality, the affordability of the intermediate dwellings, rent levels for the commercial use and car parking. Following careful consideration of the scheme, the Committee resolved to approve the application subject to referral of the proposal to the Mayor of London and to delegate authority to the Director of Planning Policy and Decisions to complete a s.106 legal agreement to secure the relevant planning obligations and to finalise the recommended planning conditions.
- 3.3. **25 Trego Road, Hackney Wick:** The Committee considered a planning application for this site, which direct adjoins the McGrath site subject to the application reported above. The application sought permission for a building ranging from single to six storeys in height providing 52 dwellings (35% affordable) and 1,915 sq. m of workspace. Following careful consideration of the scheme, the Committee resolved to approve the application subject to referral of the proposal to the Mayor of London and to delegate authority to the Director of Planning Policy and Decisions to

complete a s.106 legal agreement to secure the relevant planning obligations and to finalise the recommended planning conditions.

- 3.4. **Land at Marshgate Lane, Stratford:** The Committee resolved to defer a s.73 application to vary a previously approved redevelopment of this site for a mixed workspace and residential scheme. The variation sought to make changes to the appearance of part of the development and to increase the amount of employment and residential floorspace, including an increase in the amount of affordable housing. Committee considered that further work was required on the design changes proposed, including the quality of the additional flats and on the amended mix of units which proposed a reduction in the number of 3 bed market dwellings.
- 3.5. **55-69 Rothbury Road, Hackney Wick:** The Committee considered an application for the demolition of the existing buildings, excavation of a basement floor and construction of a 5 storey building for 2,149 sq.m of class B1 workspace. Following discussion, Members resolved to grant planning permission, delegating authority to Director of Planning Policy and Decisions to complete a s.106 legal agreement to secure the relevant planning obligations and to finalise the recommended planning conditions.
- 3.6. **Cherry Park site, Westfield Stratford City:** The Committee considered a non material amendment application and related application for reserved matters approval for the detailed design and appearance of 1,224 dwellings and 3,300 sq.m of commercial floorspace, together with details for the landscaping of the site, including new public open space. The previously approved outline permission had set the parameters for the development including the development of three tall buildings (22, 30 and 38 storeys) and six mansion blocks (8-12 storeys). Following consideration of the proposals, Committee granted permission for the non-material amendments and the reserved matters details subject to the recommended conditions.
- 3.7. **Delegated Decisions:** The Committee noted a report of the Director of Planning Policy and Decisions which set out the list of all decisions made under delegated powers in April 2018.

4. LEGAL IMPLICATIONS

- 4.1. Legal advice for matters considered by the Committee is addressed in the individual committee reports.

5. LIST OF APPENDICES TO THIS REPORT

- 5.1. None

List of Background Papers

Papers for the meetings of the Planning Decisions Committee on 22 May 2018

Report originator(s): Anthony Hollingsworth
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Subject: Report of the meeting of the Investment Committee held on 22 May and 12 June 2018
Meeting date: 19 June 2018
Report to: Board
Report of: Sir Peter Hendy CBE, Chair of the Investment Committee

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides the formal report of the Investment Committee meeting on 22 May 2018. It also includes a note of the matters being discussed at the meeting on 12 June 2018, which takes place after the statutory deadline for the Board papers.

2. RECOMMENDATION

- 2.1 **The Board is asked to note this report.**

3. ISSUES DISCUSSED AT THE 22 MAY 2018 MEETING

Culture and Education District – Stratford Waterfront update

- 3.1. The Committee held an extraordinary meeting on 22 May 2018 which was called with less than five clear working day's notice to discuss an update on the Stratford Waterfront element of the Culture and Education District. Following a positive resolution to exclude members of the press and public, the Committee agreed the recommendations in the report containing exempt information relating to the BBC's involvement in the project, subject to the comments made at the meeting.

4. ISSUES TO BE DISCUSSED AT THE 12 JUNE 2018 MEETING

- 4.1. The Committee is meeting on 12 June to discuss the following:
- a) Management Accounts for the year to 31 March 2018;
 - b) Hackney Wick Neighbourhood Centre update;
 - c) Quarterly commercial report;
 - d) Culture and Education District – Stratford Waterfront procurement strategy update; and
 - e) Stadium update – there is a separate item on the agenda related to this matter.

5. LEGAL IMPLICATIONS

- 5.1. Legal advice for matters considered by the Committee is addressed in the individual committee reports.

6. LIST OF APPENDICES TO THIS REPORT

- 6.1. None

List of Background Papers

Papers for the meeting of the Investment Committee on 22 May and 12 June 2018
(contains exempt information)

Report originator(s): Rachel Massey
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Subject: Report of the meeting of the Regeneration and Communities Committee held on 19 June 2018
Meeting date: 19 June 2018
Report to: Board
Report of/by: Sonita Alleyne, Chair of the Regeneration and Communities Committee

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Board on the meeting of the Regeneration and Communities Committee on 19 June 2018. As this meeting takes place on the same day as the 19 June Board meeting (and therefore after the statutory deadline for the dispatch of papers for the Board meeting) a verbal update will be given at the meeting.

2. RECOMMENDATION

- 2.1. **The Board is asked to note this report.**

3. ISSUES TO BE DISCUSSED AT THE 19 JUNE 2018 MEETING

Executive Director's report

- 3.1. The Committee will consider the following items:
- a) A discussion welcoming the new members of the Committee who will be invited to set out their interest in the Committee's remit.
 - b) An overview of the purpose of the Committee and a discussion about proposals for how the Committee will operate in the future.
 - c) An introduction to LLDC's current activities relating to the remit of the Committee.
 - d) The Executive Director of Regeneration and Community Partnership's update including updates relating to: the Culture and Education District (East Bank); Smart Sustainable Districts; East Works; Living Places; and performance against key measures, including a report back on the now completed Motivate East programme.

4. LEGAL IMPLICATIONS

- 4.1. Legal advice for matters considered by the Committee is addressed in the individual committee reports.

5. LIST OF APPENDICES TO THIS REPORT

5.1. None

List of Background Papers

Papers for the meeting of the Regeneration and Communities Committee on 19 June 2018

Report originator(s): Oliver Shepherd
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Subject: Planning Decisions Committee membership
Meeting date: 19 June 2018
Report to: Board
Report of/by: Lyn Garner, Chief Executive

This report will be considered in public

1. SUMMARY

1.1. This report seeks approval of appointments of local Borough representatives to the Planning Decisions Committee following the Local Government elections in May.

2. RECOMMENDATIONS

2.1 The Board is asked to:

2.1.1 Approve the appointment of the local Borough representatives as members and substitute members as set out in section 4, subject to the agreement to the appointment by the Mayor of London under the Localism Act 2011.

2.1.2 Delegate to the Chief Executive, subject to the approvals outlined under 2.1.1 being obtained, the authority to issue appointment letters to the new Borough representatives on the Planning Decisions Committee.

2.1.3 Note the Chair's recent use of the urgent action provision set out in the Corporation's Scheme of Delegation, as summarised in 3.

3. BACKGROUND

3.1 The Board agreed the structure and membership of the Planning Decisions Committee in July 2012 and amended the structure of the committee in December 2012 to three Board members, five members and substitute members nominated by the local Boroughs (with two members being nominated by Newham) and four independent members.

3.2 The terms of appointment for the Borough representatives ended on 1 May 2018. On 16 May 2018, the Chair, Sir Peter Hendy CBE, notified Board members that he proposed to use the urgent action provision in the scheme of delegations for the appointment until the end of May of the members and substitute members to the Planning Decisions Committee as follows:

- Cllr Nick Sharman (member) and Cllr Jessica Webb (substitute member), London Borough of Hackney
- Cllr Rachel Blake (member) and Cllr Danny Hassell (substitute member), London Borough of Tower Hamlets
- Cllr Terry Wheeler (member) and Cllr Keith Rayner (substitute member), London Borough of Waltham Forest

- Cllr Rachel Tripp (member) and Cllr Julianne Marriott (member), London Borough of Newham
- 3.3 The proposed re-appointments were for a short period to the end of May as the boroughs were nominating councillors to sit on outside bodies at their Annual General Meetings on 22-24 May. LLDC consulted with the boroughs about the proposed short term re-appointments and they have confirmed they were content with this approach.
- 3.4 Appointments to committees are reserved to the Board under the scheme of delegations. The urgent action provision was used to approve these appointments so that they could be in place by the time of the Planning Decisions Committee on 22 May 2018.
- 3.5 Under the scheme of delegations, the Board delegates to the Chair and Deputy Chair the exercise of any functions of the Legacy Corporation (other than those functions within the delegations to the Planning Committee) between meetings where the matter to be decided is urgent provided that, prior to taking action, the Chair or Deputy Chair shall email all Board members (and the GLA Observer) notifying them of the intended action and seeking their views, and shall also seek the view of the relevant committee chair. Any urgent action using this provision must be recorded in writing along with the Members consulted and their views (if any) and reported to the next ordinary meeting of the Board. Board members were asked for their views on the urgent action by 17 May and eight responses were received, all were in support of the proposals.

4 PLANNING DECISIONS COMMITTEE

- 4.1 Following the Local Government elections on 3 May 2018, the local Boroughs have notified LLDC of the following nominations to the Planning Decisions Committee:
- Cllr Dan Tomlinson (member) and Cllr Rachel Blake (substitute member), London Borough of Tower Hamlets
 - Cllr Jenny Gray (member) and Cllr Terry Wheeler (substitute member), London Borough of Waltham Forest
- 4.2 LLDC is awaiting the confirmation of nominations from Hackney and Newham and a verbal update will be provided at the Board meeting.
- 4.3 These appointments are subject to the agreement to the appointment by the Mayor of London under the Localism Act 2011.

5 FINANCIAL IMPLICATIONS

- 5.1 There are no financial implications from this paper.

6 LEGAL IMPLICATIONS

- 6.1 Under the Legacy Corporation's Scheme of Delegations, the appointment of Board members and external members to committees is a decision reserved to the Board.
- 6.2 Pursuant to Schedule 21 paragraph 6(3) of the Localism Act 2011, Mayoral approval is required for the co-option of any person(s) who are not Corporation Board members onto a committee.

7 APPENDICES

Appendix 1 – Membership of the Planning Decisions Committee.

Background papers

Standing Orders

Scheme of Delegation

Report to Board 17 July 2012 – Membership of the Planning Decisions Committee

Report to Board 27 September 2012 – Planning Functions

Report to Board 5 December 2012 – Governance Review

Report originator(s):

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Appendix 1 – Membership of the Planning Decisions Committee (as at 11 June 2018)

- Philip Lewis (Chairman) - Legacy Corporation Board member
- Sukhvinder Kaur-Stubbs - Legacy Corporation Board member
- Pam Alexander (new committee member from 12 July 2018) - Legacy Corporation Board member
- LB Hackney member and substitute member to be confirmed *
- LB Newham's two members and two substitute members to be confirmed*
- Councillor Jenny Gray – LB Waltham Forest (substitute Cllr Terry Wheeler) *
- Councillor Dan Tomlinson – LB Tower Hamlets (substitute Cllr Rachel Blake) *
- Emma Davies - Independent member
- James Fennell - Independent member
- Piers Gough - Independent member
- Louise Wyman - Independent member

* Appointments subject to approval of the Legacy Corporation Board and subject to Mayoral consent.



Subject: Changes to the Scheme of Planning delegations
Meeting date: 19 June 2018
Report to: Board
Report of: Lyn Garner, Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. The purpose of this report is to seek the Board's approval to amend London Legacy Development Corporation (LLDC) Scheme of Planning Delegations.

2. RECOMMENDATION

- 2.1. **The Board is asked to approve the proposed changes to the Planning Scheme of Delegations as set out in section 4 and set out in Appendix 1.**

3. PROPOSED CHANGES TO THE PLANNING SCHEME OF DELEGATION

- 3.1. At its meeting in July 2012, the Board agreed to appoint a Planning Decisions Committee. The Board approved the Scheme of Planning Delegations at its meeting in 27 September 2012. These were amended in March as a result of a change to the overall Scheme of Delegations and revised again in September 2014, to reflect minor changes to terminology which would update the Scheme to reflect changes to the titles of 'the Authorised Planning Officers'.
- 3.2. Following a review of the Scheme of Planning Delegations by members of the Planning Policy and Decisions Team, the following amendments are proposed. These relate to:
- 3.2.1. Changes to Part B, relating to the making of Development Management decisions.
- 3.2.2. Minor changes to the wording of Part C relating to Planning Policy.
- 3.3. In relation to the changes to Part B, approval is sought for Principal Planning Development Managers to also act as 'Authorised Planning Officers' in signing off delegated reports and making decisions on planning applications prepared by Senior Planning Development Managers, Planning Development Managers and Planning Development Executives only as set out in Appendix 2. The changes proposed are to allow experienced principal planning officers to make decisions on straight forward planning applications, reports for which would be written up by junior colleagues. This would assist in both speeding up and strengthening the decision-making process in PPDT by widening the pool of authorised officers. This would also bring LLDC in line with most other Local Planning Authorities in London, where principal planning officers make decisions on such cases. The reports written by Principal Planning Development Managers will continue to be signed off and decisions made thereon by the Director of Planning Policy and Decisions, the Head of Development Management or the Head of Planning Policy.

3.4. In relation to the changes proposed to Part C, these are to ensure that the planning terminology used is up to date and reflects that in national planning guidance and policy, whilst also ensuring that the wording is explicit with reference to the Legacy Corporation's responsibilities in terms of neighbourhood planning in its role as a Local Planning Authority.

4. FINANCIAL IMPLICATIONS

4.1. There are no financial implications relating to this report.

5. LEGAL IMPLICATIONS

5.1. Under the July 2013 London Legacy Development Corporation Governance Direction, the Legacy Corporation is required to consult with the GLA on significant changes to the scheme of delegations. The proposed amendments have been reviewed by the GLA and are not considered to be significant, and they are in any case content with the changes.

6. PRIORITY THEMES

6.1. There is no impact on priority themes relation to this report.

7. APPENDICES

Appendix 1: Scheme of Planning Delegations (proposed amendments shown in track changes)

List of Background Papers:

Scheme of Delegations

Scheme of Planning Delegations

Report to Board 17 July 2012 – Membership of the Planning Decisions Committee

Report to Board 27 September 2012 – Planning Functions

Report to the Board 26 March 2013 - Planning Decisions Committee, Membership and amended Terms of Reference

Report to the Board 23 September 2014 – Changes to the Scheme of Planning Delegations

Report originator(s):

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Scheme of Planning Delegations

Organisation	London Legacy Development Corporation
Date	<u>June 2018</u> October 2014
Purpose of issue	For Information
Title	Scheme of Planning Delegations
Description	Delegations for some town and country planning functions to the Planning Decisions Committee and Planning Officers
Author	Finance and Corporate Services
Location	LLDC website
Contributors	-
Distribution	Public
Status	Published
Protective marking	Not Protectively Marked

Version control

v1.0	September 2012	Approved by LLDC Board	Approved
v.2.0	March 2013	Amended with consequential changes resulting from the revised scheme of delegations	Approved
v.3.0	September 2014	Amended with changes resulting from terminology changes to the titles of 'the Authorised Planning Officers'	Approved
<u>v.4.0</u>	<u>June 2018</u>	<u>Amended with (i) changes to Part B to extend 'the Authorised Planning Officers' to include Principal Planning Development Managers (ii) changes to Part C – minor changes to terminology to bring it up to date, including with explicit reference to neighbourhood planning.</u>	<u>Approved</u>

SCHEME OF PLANNING DELEGATIONS

The Board of the London Legacy Development Corporation (the "Corporation") will discharge some of its town and country planning functions and responsibilities through delegation to the Planning Decisions Committee and Planning Officers as follows:

- A. Delegations to the Planning Decisions Committee – relating to town and country planning development management as set out under heading "A" below;
- B. Delegations to Planning Officers – relating to town and country planning development management as set out under heading "B" below; and
- C. Delegations to Planning Officers – relating to town and country planning policy and the Community Infrastructure Levy as set out under heading "C" below.

For the avoidance of doubt, the Board has not delegated its functions in relation to agreeing local planning policy, including community infrastructure levy charging schedules, to the Planning Decisions Committee, though the Committee will advise the Board on these matters.

A Delegations to the Planning Decisions Committee - relating to town and country planning development management decisions

- 1. The Board of the London Legacy Development Corporation delegates the following town and country planning development management functions and responsibilities to the Planning Decisions Committee of the Corporation:
 - 1.1 all functions and responsibilities of the Corporation relating to town and country planning development management decisions on any town and country planning matter within the powers of the Corporation as local planning authority that fall within the Town and Country Planning Act 1990 (as amended), the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended) (other than powers relating to the declaration of conservation areas), the Electricity Act 1989, the Planning and Compulsory Purchase Act 2004 and all secondary legislation pursuant to the same including, in relation to such planning applications, the power on behalf of the Corporation as local planning authority to negotiate, complete, discharge and vary any agreement under sections 106 and 106A of the Town and Country Planning Act 1990 and/or other appropriate powers (including under relevant highways legislation) and the power to impose conditions to any planning permission granted pursuant to such planning applications;
 - 1.2 all functions and responsibilities of the Corporation relating to town and country planning enforcement action, including the overseeing and monitoring of town and country planning enforcement action taken by the Corporation through the provision of regular reports by planning officers; and
 - 1.3 giving responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority or person on applications, notifications and certificates outside of the development area as defined in The London Legacy Development Corporation (Planning Functions) Order 2012 (and any legislation amending or replacing the same).

B Delegations to Planning Officers relating to town and country planning development management decisions

- 1. Except in relation to the functions and responsibilities specified in paragraph 2 (Exceptions) of this Section B below, the Board of the Corporation delegates the

following town and country planning development management functions and responsibilities of the Corporation to the Director of Planning Policy and Decisions or in his or her absence the following Planning Officers of the Corporation (together "the Authorised Planning Officers"):

- (a) Head of Development Management; and
- (b) Head of Planning Policy;
- (c) [Principal Planning Development Managers** \(see paras 2.4-2.6 below\)](#)

- 1.2 town and country planning development management decisions on any town and country planning matter within the powers of the Corporation as local planning authority that fall within the Town and Country Planning Act 1990 (as amended), the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended) (other than powers relation to the declaration of conservation areas), the Electricity Act 1989), the Planning and Compulsory Purchase Act 2004 and all secondary legislation pursuant to the same, including the power on behalf of the Corporation as local planning authority to negotiate, complete, discharge and vary any agreement under sections 106 and 106A of the Town and Country Planning Act 1990 and/or section 16 of the Greater London Council (General Powers) Act 1974 and/or other appropriate powers (including under relevant highways legislation) and the power on behalf of the Corporation as local planning authority to impose (as far as lawfully possible) conditions to any planning permission granted pursuant to such planning applications; and
- 1.3 town and country planning enforcement action; and
- 1.4 giving responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority or person on applications, notifications and certificates outside of the development area as defined in The London Legacy Development Corporation (Planning Functions) Order 2012 (and any legislation amending or replacing the same).

2. Exceptions to Planning Officers' delegations

The following matters shall be excepted from the delegation of functions and responsibilities to Planning Officers set out in paragraph 1 of this Section B above:

- 2.1 Planning applications made by Corporation members or planning officers as applicant or agent;
- 2.2 Planning applications which a Corporation Planning Decisions Committee Member or a Corporation Board Member has requested in writing to the Director of Planning Policy and Decisions within 21 days of the registering of receipt of the application by the Corporation as local planning authority should be determined by the Corporation's Planning Decisions Committee; and
- 2.3 Planning applications which in the opinion of the Director of Planning Policy and Decisions or in his or her absence his or her Authorised Planning Officers which:
 - 2.3.1 are of a significant or potentially contentious nature; or
 - 2.3.2 have received significant objections; or
 - 2.3.3 may prevent the Corporation from fulfilling its functions or responsibilities; or

- 2.3.4 are zonal or site-wide strategy planning documents or masterplans for the Corporation's area; or
 - 2.3.5 proposed development which involves a significant departure from planning policy or other planning guidelines or a departure from Development Plan policy (which would be required to be subject to notification to the Secretary of State), but where it is proposed to approve the application; or
 - 2.3.6 propose development which complies with adopted planning policies and other planning guidelines but where it is proposed to refuse the application; or
 - 2.3.7 are proposals which should be considered by the Planning Decisions Committee or the Board; or
 - 2.3.8 any matter, which, in the opinion of the Director of Planning Policy and Decisions and/or the Authorised Planning Officers, is of such a significant nature in terms of its impact on the purposes, functions or responsibilities of the Corporation that the matter should be referred to the Corporation's Planning Decisions Committee or the Board for consideration.
- 2.4 Principal Planning Development Managers** are Authorised Planning Officers for the purposes of signing off delegated reports and making decisions thereon for planning applications prepared by Senior Planning Development Managers, Planning Development Managers and Planning Development Executives only.
 - 2.5 Principal Planning Development Managers' delegated reports on planning applications will be signed off and decisions made thereon by the Director of Planning Policy and Decisions, the Head of Development Management or the Head of Planning Policy.
 - 2.6 Principal Planning Development Managers** are not Authorised Planning Officers for the purposes of paragraphs 1.3 or 1.4 of the Scheme of Delegation.

C Delegations to Planning Officers – relating to town and country planning policy and Community Infrastructure Levy charging schedule preparation

- 1. Subject to the financial delegations, the Board agrees to delegate the functions specified below to the Director of Planning Policy and Decisions or in his or her absence the following Authorised Planning Officers of the Corporation:
 - (a) Head of Development Management; and
 - (b) Head of Planning Policy.
- 1.2 the power to take preparatory steps (but not decisions) in relation to the town and country planning functions of the Corporation under the Planning and Compulsory Purchase Act 2004 which relate to preparing local development plan documents, related guidance (including supplementary planning documents) and other plan-making functions, or functions relating to the community infrastructure levy and neighbourhood planning, including preparatory steps in relation to the charging schedule preparation; and
- 1.3 subject to the exceptions set out in paragraph 2 below, the power to give responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority or person on:

- 1.3.1 new or amended town and country planning legislation, policies, guidance, plans, frameworks or strategies, and consultations or proposals in respect of the same;
 - 1.3.2 local development framework plan documents and supplementary planning documents and other planning policy consultation documents for each of the London Boroughs of Newham, the London Borough of Tower Hamlets, the London Borough of Hackney, and the London Borough of Waltham Forest; and
 - 1.3.3 current and emerging strategic planning policy and guidance for London.
2. The delegation in paragraphs 1.1 to 1.3 above of this Section C above shall not apply in relation to:
- 2.1 responses to consultations which a Corporation Board Member has requested in writing to the Director of Planning Policy and Decisions within 21 days of the commencement of consultation should be agreed by the Corporation's Board; and
 - 2.2 consultations on matters which in the opinion of the Director of Planning Policy and Decisions or in his or her absence his or her Authorised Officers which:
 - 2.2.1 are of a significant or potentially contentious nature; or
 - 2.2.2 have received significant objection; or
 - 2.2.3 may prevent the Corporation from fulfilling its functions or responsibilities; or
 - 2.2.4 should be considered by the Board; or
 - 2.2.5 are of such a significant nature in terms of their impact on the purposes, functions or responsibilities of the Corporation that they should be referred to the Corporation's Board for consideration.



Subject: Diversity and Inclusion Statement
Meeting date: 19 June 2018
Report to: Board
Report of: Andrea Gordon, Director of HR

This report will be considered in public

1. SUMMARY

- 1.1. Following the update at the last Board meeting, this report outlines the draft LLDC’s Diversity and Inclusion (D&I) statement and gives a background on how this was developed through the LLDC Diversity Group.

2. RECOMMENDATION

- 2.1. **The Board is asked to agree the LLDC Diversity and Inclusion Statement attached at Appendix 1.**

3. BACKGROUND

- 3.1. As reported at the last Board meeting, the Mayor of London wants a diverse workforce across the GLA group that is representative of London. He is committed to breaking the glass ceiling that stops carers, disabled people, women and BAME employees from reaching leadership positions, especially at board level. BAME and disabled people are currently under-represented across the GLA group at all levels.
- 3.2. The Mayor is focusing on creating inclusive workplace cultures across the GLA group. He wants everyone to feel able to speak up and contribute, especially to suggest fresh ways of working. Inclusive cultures will mean that all our employees, partners and suppliers are treated with dignity and respect and their health and wellbeing is supported.
- 3.3. A common set of standards, known as the D&I Action Standard has been developed to embed consistency and improvement on diversity and inclusion across the GLA Group organisations. The Board received a copy of the Standard at the May Board meeting. The Standard will act as a benchmark of best practice in diversity and inclusion in employment, provide a developmental tool and enable sharing of good practice.
- 3.4. The Standard is a framework for the GLA Group to drive forward the vision for a diverse workforce and inclusive culture as set out in this Strategy. It is designed to provide a common framework for all GLA Group organisations to use to measure their progress in this area, set stretching plans for improvement and facilitate best practice to be shared. The Standard identifies three levels of achievement (Base, Accomplished and Exemplary) across 5 key areas:
- Diversity Foundations
 - Workforce Transparency
 - Recruitment
 - Career Development and Reward
 - Inclusive Culture

- 3.5. To emphasise the work the organisation is doing and to further demonstrate our commitment to the D&I agenda, we have agreed to publish a Corporate Statement which will underpin what we are trying to achieve.
- 3.6. The D&I Group had a useful discussion at its April meeting on the proposed narrative for the statement, in terms of content and how we can ensure it is meaningful, and concluded that the following key principles needed to be taken into consideration and would be important to capture:
 - The statement should be succinct, but should make an impact
 - Culture – think about how we feel /what we see/what we hear and do – as an organisation how do we want to be known?
 - Go back to why we exist – we need to reflect the communities we serve – link to organisational values
 - The benefits and value of having a diverse organisation
 - Where do we want to get to? – make it aspirational
 - Remind people why this is important
 - What does success look like and how do we take the business to the next level
 - What have we already achieved
- 3.7. The group agreed that the LLDC’s Strategy Team would take these key principles and formulate a draft statement for consideration by EMT and the Board. The draft statement has been socialised through EMT, Management Forum and Employee Forum so that all employees within LLDC have opportunity to input. This draft Statement is attached at Appendix 1.
- 3.8. Further information which outlines LLDC’s current position on Diversity and Inclusion is included in Appendices 2-4.

4. FINANCIAL CONSIDERATIONS

- 4.1. There are no financial considerations arising from this report.

5. LEGAL IMPLICATIONS

- 5.1. There are no legal implications arising from this report.

6. EQUALITIES IMPACT ASSESSMENT

- 6.1. Any actions and changes brought about as a result of this assessment will be monitored for equalities impact.

7. APPENDICES

Appendix 1: Diversity and Inclusion statement

Appendix 2: Gender Pay Gap Report

Appendix 3: Ethnicity Pay Gap Report

Appendix 4: Diversity Standard LLDC self-assessment

<p>List of Background Papers</p> <p>None</p>

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LLDC DIVERSITY AND INCLUSION STATEMENT

“I want to ensure that LLDC connects the talent of east Londoners to the extraordinary opportunities being created in Queen Elizabeth Olympic Park. I want everyone to have the opportunity to benefit from the work we are doing here, be it through an apprenticeship at LLDC, a job with one of our contractors, or a training opportunity delivered by one of our partners. I want to tackle the underlying issues that create unequal outcomes across different groups at LLDC and to empower our staff to reach their full potential.”

Lyn Garner, CEO

Our commitment to diversity and inclusion

We will only succeed in creating a successful, dynamic new metropolitan centre for London if we take a diverse and inclusive approach within our business and in our work with others. We are committed to doing the right thing, not just the easy thing – finding meaningful solutions (not superficial fixes) is where we will focus our efforts.

Our commitment to our employees

At LLDC we value and welcome talent in all its diverse forms and want to attract, retain and grow a high-quality workforce. Our commitment to diversity and inclusion is underpinned by our corporate values of excellence, collaboration, ambition and responsibility. Whoever you are, if you work for LLDC you will be working for an organisation that is committed to:

- Seeking out, valuing and enabling the contributions that people from diverse backgrounds can make to the delivery of our vision and mission
- Ensuring that everyone is treated with dignity and respect
- Challenging discriminatory behaviour
- Supporting individuals from diverse backgrounds to develop as professionals
- Championing diversity and inclusion within our organisation at all levels
- Understanding and breaking down the barriers to achievement of equal outcomes for different groups

Our commitment to Londoners

This is the place that inspired a generation through the delivery of the best-ever Olympic and Paralympic Games and the first host to hold the two events together in recognition of their equal value. Diversity and inclusion is at the heart of everything we do; we want Queen Elizabeth Olympic Park and the surrounding area to feel welcoming to all and we want our employees, residents and visitors to know that, whatever your background, this is an accessible place and opportunities really are within reach. We are not finished with inspiration.

We will work to connect people to opportunities by:

- Collaborating to attract, retain and grow diverse businesses and employers to the Park and surrounding area.
- Connecting east Londoners to the wide range of opportunities that exist on the Park through our education, employment and skills programmes
- Seeking feedback on our delivery approaches in the wider area from diverse groups such as the Built Environment and Access Panel, or Legacy Youth Voice.
- Championing diversity and inclusion with our partners and local employers
- Establishing best practice and facilitating knowledge sharing to grow our inclusive approach globally

Enabling equal outcomes

LLDC adopted a number of initiatives in 2017/18, such as blind recruitment, promotion of flexible working and a leadership development programme and since then has almost halved the Gender Pay-gap to 17.6%

Going forward we will be enabling women into leadership by participating in the Mayor's *Our time: supporting future leaders* scheme.

Connecting people to opportunity

Since 2009, 335 young people have been through our Legacy Youth Voice programme which invests in diverse, local, young talent; delivering leadership training and professional and personal development to help shape and support the leaders of tomorrow.

We support young people to develop into careers - over 270 young people have benefitted from apprenticeships through the Park's activity

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Gender Pay Gap Audit: March 2017 Data

The data below is the LLDC's response to meeting that pledge and is part of our commitment to monitor the impact of our policies and the makeup of our workforce.

Salaries at LLDC are determined through independent job evaluation, which is a process that evaluates the job role, not the person. Therefore LLDC maintains a fixed and published table of pay and grading based on the role, which means members of staff are appointed to a role with a pre-determined pay level.

Where roles require evaluation this is carried out by an independent panel. The evaluating panel do not consider the gender or any other characteristics of existing or potential job holders, only the nature of the job role.

This independent approach maintains the integrity of LLDC's pay and grading system. Therefore we are confident that LLDC is paying the same salary to roles of equal value.

The data below represents the gender pay audit for LLDC's 143 full and part-time staff as at 31 March 2017. This data does not include board members.

Overall Pay Gap Summary

	Overall Median Pay Gap	Overall Mean Pay Gap
	Median hourly pay (all staff)	Mean hourly pay (all staff)
Female	£23.70	£26.94
Male	£30.51	£35.66
Pay Gap	22.3%	24.4%

Following LLDC's gender pay gap audit of 2016, and subsequent action plan, LLDC has been working to implement and delivery of this plan. When reviewing the overall pay gap summary from last year (March 2016) LLDC has demonstrated a positive reduction of its overall gender pay gap of 12.8% of the median gap and 8.9% which is reflected in the above table.

The median pay gap by hourly pay.

This data does not include board members.

	<u>Median hourly pay (full time)</u>	<u>Median hourly pay (part time)</u>
Female	£22.41	£23.70
Male	£30.51	£34.39
Pay Gap	26.5%	31.1%

Mean pay gap by hourly pay.

	<u>Mean hourly pay (full time)</u>	<u>Mean hourly pay (part time)</u>
Female	£26.53	£29.66
Male	£35.71	£34.39
Pay Gap	25.7%	13.7%

The Legacy Corporation's independent job evaluation scheme seeks to group similar jobs together to ensure they are paid the same for the same level of work regardless of the post holder.

The data below gives a more detailed breakdown showing similar job levels by Pay Band, Quartile and Decile with the appropriate gender analysis.

The median gender pay gap at each pay grade as at 31st March 2017

Pay Band	Female Median hourly pay	Male Median hourly pay	Pay Gap
London Living Wage	£9.75	£9.75	0%
£24,654 - £28,545	£12.77	£12.77	0%
£29,990 - £36,654	£17.97	£15.77	-15.7%
£34,691 - £40,169	£20.14	£18.99	-6.1%
£38,888 - £47,530	£23.70	£21.26	-11.5%
£45,759 - £55,928	£26.33	£25.47	-3.4%
£55,543 - £67,886	£30.37	£31.47	5%
£71,196 - £87,018	£43.02	£39.79	-8.1%
£96,323 - £117,728	£51.28	£60.98	15.9%
£111,877 - £129,542	None	£64.04	0%
£126,404 - £152,764	£82.74	£79.13	-4.6%
£173,756 - £196,950	None	£102.01	0%

The mean gender pay gap at each pay grade as at 31st March 2017

Pay Band	Female mean hourly pay	Male mean hourly pay	Pay Gap
London Living Wage	£9.75	£9.75	0%
£24,654 - £28,545	£12.77	£13.27	2.4%
£29,990 - £36,654	£17.97	£15.64	-11.0%
£34,691 - £40,169	£20.14	£18.90	-7%
£38,888 - £47,530	£23.70	£21.26	-10.7%
£45,759 - £55,928	£26.33	£25.41	-8.3%
£55,543 - £67,886	£30.37	£31.74	2.3%
£71,196 - £87,018	£43.02	£41.19	-0.6%
£96,323 - £117,728	£51.28	£58.24	12%
£111,877 - £129,542	None	£64.04	0%
£126,404 - £152,764	£82.74	£83.57	1%
£173,756 - £196,950	None	£102.01	0%

Quartile breakdown

The quartile data has been calculated in accordance with the methodology as set out in the Mandatory Gender Pay Gap Reporting – Public Sector Employers Government Consultation Document. It recommends that “Employers will need to calculate their quartile data by dividing the workforce into four equal sized groups. These four groups will be separated accordingly to the hourly pay rate starting from lowest paid to highest paid. This approach has been adopted in preference to calculating quartiles by dividing the overall pay distribution into equal proportions. Splitting the data in equal groups by salary range could result in very small groups e.g. an entire quartile based on the Chief Executive’s salary. “

	<u>Quartile 1</u>		<u>Quartile 2</u>	
		Median hourly pay		Median hourly pay
Female	25 (68%)	£15.53	27 (73%)	£20.81
Male	12 (32%)	£15.53	10 (27%)	£21.26
Totals	37	0%	37	2.1%
	<u>Quartile 3</u>		<u>Quartile 4</u>	
		Median hourly pay		Median hourly pay
Female	20 (56%)	£30.39	16 (43%)	£45.07
Male	16 (44%)	£31.99	21 (57%)	£55.64
Totals	36	0.5%	37	18.99%

Distribution by gender in £10k increments

	£20,000 - £30,000			£30,001 - £40,000			£40,001 - £50,000		
	Number	%	Median hourly pay	Number	%	Median hourly pay	Number	%	Median hourly pay
Female	12	57	£13.27	23	82	£18.99	15	75	£23.70
Male	9	43	£15.53	5	18	£18.99	5	25	£21.26
Total	21		14.5%	28		0%	20		-11.5%
	£50,001 - £60,000			£60,001 - £70,000			£70,001 - £80,000		
	Number	%	Median hourly pay	Number	%	Median hourly pay	Number	%	Median hourly pay
Female	15	63	£28.98	6	40	£34.36	5	50	£36.88
Male	9	38	£28.77	9	60	£35.16	5	50	£38.93
Total	24		-0.7%	15		2.3%	10		5.3%
	£80,001 - £90,000			£90,001 - £100,000			£101,000 - £110,000		
	Number	%	Median hourly pay	Number	%	Median hourly pay	Number	%	Median hourly pay
Female	5	63	£45.07	2	67	£49.89	2	0	£52.66
Male	3	37	£45.07	1	33	£49.89	1	100	£58.64
Total	10		0%	3		0%	2		5.4%
	£110,001 - £120,000			£120,001 - £130,000			£130,001 - £140,000		
	Number	%	Median hourly pay	Number	%	Median hourly pay	Number	%	Median hourly pay
Female	0	0	0	0			0	-	-
Male	4	100	£60.98	2	100	£64.04	0	-	-
Total	4		-	2		-		-	-

	Above £140,000		
	Number	%	Median Salary
Female	2	33	£82.74
Male	4	67	£85.79
Total	6		3.6%

Executive Management Team

	Number	%	Median Salary
Female	3	33	£76.38
Male	6	67	£79.13
Total	9		3.5%



Ethnicity Audit: March 2017 Data

To ensure that our Equality and Inclusion Policy is effective, LLDC monitors the key strands (*age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; ethnicity; religion or belief; gender; and sexual orientation*) of the Equality Act 2010, in relation to our existing workforce and of candidates who apply for jobs within the organisation.

The data below is the LLDC's response to meeting that pledge and is part of our commitment to monitor the impact of our policies and the makeup of our workforce. LLDC will be addressing its ethnicity gap for underrepresented groups with an over-arching diversity and inclusion action plan.

The data below represents the ethnicity pay audit for LLDC's 144 full and part-time staff as at 31 March 2017 who completed an equality opportunity monitoring form; this represents 98% of the workforce. The remaining 2% have opted not to disclose their data. This data does not include board members.

Salaries at LLDC are determined through independent job evaluation, which is a process that evaluates the job role, not the person. Therefore LLDC maintains a fixed and published table of pay and grading based on the role, which means members of staff are appointed to a role with a pre-determined pay level.

Where roles require evaluation this is carried out by an independent panel. The evaluating panel do not consider the ethnicity or any other characteristics of existing or potential job holders, only the nature of the job role.

This independent approach maintains the integrity of LLDC's pay and grading system. Therefore we are confident that LLDC is paying the same salary to roles of equal value.

Overall BAME Pay Gap Summary

Below is the overall summary for the BAME pay gap. Included within BAME data are, Asian, Black and any other ethnic group and in the white statistics this includes White British, White Irish and White Other.

	Mean Hourly Pay	Median Hourly Pay
	Mean	Median
White	32.24	28.77
BAME	23.74	20.14
Pay Gap	26.4%	30.0%

Asian Pay Gap Summary

Below is the overall summary for the Asian pay gap ethnicity audit. Included in the Asian statistics are, Indian, Bangladeshi, Pakistani, Chinese, Any other Asian background, and in the white statistics includes White British, White Irish and White Other.

	Mean Hourly Pay	Median Hourly pay
White	32.24	28.77
Asian	21.92	16.4
Pay Gap	32.0%	43.0%

Black Pay Gap Summary

Below is the overall summary for the Black pay gap. Included in the Black statistics are, African, Caribbean, any other black/African/Caribbean background, and in the white statistics includes White British, White Irish and White Other.

	Mean Hourly Pay	Median Hourly Pay
White	32.24	28.77
Black	20.92	18.83
Gap	35.1%	34.5%

Any Other Ethnic Group Pay Gap Summary

Below is the overall summary for the Asian pay gap. Included in the other ethnic group data are, Asian & White Black African & White, Black Caribbean & White and African, Caribbean, any other black/African/Caribbean background, other ethnic background, and in the white statistics includes White British, White Irish and White Other.

	Mean	Median
White	32.24	28.77
Other Ethnic Groups	29.9	30.77
Gap	7.3%	-7.0%

The Legacy Corporation's independent job evaluation scheme seeks to group similar jobs together to ensure they are paid the same for the same level of work regardless of the post holder.

The data below gives a more detailed breakdown showing pay grade breakdown and Quartile with the appropriate BAME analysis.

The median ethnicity BAME pay gap at each pay grade as at 31st March 2017

Pay Band	BAME Median hourly pay	White Median hourly pay	Pay Gap
£24,654 - £28,545	12.77	12.77	0%
£29,990 - £36,654	18.99	16.40	-13.6%
£34,691 - £40,169	20.81	19.59	-5.9%
£38,888 - £47,530	20.70	23.41	13.1%
£45,759 - £55,928	31.16	26.33	-15.5%
£55,543 - £67,886	29.57	30.37	2.7%
£71,196 - £87,018	38.93	41.84	7.5%
£96,323 - £117,728	49.89	55.64	11.5%
£111,877 - £129,542	-	64.04	-
£126,404 - £152,764	-	79.13	-
£173,756 - £196,950	-	102.01	-

The mean ethnicity BAME pay gap at each pay grade as at 31st March 2017

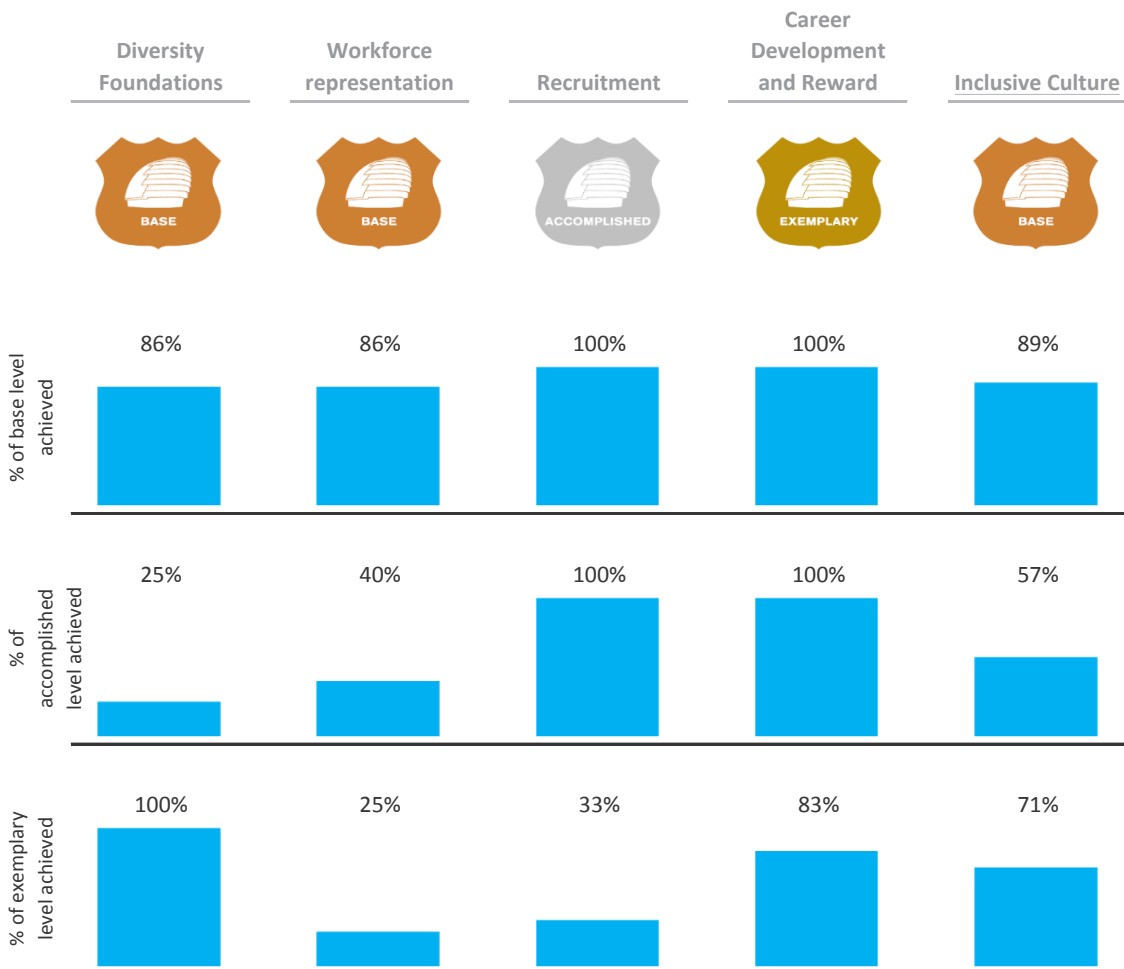
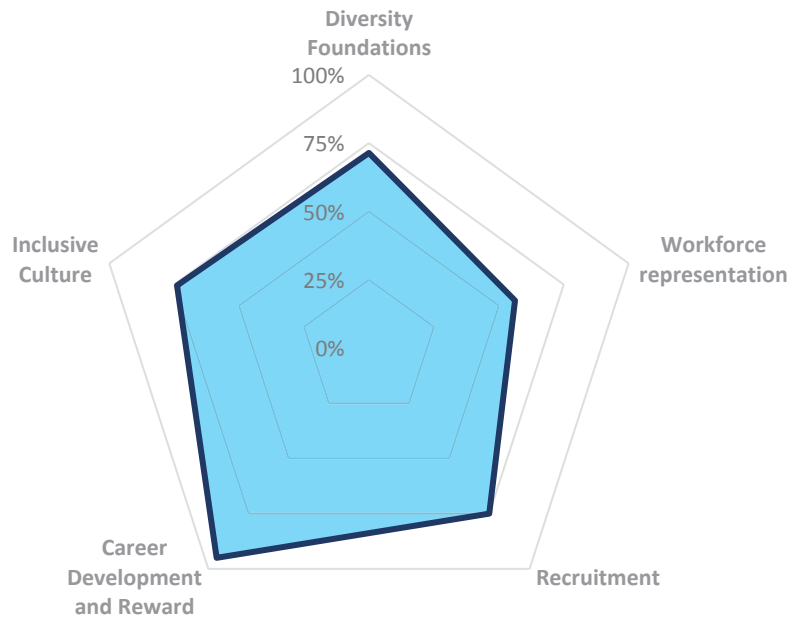
Pay Band	BAME mean hourly pay	White mean hourly pay	Pay Gap
£24,654 - £28,545	12.94	13.27	2.5%
£29,990 - £36,654	18.99	17.05	-11.4%
£34,691 - £40,169	20.81	19.53	-6.6%
£38,888 - £47,530	20.70	22.71	8.8%
£45,759 - £55,928	31.16	26.07	-19.5%
£55,543 - £67,886	29.57	31.63	4%
£71,196 - £87,018	38.93	41.54	3%
£96,323 - £117,728	49.89	56.07	11%
£111,877 - £129,542	-	64.04	-
£126,404 - £152,764	-	83.24	-
£173,756 - £196,950	-	102.01	-

Quartile breakdown

The quartile data has been calculated using the same methodology as set out for Gender Pay Gap Reporting – Public Sector Employers Government Consultation Document. It recommends that *“Employers will need to calculate their quartile data by dividing the workforce into four equal sized groups. These four groups will be separated accordingly to the hourly pay rate starting from lowest paid to highest paid. This approach has been adopted in preference to calculating quartiles by dividing the overall pay distribution into equal proportions. Splitting the data in equal groups by salary range could result in very small groups e.g. an entire quartile based on the Chief Executive’s salary. “*

	<u>Quartile 1</u>		<u>Quartile 2</u>	
		Median hourly pay		Median hourly pay
BAME	10 (28%)	15.53	4 (11%)	20.20
White	26 (72%)	15.53	32 (89%)	21.26
Totals	36	0%	36	5%
	<u>Quartile 3</u>		<u>Quartile 4</u>	
		Median hourly pay		Median hourly pay
BAME	5 (14%)	28.77	4 (11%)	49.89
White	31 (86%)	30.37	31 (89%)	49.89
Totals	36	5.3%	35	0%

LLDC



Met

Indicator	Evidence
The top team have agreed and published to staff a statement on the importance of D&I.	Draft 16/5 to EMT then finalised at 22/5 Board
There is a formal record of the top team’s overall responsibility for D&I.	Board and EMT Champion with Equalities Steering Group (TORs) and MF Champions
D&I is built into the performance reviews of the top team.	All managers from Band 7 upwards have a specific objective based on D&I - Appraisd
The top team have a plan for reviewing progress against the standard.	Evidence of minutes and EMT HR Report
The top team has sponsored a D&I plan which sets out objectives and actions the organisation will take to achieve those objectives.	D&I plan / minutes of steering group / EMT reports
The D&I plan is regularly monitored and updated.	D&I plan / minutes of steering group / EMT reports
D&I is regularly discussed and driven forward at a senior level.	Updates and paper to EMT and Chairman's committee
D&I is integral to the design and development of the business strategy.	Embedded in Ten Year Plan and 5 year strategy
The top team provides leadership to other organisations on best practice.	Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships
External recognition of the organisation’s strength.	Disability Confident Organisation/Healthy Workplace Charter/GDI HUB/ Apprenticeship Awards - Inclusive Employers and BAME

Partially Met

Indicator	Evidence
The top team can articulate and demonstrate the business and moral case for D&I in their organisation.	Training booked for EMT and (new) Board Induction + Mgmt Forum -Training materials/notes
The organisation’s D&I strategy is signed off by the Board.	Strategy in progress of being updated

Not Met

Indicator	Evidence
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The top team actively champion diversity and inclusion in the organisation using all internal communication channels.

Not currently measured

Progress on D&I is clearly explained in the Annual Report.

To be included in 2017/18 Annual Report

Met

Indicator	Evidence
The organisation collects and publishes workforce diversity data using the categories set out by ONS (Office for National Statistics) for race and by the Equality and Human Rights Commission for all protected characteristics.	template forms
HR conducts equality monitoring on its employees and can report overall representation of the different groups.	97% of employees declared
HR conducts equality monitoring on disciplinary action, grievances and complaints and where appropriate, performance ratings. It takes action if there are discrepancies between groups.	low cases therefore difficult to analyse
HR analyses the organisation's workforce diversity data and publicly reports on the outcomes at least once a year.	part of Mayor's Annual Report
Staff and job candidates understand why the organisation is collecting this data.	employees received letter explaining reason for collection of data. Review of application to ensure external candidates understand reasons
The organisation measures staff satisfaction with diversity and inclusion.	Staff Survey
The organisation regularly communicates to staff the importance of sharing data and this results in increasingly higher disclosure rates.	letter and staff survey
Managers and senior leaders develop organisational and, if appropriate, team level plans to address any issues raised on diversity and inclusion resulting from data e.g. staff survey, pulse surveys, workforce monitoring, and can demonstrate understanding of the reasons behind issues.	Department plans have been developed following staff survey results for 2017 - all depts have discussed at team meetings

Senior leaders continually analyse the success or failure of the organisation's diversity initiatives and develop further plans based on evidence.

HR/EMT/ CC Reports

Partially Met

Indicator	Evidence
The organisation conducts equality monitoring at all stages of the recruitment process and takes action if the results show discrepancies between groups.	ATS gathers recruitment data and can analysis diversity of applicants - to develop further
Managers/HR can report progression year on year of the representation of different groups at different levels of the organisation.	to be include in HR Dashboard
Equality monitoring includes caring responsibilities.	Monitoring Form to be Updated
Senior leaders provide leadership to other organisations in equality monitoring.	Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships
Senior leaders use a variety of methods for understanding and measuring inclusion such as focus groups, statistical evidence, benchmarking against other organisations.	Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships

Not Met

Indicator	Evidence
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HR can report progression on promotion rates of different groups and takes action if there are discrepancies between groups.

to be included in HR Dashboard

Equality monitoring includes socio economic background, and where possible takes account of multiple barriers people face.

GLA to define how we measure this

Met

Indicator	Evidence
The recruitment lead makes clear on all recruitment advertising that it is an equal opportunities employer and welcomes applications from under represented groups.	website and job advert text
HR ensures that managers are trained in best practice in recruitment, including countering discrimination.	Content part of Management Development Programme
Managers are trained in addressing unconscious bias in recruitment.	All employees trained - Training records
The organisation promotes its offer on flexible working, caring and family friendly policies as part of its recruitment package.	LLDC website / recruitment packs/'Happy to Talk Flexible' logo
Recruiting managers never ask for qualifications and experience which are irrelevant to the job.	All role profiles reviewed before they are advertised
Recruiting Managers working with HR take action on the outcomes of the organisation's recruitment equality monitoring such as placing advertisements for jobs in different places, ensuring that the advertisements appeal to different parts of the community.	HR & Comms plan to recruit in more diverse ways (eg use of social media) - use of diverse websites and job boards
Managers ensure that internal and external recruitment panels are diverse, e.g have a gender balance and wherever possible, have BAME representation.	always ensure Gender Balance and where possible have BAME representation (will add into recruitment policy)
The organisation is Disability Confident (level 2) and offers a guaranteed interview to disabled applicants who meet the minimum criteria.	certificate
The organisation conducts no name recruitment to help prevent unconscious bias.	ATS System to allow acceptance of blind applications (no CVs)
The organisation ensures that informal and formal work experience, internships and apprenticeships are promoted widely with some opportunities targeted to people from a disadvantaged background.	Yes 2018/19 programme in place
Reasonable adjustments are made to the selection process for disabled candidates where required.	Offered to all candidates during application process

The organisation leads other organisations in attracting and retaining a diverse workforce.

Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships

Partially Met

Not Met

Indicator	Evidence
The organisation has developed initiatives in order to encourage more successful and diverse applications.	To be developed as part of overall D&I Strategy
Senior leaders working with HR can clearly articulate the reasons for patterns in representation and job function and is taking positive action to address these patterns, where they exist, including in the wider industry or sector. (planning example)	To be developed as part of overall D&I Strategy
Senior leaders are continually analysing the success or failure of diversity and inclusion recruitment initiatives and develop further plans based on evidence.	To be developed as part of overall D&I Strategy
Managers ensure that internal and external recruitment panels have BAME representation.	

Met

Indicator	Evidence
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Managers working with HR make explicit the requirements of different roles and levels.

Role Profiles/Org Charts and Independent Job Evaluation

Managers ensure that staff are provided with learning opportunities, coaching and mentoring to support their career progression.

Full L&D Programme including coaching and mentoring and Leadership Development

HR manages a job evaluation process that ensures there is no bias in assessing value of different roles

JE TORs / Policy/Felt Fair Panel

All staff have a development plan to support their career goals.

TNA done so that all teams and individuals have opportunity for development

There is a performance management system in place.

Apprais'd and Appraisal and Performance Guidance for managers

Managers discuss career paths with staff as part of performance management.

managers are encouraged to do so - moving to OKRs - Quarterly Reviews

The organisation, where possible, offers apprenticeships as a route to employment.

3 new Apprenticeships for 18/19

Managers receive induction and training in people management processes and practice

L&D Strategy & 2018/19 Training Programme

The organisation, where possible, provides routes for interns and apprentices to progress through the organisation.

8 Apprenticeships/ Interns have progressed into roles in the organisation

Managers are encouraged to create new apprenticeships and paid internships.

workforce planning meetings and review of vacant post when a staff member leaves

The career structure is explicit.

LLDC has a defined and published org. chart for every Directorate including vacancies and a salary policy/framework which outlines the level for each post

Acting up and secondment opportunities are offered in a clear, fair and transparent way.

All secondment opportunities are advertised internally - acting up allowances authorisation form

Managers and HR implement and monitor development programmes for under-represented groups, where appropriate.

Leadership Development Programme in 2017 encouraging BAME and Female staff to participate in, Gender Pay Action Plan, Womens Sponsorship Programme

HR, working with senior leaders, has developed a strategy and plan over the longer term to reduce any pay gaps between different groups.

integrated Ethnicity and Gender Pay Gap Action Plan which has been agreed with Management Forum and EMT

Senior leaders provide leadership to other organisations on the organisation's approach to developing apprentices.

Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships - Apprenticeship Awards

HR reports and publishes which different groups are placed in acting up positions.

Report to EMT on Monthly Dashboard

All acting up opportunities longer than 3 months are advertised to staff.

Yes - to be advertised if more than 3 months

Senior leaders provide leadership to other organisations on how to support the career progression of under-represented groups.

Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships - Apprenticeship Awards

HR monitors the allocation of all forms of reward and recognition and the organisation takes action if there are discrepancies between groups.

reported to Chairman's Committee bi-annually and Employee Forum/EMT

Partially Met

Not Met

Indicator	Evidence
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HR, working with senior managers and staff, understands how opportunities are accessed and can analyse the take up of career development opportunities by different groups and, if possible, different teams. The opportunities may be secondments, acting up, courses and training run internally as well as externally funded programmes. The analysis is used to promote equity across the organisation between groups and teams.

To be included in EMT Report Quarterly

Met

Indicator	Evidence
HR ensures that the organisation has up-to-date D&I policies in place that cover: recruitment, selection, training, promotion, discipline and dismissal, discrimination, bullying and harassment and victimisation, respect and dignity at work.	D&I Policy with separate policies underpinning each strand (eg Bullying and Harassment Policy)
Managers promote the organisation’s flexible working policy.	promoted as part of our H&WB campaign - currently 38% of the workforce work flexibly
Consultation between managers and staff representatives includes diversity and inclusion.	Strategic EMT and Management Forum / Employee Forum
Managers regularly carry out one to ones and provide regular, evidence based, constructive feedback.	training given to managers on giving feedback - we ask this question to staff during exit interviews and staff survey
Where possible, workspaces are accessible, in line with the requirements of the Equality Act.	Facilities regularly reviewed
HR ensures that there is a good process for making workplace adjustments and this is well publicised.	communicated to staff at recruitment and induction stage and during the course of employment through H&WB initiatives
Management training ensures that managers understand their responsibilities under the Equality Act 2010, including the Public Sector Equality Duty.	Diversity and Inclusion Training, currently being refreshed for 18//19

Teams regularly take time, at away days and team meetings, to consider what it means to be have an inclusive culture

All Staff Away Day - include in Agenda + Teams discuss at departmental team meetings

Senior leaders promote work-life balance policies and practices that take account of individual circumstances.

H&WB initiatives - managers have also received training on how to manage flexible working employees

Managers are trained in how to recognise and deal with unconscious bias.

All managers trained

Everyone is encouraged to politely, professionally and actively challenge discrimination of all kinds.

part of the E&D training - all staff receive at induction - also Bullying and Harassment training (mandatory)

The performance management process includes D&I objectives for managers. If the process includes a relative performance system, there is a moderation process in place that includes a remit to challenge bias. All decisions are clear and transparent.

All Senior managers have D&I objective - all performance appraisals discussed at EMT

The organisation has an overall Diversity & Inclusion Champion (the Chief Officer). The Champion role is clearly defined. If applicable, members of the Executive Team lead on different strands.

Overall Champion is Director of HR

The organisation offers a range of options on flexible working e.g. compressed hours, career breaks, job shares, homeworking and offers practical support to make it happen. It actively promotes the offer. Senior staff role model how to make it work.

37% of employees on flexible patterns including senior management - case studies on website

The performance management system actively addresses potential bias in both the allocation of work and responsibility and in the assessment process.

framework set out, move towards OKR's for allocation of work

Senior leaders champion social mobility and sponsor initiatives that are designed to enable candidates from disadvantaged backgrounds to enter and succeed in the workplace (e.g. mentoring through the Social Mobility Foundation, sponsoring Speakers into Schools etc.).

LLDC are currently working with the Taylor Bennett foundation to training and mentoring programmes designed to encourage black, Asian and ethnic minority graduates to pursue a career in communications - we have also worked with local schools to encourage opportunities and

Senior leaders inspire other organisations on how to develop inclusive cultures.

Regeneration Team provides leadership to other organisations / GDI
HUB/Apprenticeships - Apprenticeship Awards

Partially Met

Indicator	Evidence
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All internal and external communications are accessible. This includes being acronym and jargon free, alternative formats offered where appropriate and videos are subtitled.

accessibility on website to look at different fonts etc.

Managers are trained in how to implement diversity policies.

employment law training which included E&D duties - also received E&D training as part of their induction

Staff representatives have clear responsibility for constructively challenging the organisation on D&I.

TOR to be reviewed

D&I forms a key feature of internal communications.

The weekly newsletter and updates include details of any events or news that is related to E&D

Staff are encouraged to join networks (this could be within the organisation or more broadly within the sector, or with related organisations) and the organisation provides some defined support for staff who take on leadership responsibilities in the network e.g. a role on the governing committee. Any networks staff join should have defined Terms of Reference.

All staff are encouraged to attend networks and membership events

Not Met

Indicator

Senior leaders actively encourage dialogue and discussion on a range of inclusion topics such as cultural awareness, inclusive language training, diversity and inclusion workshops, and seminars.

Subject: Long Term Model Update
Meeting date: 19 June 2018
Report to: Board
Report of: Gerry Murphy, Deputy Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. The LLDC Board approved the Corporation's updated budget for 2018/19 at its meeting on 22 May 2018. The Corporation's long term financial model ('Long Term Model') is usually approved at the same time; however, approval has been delayed pending the outcome of work on the housing strategy. This paper provides an update on the Long Term Model to the Board.
- 1.2. A further report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of part 1, paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of a person or authority.

2. RECOMMENDATIONS

- 2.1 **The Board is asked to note the report.**

3. BACKGROUND

- 3.1. LLDC's Long Term Model forecasts the Corporation's income and expenditure over a long term period, using assumptions about economic factors (e.g. inflation), future spending scenarios (e.g. major capital projects) and other salient variables (e.g. staffing levels). The Long Term Model enables the Corporation to plan and align its financial capacity with its corporate strategy and objectives and covers both capital and revenue funds.

Capital funding

- 3.2. LLDC's capital expenditure in the Long Term Model largely covers costs for the East Bank, infrastructure costs (Park-wide and development-specific), Stadium transformation costs (complete), development of new neighbourhoods in and around the Park, working capital, lifecycle and restructuring costs for E20 Stadium LLP (a subsidiary¹ of LLDC), lifecycle costs for the Park and venues and certain resource costs to support these projects. LLDC's capital income is derived mainly from capital receipts generated from the exploitation of LLDC's ownership of development platforms on and around the Park.
- 3.3. There is a cash flow timing difference between the expenditure expected to be incurred and the income forecast to be received, as most development income is generated in later years. LLDC therefore borrows from the GLA to fund its net capital expenditure on the basis that the capital investment will be self-financing over the long term, repaid from capital receipts. LLDC's borrowings were £328.5m as at 31 March 2018.
- 3.4. It is important that LLDC can demonstrate that the loan funding from the GLA, which is interest-bearing, can be repaid as, under the CIPFA Prudential Code, the LLDC cannot

¹ Formerly a joint venture with London Borough of Newham (until 30 November 2017)

borrow if it foresees the borrowings cannot be repaid. The Long Term Model therefore assesses the repayment cash flow based on the assumptions used therein.

- 3.5. LLDC's classification of income and expenditure as 'capital' is strictly governed by the Local Authorities Capital Finance and Accounting Regulations. LLDC cannot use capital resources to fund revenue expenditure (though it can fund capital expenditure from revenue resources). In 2016/17, LLDC secured an amendment to the Regulations to permit Mayoral Development Corporations to use capital resources (rather than revenue) to fund their Corporation Tax liabilities². This change means the Regulations more accurately reflects the reality that the majority of LLDC's future Corporation Tax liabilities will be generated by capital receipts (and so should be paid from those receipts).

Revenue funding

- 3.6. LLDC's derives its revenue (i.e. non-capital) income from a variety of sources including income from venues (such as the ArcelorMittal Orbit), commercial rents, the Fixed Estate Charge (a charge applied to commercial and residential occupiers on the Park), events and programmes, commercial sponsorship and planning fees.
- 3.7. This income is used to fund revenue expenditure on areas such as the management and upkeep of the Park, delivery of regeneration and community programmes, administration of the Corporation's statutory planning function and funding of other corporate overheads, such as office rent and corporate insurance.
- 3.8. Whilst LLDC has delivered significant savings over the last three years, it does not generate enough revenue income to cover its annual costs. The shortfall for each year of the Long Term Model is met by revenue grant from the GLA, including for the interest cost associated with the capital borrowing.
- 3.9. The potential for further revenue savings are limited without impacting on the ability of the Corporation to deliver its strategy. For example, a major part of the Park Operations and Venues directorate costs relate to a fixed price contract for estate facilities management (i.e. the upkeep of the Park and venues).

4. FINANCIAL IMPLICATIONS

- 4.1. The financial implications are set out in this report and the report in part 2 of the agenda.

5. LEGAL IMPLICATIONS

- 5.1. There are no legal implications from this report.

6. APPENDICES

- None

List of Background Papers:

- None

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² LLDC is unique amongst local authorities in that it is subject to Corporation Tax

Subject: Draft investment property valuation (at 31 March 2018)
Meeting date: 19 June 2018
Report to: Board
Report of: Gerry Murphy, Deputy Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. This paper presents a draft valuation of the Corporation's investment properties as at 31 March 2018. The valuation is undertaken by GL Hearn Limited and currently reflected in the Corporation's draft 2017/18 Annual Report and Accounts.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of part 1, paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of a person or authority.

2. RECOMMENDATIONS

- 2.1. **The Board is asked to note the draft valuation of the Corporation's investment properties as at 31 March 2018. Note that the draft valuation is subject to audit by EY and therefore subject to change.**

3. VALUATION

- 3.1. In accordance with the Corporation's accounting policies all investment properties are revalued annually by an independent valuer. GL Hearn Limited have been appointed LLDC's valuers since 2014/15¹; they also undertake the valuation of the London Stadium (on behalf of E20 Stadium LLP) and the GLA's land and buildings. LLDC's valuations were undertaken by Jones Lang LaSalle prior to 2014/15.
- 3.2. The majority of the Corporation's non-current asset base is classified as investment properties. An investment property is defined by International Accounting Standard (IAS) 40 as "*property (land or a building, or part of a building, or both) held solely to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes, or sale in the ordinary course of operations*".
- 3.3. The Corporation's investment properties include:
 - Development platforms² (see 3.4)
 - Venues (e.g. London Aquatic Centre, ArcelorMittal Orbit, 3 Mills Studios)
 - Here East and the multi-storey car park
- 3.4. The most significant elements relate to the Corporation's development platforms, namely:
 - PDZ 1 – Stratford Waterfront
 - PDZ 2 – UCL East
 - PDZ 4/5 – East Wick and Sweetwater
 - PDZ 6 – Chobham Manor

¹ Note that GL Hearn we reappointed in 2017/18 via a competitive procurement process

² While LLDC ultimately anticipates disposing of all development platforms they are not classified as 'held for sale' according to the accounting standards

- PDZ 8 – Pudding Mill Lane
 - PDZ 12 – Rick Roberts Way
- 3.5. A summary of the key assumptions that are used by GL Hearn for the development platform valuations are provided at Appendix 1.
- 3.6. A summary of the total investment property value for the past five years is shown in the following table:

Year	Value as at 31 March £000	Net increase/(decrease) on prior year £000
2013/14	169,630	27,545
2014/15	425,925	256,295
2015/16	372,810	(53,115)
2016/17	284,100	(88,710)
2017/18 (draft)	257,365	(26,735)

- 3.7. The value of the Corporation's investment properties increased significantly in 2014/15 mainly due to an increase in residential land values at the time and the East Wick and Sweetwater development agreement being signed in February 2015.
- 3.8. The decrease in 2015/16 reflected the inclusion of the East Bank (formerly Culture and Education District) development within that year's valuation. Whilst significant income will be generated by the development, the disposal of land to East Bank partners at below market value (following Mayoral approval in 2015/16) and the significant associated cost of the Stratford Waterfront development to the Legacy Corporation (necessary to generate that income) both had the effect of reducing the valuation.
- 3.9. In 2016/17, the value further decreased mainly because of:
- **A change in assumptions around residential development density** – In 2015/16 it was assumed that the loss of residential units arising from the East Bank project (in comparison to the existing LCS planning permission) would be compensated by an increase in residential provision on the other development platforms. However, progression in development plans for PDZ 8 and 12 (Rick Roberts Way) since 2015/16 indicated that these sites would not be able to absorb the full number of units lost. This was exacerbated by the reduction in the proposed residential development at Stratford Waterfront due to height/viewing corridor issues. The number of residential units assumed for each development platform reduced in 2016/17 as a result.
 - **An increase in the assumed build costs relating to PDZ 8 Pudding Mill Lane** – following further feasibility work the costs assumed in GL Hearn's residual appraisal were updated to reflect the complexity of the site and the heights of the various buildings within the masterplan and were based upon detailed third party estimates rather than standard BCIS rates.
 - **Capital receipt profiling changes** – the valuations of PDZ 4/5 (East Wick and Sweetwater) and PDZ 6 (Chobham Manor) were based on a discounted cashflow of future expected receipts. Profiling assumptions changed from 2015/16 with some receipts expected later in LLDC's Long Term Model.
- 3.10. Offsetting the adverse movement on the development platform values in 2016/17 was an underlying improvement in residential values, a reduction in the assumed net cost to LLDC of delivering the East Bank project (which now also factors in additional partner funding from the BBC) and the inclusion of future receipts relating to Private Rental Sector units on the East Wick and Sweetwater development (not included in the 2015/16 valuation but deemed more certain in 2016/17 due to the proposed changes to the Development Agreement structure).

3.11. In 2017/18 the valuation has decreased by £26.7m mainly due to:

- **Disposal of investment properties** – during 2017/18, LLDC received £33.8m in capital receipts from the sale of properties on the Chobham Manor development platform. As LLDC disposes of its investment properties the overall value of its investment property base will decrease.
- **Reduction in Rick Roberts Way value** – GL Hearn have used the capacity study undertaken in 2017 to inform their valuation in 2017/18. The capacity study proposes a denser development, which will increase build costs accordingly. GL Hearn have also adopted a higher cost per square foot than in the previous year, including site-specific infrastructure costs, which were not included in the 2016/17 valuation assumptions.

3.12. The above decreases during 2017/18 are partially offset by increases in value across other investment properties – Appendix 1 (exempt information) provides more information.

4. FINANCIAL IMPLICATIONS

4.1. There are no financial (i.e. funding) implications relating to this report.

5. LEGAL IMPLICATIONS

5.1. There are no legal implications relating to this report.

6. APPENDICES

Appendix 1 – Summary of development platform key valuation assumptions (exempt information)

List of Background Papers:

None

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Subject: Stadium update
Meeting date: 19 June 2018
Report to: Board
Report of: Gerry Murphy, Deputy Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update on Stadium. A further report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of part 1, paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of a person or authority and in respect of which a claim to legal professional privilege could be made.

2. RECOMMENDATIONS

- 2.1 **The Board are asked to note this report.**

3. BACKGROUND

- 3.1. The Board last received an update on funding for E20 Stadium LLP at its meeting in May. The report in Part 2 provides a further update on the Stadium containing exempt information.

4. FINANCIAL AND LEGAL IMPLICATIONS

- 4.1. These are addressed in the Part 2 report.

5. APPENDICES

- 5.1. None

List of Background Papers:

Papers to the meeting of the Board 22 May 2018

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