

**Meeting of the Board of the London Legacy Development Corporation****Meeting Date:** Tuesday 18 November 2014**Time:** 2.00 pm**Venue:** Committee Room 1, City Hall, The Queen's Walk, London, SE1 2AA

---

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 18 November 2014 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 [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/343182/140812\\_Openness\\_Guide.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf)

---

**Board Members:**

Boris Johnson (Chairman)  
Neale Coleman CBE (Deputy Chairman)  
Sonita Alleyne OBE  
Nicholas Bitel  
Nicky Dunn  
Keith Edelman  
David Edmonds CBE  
David Gregson  
Baroness Tanni Grey-Thompson DBE  
Philip Lewis  
Lord Andrew Mawson OBE  
Jayne McGivern  
Mayor Jules Pipe CBE  
Mayor Lutfur Rahman  
Councillor Chris Robbins  
David Ross  
Mayor Sir Robin Wales

**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 28 October 2014** (Pages 1 - 6)

The Board is asked to agree the minutes of the meeting held on 28 October 2014.

**4 Matters arising and action list** (Pages 7 - 8)

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

**5 Chief Executive's Report** (Pages 9 - 40)

The Board is asked to note the Chief Executive's report, which provides an update on major projects and activities since the last meeting and note the Quarterly Report for July – September 2014.

**6 Report of the Meetings of the Investment Committee held on 22 October 2014 and 11 November 2014** (Pages 41 - 42)

The Board is asked to note the report and verbal update on the meeting held on 11 November 2014.

**7 Report of the Meeting of the Regeneration and Communities Committee held on 11 November 2014** (Pages 43 - 44)

The Board is asked to note the report and verbal update on the meeting held on 11 November 2014.

**8 East Wick and Sweetwater Developer Procurement** (Pages 45 - 46)

The Board is asked to note the report which provides an update on the procurement process for a developer for the new neighbourhoods of East Wick and Sweetwater on the Queen Elizabeth Olympic Park, and to agree the recommendations in the report on Part 2 of the agenda.

**9 Ten Year Business Plan Update** (Pages 47 - 50)

The Board is invited to agree the draft Ten Year Business Plan, included in the report on Part 2 of the agenda, as part of the Legacy Corporation's budget submission to the GLA.

**10 ArcelorMittal Orbit Update** (Pages 51 - 52)

The Board is asked to note the report which provides an update on the ArcelorMittal Orbit, and agree the recommendations in the report on Part 2 of the agenda.

**11 Date of next meeting**

The next meeting of the London Legacy Development Corporation Board is due to be held on Thursday 29 January 2015 at 2pm at the LLDC offices.

**12 Any other business the Chairman considers urgent**

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

**13 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.*

**14 Minutes of previous meeting on 28 October 2014 containing exempt information** (Pages 53 - 56)

The Board is asked to agree the minutes of the meeting held on 28 October 2014 that contain exempt information.

**15 Chief Executive's Report - Exempt information relating to item on Part 1 - Appendix 2 and 3 - Commercial update and Corporate Dashboard**  
(Pages 57 - 66)

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

**16 East Wick and Sweetwater Developer Procurement - Exempt information relating to the item on Part 1 - TO FOLLOW**

The Board is asked to agree the recommendations in the report containing exempt information on the procurement process for a developer for the new neighbourhoods of East Wick and Sweetwater on the Queen Elizabeth Olympic Park.

**17 Ten Year Business Plan Update - Exempt information relating to the item on Part 1 - TO FOLLOW**

The Board is asked to agree the draft Ten Year Business Plan as part of the Legacy Corporation's budget submission to the GLA.

**18 ArcelorMittal Orbit Update - Exempt information relating to the item on Part 1  
- TO FOLLOW**

The Board is asked to note the report containing exempt information which provides an update on the ArcelorMittal Orbit and agree the recommendations set out in the report.

## MINUTES



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

**Date:** Tuesday 28 October 2014  
**Time:** 4.30 pm  
**Venue:** LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

**Present:** Boris Johnson (Chairman)  
Neale Coleman CBE (Deputy Chairman)  
Nick Bitel (from item 9)  
Nicky Dunn  
Keith Edelman  
David Edmonds  
David Gregson  
Baroness Tanni Grey-Thompson DBE  
Philip Lewis  
Cllr Clyde Loakes (for Cllr Chris Robbins)  
Lord Mawson OBE  
Mayor Lutfur Rahman  
Mayor Sir Robin Wales

**In Attendance:** David Goldstone, Chief Executive Officer  
Rachel Massey, Board Secretary  
Ed Williams, Head of Committee & Member Services (GLA)  
Katherine Talbot, Mayor's Observer to the LLDC Committees  
Margaret Deegan, TfL Legal  
Jonathan Morris, TfL Legal

#### 1 Apologies for absence

- 1.1 Apologies for absence were received on behalf of Sonita Alleyne OBE, David Ross, Jayne McGivern, Mayor Jules Pipe and Cllr Chris Robbins for whom Cllr Clyde Loakes attended on his behalf. Apologies were also received for Sir Edward Lister, the Mayor's Observer to the Board

#### 2 Declarations of interest

- 2.1 The Chairman 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 Prior to the meeting David Edmonds, David Gregson, Nicky Dunn and Mayor Sir Robin Wales had declared interests in Items 7, 8 and 14 (Investment Committee report and E20 Stadium updates) as board members of E20 Stadium LLP.

### **3 Minutes of previous meeting held on 23 September 2014**

- 3.1 **It was agreed that the minutes of the meeting of the London Legacy Corporation Board held on 23 September 2014 be signed by the Chairman as a correct record.**

### **4 Matters arising and action list**

- 4.1 **The Board noted the Actions List.**

### **5 Chief Executive's Report**

- 5.1 The Chief Executive introduced the report, providing a progress update on the activities of the Legacy Corporation since the last meeting and highlighted the following elements of his report:

- The progress made to resolve the outstanding Stadium issues, which were addressed in the separate item on the agenda;
- The progress made with Government in the development of an approved business case for the Higher Education and Cultural District (Olympicopolis) and the engagement with the range of stakeholders involved, with University College London (UCL) having signed the Heads of Terms agreement and its Council having formally approved its investment in the site;
- The positive responses from bidders to the opportunities on Sweetwater and East Wick development sites;
- The further development of the draft 10 Year Plan, which took into account both the financial pressures facing the Legacy Corporation but also now the benefits that would be likely to accrue from the housing development agreements;
- The visitor numbers to the Park continued to be very high (over 2 million since April 2014);
- The good progress on achieving the workforce targets. Figures for the end of September show that most of these were being exceeded: local employees (26% against the target of 25%), BAME groups (57% against a target of 25%), women (7% against a target of 5%) and disabled (4% against the target of 3%). However, only 5% of the construction workforce were previously unemployed, which was below the expected level of 10% (due to the specialist nature of the first phase of the stadium works that have required specific techniques that have been delivered by subcontractors with existing workforces in place). In addition, 2% were apprentices against the target of 3%. The LLDC had mapped out the upcoming opportunities with the stadium

contractor and was confident performance would improve over the coming phases;

- The shortlisting of the Legacy Corporation by the Living Wage Foundation for the Living Wage Champion Awards 2014. All LLDC's direct employees, including interns and apprentices, are paid the London Living Wage (LLW). LLDC had also placed a contractual requirement of its Tier 1 construction and end-use contractors to pay the LLW to their directly employed staff and encourages the payment of the LLW where it does not have a direct contractual arrangement with a Park employer. In response to a question from Mayor Sir Robin Wales, the Chief Executive agreed to report back to the Board on the issue of how the contractual obligation was enforced and monitored;
- The appointment of a Walthamstow resident, Aisling Fahey, as Young Poet Laureate for London 2014/15; and
- The appointment of Gerry Murphy as the new Executive Director of Finance and Corporate Services who would, subject to the finalisation of the wind up arrangements for the Olympic Delivery Authority (ODA), start in December 2014.

5.2 It was noted that the transformation of the former Athletes' Village was nearly complete, with over 90% of the units now occupied. Following discussion on the availability of car parking for residents in this area, the Chief Executive agreed to report back to the Board on the issues of sufficiency and allocation of car parking spaces on this site.

**5.3 The Board noted the report.**

## **6 Report of the meeting of the Planning Decisions Committee held on 23 September 2014**

6.1 The Chair of the Planning Decisions Committee introduced the report, which provided an update on the meeting held on 23 September 2014.

6.2 It was agreed that there would be further discussion between the Legacy Corporation's Planning Director and officers at the London Borough of Waltham Forest to ensure full coordination between the respective organisations in the development of proposals to cater for future demand for school places in East London.

**6.3 The Board noted the report.**

## **7 Report of the meetings of the Investment Committee held on 30 September and 9 October 2014**

7.1 The Chairman of the Investment Committee introduced the report, which provided an update on the meetings held on 30 September and 9 October 2014. The main items discussed at these meetings, namely the outcome of negotiations on the Stadium transformation works and the proposed outcome of the contract award

process for the Stadium Plus operator, were dealt with in further detail elsewhere on the agenda.

**7.2 The Board noted the report.**

[See also Minute 2 – Declarations of Interest.]

**8 E20 Stadium LLP project update**

8.1 The Chief Executive introduced the report, which the Chairman had agreed to receive as urgent business on the grounds that the item was listed on the agenda for the meeting but the information in the report was not available at the time of publication of the agenda because the matters contained in the report were subject to ongoing discussions with partners which only reached a level of agreement sufficient to be presented to the Investment Committee on 22 October and thereafter to the Board Members, to allow for consideration of the matters contained in the report at the earliest opportunity. The report provided an update on the E20 Stadium LLP Project.

**8.2 The Board noted the report.**

[See also Minute 2 – Declarations of Interest.]

(Nick Bitel joined the meeting at this point)

**9 Date of Next Meeting**

9.1 **The Board noted that the next meeting was due to be held on 18 November 2014 at 2.00pm at City Hall.**

**10 Any other business the Chairman considers urgent**

10.1 There was no urgent business.

**11 Exclusion of the press and public**

11.1 **It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraph 3 of Schedule 21A 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.**

**12 Minutes of the previous meeting held on 23 September 2014 that contain exempt information**

12.1 **It was agreed that the minutes of the meeting of the Board held on 23**



**September 2014 containing exempt information be signed by the Chairman as a correct record.**

**13 Chief Executive's Report - Exempt information relating to item on Part 1 - Appendix 2 - Commercial update**

13.1 The Chief Executive introduced the report containing exempt information in relation to Item 5, including the corporate dashboard for August 2014.

**13.2 The Board noted the dashboard and update from the Chief Executive.**

**14 E20 Stadium LLP project update - Exempt information relating to the item on Part 1**

14.1 David Edmonds, as Chairman of the Corporation's Investment Committee, introduced the report which contained exempt information to Agenda Item 8, which set out the position and additional costs on the Stadium transformation of the works that had been agreed by the Corporation's Investment Committee, and the recommended outcome on the procurement of a Stadium operator, which was due to be determined by the E20 LLP Board at its meeting on 29 October 2014.

14.2 The Chief Executive stated that he considered, in the context of the options that had been available, that the agreement with Balfour Beatty in relation to the Stadium transformation works could be justified in terms of the Corporation's obligations and financial position. The Chairman spoke in support of the agreement also.

14.3 David Edmonds then set out the position that had been reached in respect of the proposed award of the Stadium Plus Operator contract, a matter that would formally be determined by the E20 LLLP Board at its meeting on 29 October 2014.

**14.4 Resolved:**

- a) **That the final settlement position reached with Balfour Beatty for the additional strengthening works to the compression truss and associated acceleration work be noted;**
- b) **To note that the Anticipated Final Cost (AFC) of the Stadium transformation works project would be reassessed to reflect the terms of the Settlement Agreement and the changed risk profile, and that the resulting additional funding requirement would be included in the revised 10 Year Plan which is under discussion with the GLA for approval and adoption as part of the GLA's 2015/16 Budget setting process;**
- c) **To note that letters were sent to the two Stadium Plus Operator bidders on 15 October 2014 informing them of the outcome of the procurement process; and that the consortium named in the report had achieved the highest score and was therefore the winner of the competition; and**

- d) **To note that there was no change in the recommendation, as agreed by the Investment Committee at its meeting on 9 October 2014, to appoint the consortium named in the report as the Stadium Plus Operator.**

[See also Minute 2 – Declarations of Interest.]

## **15 Close of Meeting**

- 15.1 It was noted that the proposed date for the meeting of the Board to be held in September 2015 would be revised. The meeting closed at 5.12pm.

---

Chairman

---

Date

**Contact Officer:** Rachel Massey, LLDC, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ, Tel: 020 3288 1829, Email: [rachelmassey@londonlegacy.co.uk](mailto:rachelmassey@londonlegacy.co.uk)

## Board Actions List (reported to the meeting on 18 November 2014)

### Outstanding Actions from the last meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
5.1	<p><b>CEO's report</b></p> <p>Report back to the Board on the issue of how the contractual obligation in relation to the London Living Wage is enforced and monitored.</p>	David Goldstone	18 November 2014	Complete. Update provided in CEO's report to the 18 November Board meeting
5.2	<p><b>CEO's report</b></p> <p>Report back to the Board on the issues of sufficiency and allocation of car parking spaces at East Village.</p>	David Goldstone	29 January 2015	Update to be provided in CEO's report to the January Board meeting
6.2	<p><b>Report of the Planning Decisions Committee held on 23 September 2014</b></p> <p>Hold further discussions with officers at the London Borough of Waltham Forest to ensure full coordination between the respective organisations in the development of proposals to cater for future demand for school places in East London.</p>	Anthony Hollingsworth	29 January 2015	Update to be provided in CEO's report to the January Board meeting

This page is intentionally left blank



**Subject:** Chief Executive's report to the LLDC Board  
**Date:** 18 November 2014  
**Report to:** Board  
**Report of:** David Goldstone, Chief Executive

---

**This report will be considered in public**

---

## **1. SUMMARY**

This report provides progress updates on the activities of the London Legacy Development Corporation (LLDC) since the last Board meeting. Further progress updates on LLDC's programmes are set out in the attached Corporate Performance Report (appendix 1) which covers the July to September 2014 quarter and includes an overview of key achievements, a financial report and an update on progress against milestones from the LLDC's Business Plan. A further commercial update on projects and the corporate dashboard is provided at Appendix 2 and 3 (exempt information)

## **2. RECOMMENDATIONS**

- 2.1 The Board is invited to note this report and the Appendices.

## **3. CHIEF EXECUTIVE'S OVERVIEW**

- 3.1. This agenda for this meeting includes key decisions on the appointment of a developer partner for East Wick and Sweetwater and approval of our draft Ten Year Plan for submission to the Greater London Authority (GLA). The Board meeting was originally planned for late November. It was brought forward to enable the Chairman and Deputy Chairman to attend. As a result, some of the papers for the meeting will be issued late as they are being considered by the Investment Committee at their meeting on 11 November, and as this meeting is only around two weeks after the previous Board meeting, there is less to report by way of progress than may usually be the case.
- 3.2. Since the period covered by the last report, key highlights of activity include:
- 3.2.1. Discussions with Government on the business case for the Higher Education and Cultural District as set out in section 5 below have continued to make good progress, as have steps to finalise heads of terms with potential partners and occupiers.

- 3.2.2. Progressing the evaluation of bidders' responses to the opportunities on East Wick and Sweetwater development sites. There is a separate item on the agenda on this.
  - 3.2.3. Refining the draft Ten Year Plan, taking into account the Olympicopolis development, and other pressures and opportunities across the whole portfolio of LLDC activity. The Ten Year Plan is due to be submitted to the GLA by the end of November, and officers have been engaging closely with the GLA Finance team to ensure that there is a shared understanding of the Plan prior to submission. There is a separate item on the agenda on this.
  - 3.2.4. Progressing the stadium plus operator procurement on behalf of E20, as referred to below.
  - 3.2.5. A personal highlight was attending the annual celebration event for Park Champions as set out in section 10 below, where the commitment and enthusiasm of the champions was both clear, and genuinely inspiring.
- 3.3. In addition, I have been reviewing the format and structure of our quarterly reporting to the Board and plan to present the next report in a proposed new format.

#### **4. STADIUM TRANSFORMATION**

- 4.1. The Legacy Corporation, on behalf of E20 Stadium LLP, is working to transform the Stadium in the Park into a year round multi-use venue to deliver a permanent sporting, cultural and community legacy in east London. As reported to the Board last month, LLDC has agreed to increase the value of the Balfour Beatty contract for stadium transformation and roof works by £35.9m to £189.9m. LLDC will meet these costs from the project contingencies and additional income we will generate from our other developments, so that we have not had to seek additional funds from the Mayor or Government. There is no impact on the stadium transformation programme, or on our wider legacy programmes.
- 4.2. Good progress, working closely with London Borough of Newham, has also been made on the procurement of an operator for the Stadium on behalf of the E20 Board, and we hope that an announcement can be made in the near future. Further information is given in appendix 2 (exempt information).

#### **5. HIGHER EDUCATION AND CULTURAL DISTRICT**

- 5.1. Work has continued to create a major new higher education and cultural district on the Park known as 'Olympicopolis' which will bring internationally renowned institutions, including the Victoria and Albert Museum, Sadler's Wells, University of the Arts, London, and University College London to two sites at Stratford Waterfront and south of the ArcelorMittal Orbit.
- 5.2. The Legacy Corporation has submitted the Outline Business Case for Olympicopolis to Government ahead of the Autumn Statement in early December. Further information is given in appendix 2 (exempt information).
- 5.3. An international competition to appoint a design team for the Stratford Waterfront project was launched in September 2014. The expressions of interest phase

closed on 11 November 2014. Five teams will be shortlisted for the second stage, with an appointment to be made in the new year.

## **6. PARK OPERATING AND EVENTS**

- 6.1. The Park has been very busy during the half term with a range of activities on offer across the venues. Visitors can also follow a special walking trail "Around Queen Elizabeth Olympic Park" to see seven bus sculptures which have been installed on the Park as part of Transport for London and the London Transport Museum's Year of the Bus'.
- 6.2. In November, the 2014 NEC Wheelchair Tennis Masters comes to the Park at the Lee Valley Hockey and Tennis Centre. This is the sport's most prestigious event outside of the four Grand Slam tournaments and is part of UK Sport's Gold Event Series.
- 6.3. Following the detailed commercial discussions, it has been announced that the planned Winter Festival on The International Quarter will not take place. The Legacy Corporation will be announcing plans for winter activities shortly.

## **7. LONDON LIVING WAGE**

- 7.1. As reported at the last meeting, the Legacy Corporation has been shortlisted by the Living Wage Foundation for the Living Wage Champion Awards 2014. The awards recognise Living Wage employers that have made great contributions to communities and industries by implementing and celebrating the Living Wage. The outcome was announced on 3 November 2014 and the winner was FormFormForm a company based in Hackney producing a product called Sugru. At the event the Mayor announced the London Living Wage (LLW) increase from £8.80 per hour to £9.15 per hour for 2015.
- 7.2. The Legacy Corporation implements the LLW on the Queen Elizabeth Olympic Park (QEOP) and its commitment is that all its direct employees, including interns and apprentices, are paid the LLW. LLDC also ensures that it is a contractual requirement of its Tier 1 construction and end-use contractors to pay the LLW to their directly-employed staff and encourages the payment of the LLW where it does not have a direct contractual arrangement with a Park employer.
- 7.3. In recognition of its approach, the Legacy Corporation secured accredited LLW status from the Living Wage Foundation in November 2013.
- 7.4. At its meeting on 28 October 2014, the Board asked for an update on how the Legacy Corporation monitors the implementation of the LLW.
- 7.5. To monitor implementation, the Legacy Corporation writes to all its Park-based contractors on an annual basis to ask for formal confirmation that they comply with QEOP's LLW obligations. In addition, the Legacy Corporation audits contracts and work programmes currently being delivered on the Park with the relevant project teams ensuring that contractors make available, where necessary, audit documents to verify contractual compliance.
- 7.6. The annual letter was sent in late October 2013 and the results are summarised below:
  - All Park-based tier 1 construction contractors confirmed adherence to LLW obligations. Taylor Wimpey have committed to payment of the LLW for their

workforce on Chobham Manor and the Legacy Corporation will be monitoring this. LLDC's Tier 1 End-use contractors (Cofely GDF-Suez, the Camden Society and Greenwich Leisure Limited) all confirmed that they pay their direct employees the LLW.

- Within its contracts the LLDC also encourage that, wherever possible, the staff of Tier 1 contractors' respective subcontractors be paid LLW. Some of the Legacy Corporation's Tier 2 contractors and beyond pay LLW (e.g. construction Tier 2s, The Landscape Group for Estates and Facilities Management), but at this stage it is not possible to guarantee that all sub-contractors operating on the Queen Elizabeth Olympic Park are paying LLW.
- With regards to lease arrangements, there are limitations of what a landlord can demand of its tenants through a lease agreement on matters such as paying the LLW. In the case of the Here East lease the Legacy Corporation has secured a provision that Here East will use reasonable endeavours, and encourage its tenants, to monitor payment of LLW.

7.7. The next annual audit letter will be issued shortly to Tier 1 contractors asking them to formally confirm payment of the LLW to their directly employed staff and to make available audit documents if so required by the Legacy Corporation. Results of this audit will be shared with the Board in early 2015.

## **8. PLANNING**

- 8.1. The claimant seeking a judicial review of the Board's decision to declare extensions to the Hackney Wick and Fish Island conservation areas has withdrawn their claim and the case will not now be considered at a substantive hearing (scheduled for 5 November 2014). As there are no other challenges to the declaration, the Planning Policy and Decisions Team will now finalise and consult on the management guidelines for the conservation area extensions (a statutory requirement post declaration).
- 8.2. On the Legacy Corporation's Community Infrastructure Levy (CIL) as there were no requests to appear at the public hearing on the draft CIL charge (arranged for 22 October 2014), the appointed government inspector will now only consider the written representations in carrying out the CIL examination. Implementation of the CIL charge remains on track for March/April 2015.

## **9. PARALYMPIC LEGACY**

- 9.1. In celebration of the most successful Paralympic Games ever, the Legacy Corporation is creating a new area of Queen Elizabeth Olympic Park, known as Mandeville Place.
- 9.2. Taking inspiration from the use of apples in the 2012 Opening Ceremony, a stunning orchard will open at the Park in spring 2015. Fruit trees native to the homes of the 34 Paralympics GB gold medallists from London 2012 will be planted and carved into the ground will be the Paralympic values of Courage, Determination, Inspiration and Equality as well as Professor Stephen Hawking's memorable quote from the Opening Ceremony - 'Don't look down at your feet, look up at the sky; be curious'.
- 9.3. A national schools competition was launched on 21 October 2014, National Apple Day, to find a name for a brand new variety of apple that will be grown there. The



new variety of apple is being developed by mixing pollen from different apple blossoms and is only the third new apple variety to have been created for London in the past 50 years. Children are encouraged to come up with a name that will reflect the legacy of the Paralympic Games and the winners will see the new tree grow in their school as well as at Mandeville Place. The winning name will be picked in December 2014 and the work starts at Mandeville Place in the new year and be complete by the late spring.

## **10. COMMUNITY ENGAGEMENT**

- 10.1. The annual celebration event for our Park Champions to thank them for all their hard work in 2014 took place at the Timber Lodge on Thursday 23 October.
- 10.2. Park Champions are our dedicated and enthusiastic volunteers who are building on the amazing success of the Gamesmakers who volunteered during the London 2012 Olympic and Paralympic Games.
- 10.3. Their roles include supporting events, getting their hands dirty gardening within the stunning parklands and helping people access the park through our Park Mobility Service. We currently have over 500 Park Champions involved in the programme which offers volunteering opportunities all year round (visit [www.queenelizabetholympicpark.co.uk/volunteer](http://www.queenelizabetholympicpark.co.uk/volunteer)) for more information.

## **11. HEALTH AND SAFETY**

- 11.1. There is no further update on health and safety from the last report.

## **12. APPENDICES**

- Appendix 1 – Quarterly Report, July-September 2014
- Appendix 2 – Commercial update (exempt information)
- Appendix 3 – Corporate dashboard (exempt information)

<b>List of Background Papers</b>
----------------------------------

None
------

**Report originators:**

Oliver Shepherd, Rachel Massey

**Telephone:**

020 3288 1828, 020 3288 1829

**Email:**

[olivershepherd@londonlegacy.co.uk](mailto:olivershepherd@londonlegacy.co.uk)

[rachelmassey@londonlegacy.co.uk](mailto:rachelmassey@londonlegacy.co.uk)

This page is intentionally left blank

**Appendix 1**

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



NOT PROTECTIVELY MARKED

## Purpose of the document

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

<http://queenelizabetholympicpark.co.uk/~media/lldc/committee%20minutes/committees/board/april%202014/20140430lldcboardpublicwithout%20item%2014%20appendices.pdf>

The first section provides information about **financial performance**. Subsequent sections are grouped by theme: **Park Operations and Stadium; Real Estate and Regeneration; Planning Policy and Decisions; and Corporate**. Each section includes progress against milestones, commentary on major projects and key risks. Where relevant the sections also include monitoring information about the Legacy Corporation's performance against targets; the measurement of targets commences as projects start to be delivered. Note that milestones are listed by quarter within financial years (i.e. Q4 2014/15 refers to January - March 2015).

## Summary of progress in the quarter July – September 2014

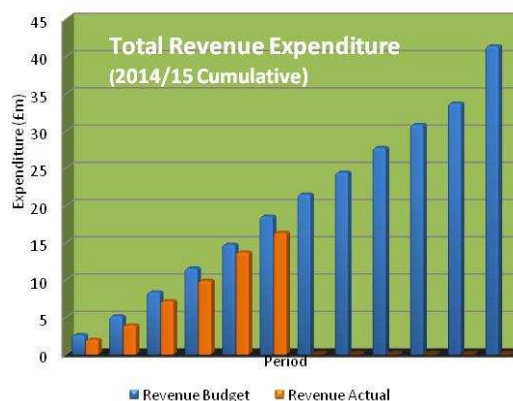
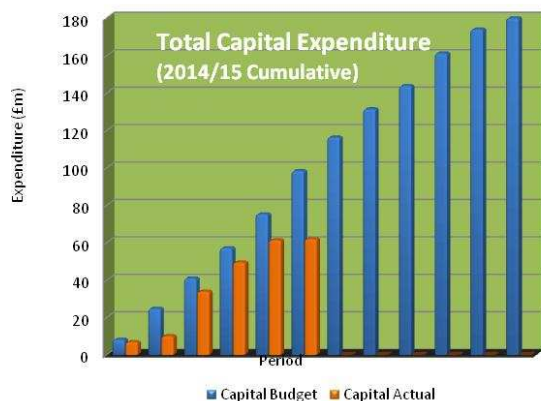
LLDC's major achievements during this period are set out below. Further details can be found in the body of the report:

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

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

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

## Financial Performance Summary



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

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

### Trading

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

A more detailed breakdown is overleaf:

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

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

## **Capital Expenditure**

### **Infrastructure**

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

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

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

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

### **Park Operations and Venues**

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

### **Real Estate**

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

### **Regeneration**

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

### **Corporate**

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

### **Revenue**

#### **Park Operations and Venues**

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

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

#### **Regeneration**

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

#### **Real Estate**

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

## **Planning, Policy and Decisions**

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

## **Corporate**

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



## 1. Park Operations and Stadium

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

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

### Progress against major milestones and targets

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

Targets and performance for 2014/15	Performance and Commentary
<p><b>Health and safety:</b> Targets are to complete transformation without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked</p>	<p>No fatal injuries on site to date. There have been no life-changing injuries sustained in accidents, and no reportable work-related ill health. The Transformation programme completed with a very good safety performance. The accident rate ended at the historically low 0.05 (equivalent to a reportable accident for every 2,000,000 hours worked) for the final 12 months and an average over the whole programme of works of 0.13 (lower than for the ODA pre-Games works of 0.15).</p>
<p><b>Visitors:</b> Annual target of 3.5m visitor to the Park</p> <p>Copper Box throughput</p> <p>Aquatics Centre throughput</p>	<p>Estimated 1.03m visitors to the Park between July and September 2014.</p> <p>196,660 people have visited the Copper Box Arena in 2014/15.</p> <p>391,364 people have visited the Aquatics centre in 2014/15.</p>

### Commentary on key projects

The **south of the Park** opened to the public on Saturday 5 April 2014 for the first time since the London 2012 Olympic and Paralympic Games. In 18 months, the Legacy Corporation has led the transformation of the former Olympic Park into London's newest Park with beautiful parklands and waterways, world-class sporting venues, arts and events.

Since that time visitor numbers to the Park have been very high and media coverage about the Park has been positive. The Park has been animated by a number of events, summarised in the section below.

The **ArcelorMittal Orbit** visitor attraction also opened in April 2014. Visitors to the ArcelorMittal Orbit are able to experience a new perspective of London and unrivalled views of the Park. With two spacious viewing platforms at 76 and 80 metres high, visitors can see over 20 miles across London and newly installed interactive technology enables guests to get close up to the breathtaking views.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Stadium:** LLDC, on behalf of E20 Stadium LLP, is working to transform the Stadium in the Park into a year round multi-use venue to deliver a permanent sporting, cultural and community legacy in east London. Last summer Balfour Beatty was awarded the contract to convert the Stadium roof and is leading the remainder of the transformation works of the Stadium including constructing the warm-up track, spectator and hospitality facilities, and the external landscaping.

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

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

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

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

**Key Park Opening and Operations and Stadium risks:**

Summary	Impact	Mitigation
Red risk that the construction programme for the Stadium will slip and/or budgets will overrun	Significant financial, reputational and operational impacts.	Budgets secured for the construction work and contracts let. Monitor budgets closely.
Amber risk relating to Park visitor numbers and experience	Significant reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Positive initial figures for visitors to the Park.
Amber risk relating to Stadium+ Operator procurement	Significant financial impacts.	Procurement exercise is on track.
Amber risk relating to impact of remedial works for Copper Box Arena and Aquatics Centre on operations	Significant financial and reputational impacts.	Ensure management of remedial works is monitored closely and issues identified and dealt with promptly.
Amber risk about the impacts of serious accidents or episodes of significant ill health on site	The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage.	A comprehensive health and safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its Project Management Partner.

## 2. Real Estate and Regeneration

### Real Estate

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

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

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

### Progress against milestones

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

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

### Commentary on key projects

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

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

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

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

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

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

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

**Press Centre and Broadcast Centre (Here East):**

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

**Legacy Communities Scheme:** The LCS planning application to deliver comprehensive mixed-use development on the Queen Elizabeth Olympic Park was granted outline planning permission in September 2012. Work is ongoing to ensure that LLDC monitors and discharges its planning obligations relating to the LCS. LLDC has completed the majority of submissions of pre-commencement discharge of S106 and conditions to the planning authority, the majority of approvals are expected to be complete in Q3 2014/15.

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

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

Improvements to **Hackney Wick Station** have been identified as a key factor in helping to unlock the full economic potential of Hackney Wick. LLDC has secured a loan of £8.5m from the London Enterprise Panel (LEP) for improvements to the Station. The improvements include new routes to reduce journey times between the station and iCITY and the Queen Elizabeth Olympic Park, a new and enlarged station concourse, the installation of lifts to the platforms, and the creation of a new north-south pedestrian route for passengers and other pedestrians under the railway embankment. Work is ongoing with partners on the station design, submission of a planning application due in the next period and procurement. Discussions are also progressing well with LB Hackney and other landowners relating to development of the **neighbourhood centre** in Hackney Wick: the Business Case was approved in this period, landowner meetings and planning discussions were also held.

**Construction projects:** The **U13/14 underpass** will link the north and south of the Park: Discussions are being held internally regarding when this project would take place. **F03 bridge** construction works: the contractor has been appointed and construction commenced in Q2 2014/15 for completion in Q2 2015/16. The **Canal Park** project to create a linear park

on the western side of the Queen Elizabeth Olympic Park along the Lea Navigation Canal is on track to complete construction works and open to the public in Q3 2014/15.

**Key Real Estate risks:**

Summary	Impact	Mitigation
Red risk relating to the remaining major construction work inside and outside the Park in particular where dependent on external partners and funding	Significant financial and reputational risks.	Working closely with delivery partners and funders.
Amber risks on design, programme and budget relating to the delivery of the All Through (Legatum) School	Reduced design quality of the school, missed deadlines and financial impacts.	Close working with partners, budget and programme monitoring.
Amber risk relating to the funding and programme of East Wick School	Significant financial and reputational impacts.	Close working with LB Hackney. Ensure contractors are brought in early and all surveys are undertaken early.
Amber risks relating to construction of Olympicopolis to programme.	Significant financial and reputational impacts.	Effective design and early market testing.
Amber risks relating to ensuring that there is funding in place to deliver Olympicopolis.	Significant financial and reputational impacts.	Early insight to funding requirements.
Green risk that related development projects undertaken by other organisations are not successful.	Negative knock on effect on the success of the Park.	Close work with partners to influence developments and monitor progress.
Amber risk that there are challenges to the ability of LLDC to return expected capital receipts.	Significant financial and reputational impacts.	Close working with GLA. Consider alternative deal structures to support increased receipts.



## Regeneration and Community Partnerships

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

### Progress against major milestones

Milestones for completion in 14/15 and early 2015/16	Estimated date and comment
Business Case approval to Hackney Wick Development and Delivery Strategy	Business case approved in this period
ELMO: Artist residency with public programming and mentorship scheme complete	Excellent participation in this period, on schedule to complete by September 2014.
Rothbury Road Hub 67 build complete	Procurement for contractor commenced, construction due to complete in Q3 2014/15.
Legacy Careers – complete Phase 2 Legacy Careers programme in 15 secondary schools	Commenced delivery of second phase of legacy careers in schools, programme due to complete in Q4 2014/15
NPD - NPD 2014 successfully held	NPD held on 30th August 2014, with 29,000 people in attendance.
Ensure future phases of LCS contribute to the LCS offset mechanism	All bidders have committed to using the offset mechanism for PDZs 4 and 5 This will be kept under review throughout the drafting of the development agreement.
Pudding Mill Lane: Masterplan complete and preferred option for Pudding Mill Lane agreed	The Masterplan is complete and preferred option on course to be agreed in Q3 2014/15.
Leaway: complete phase 1 (15/16)	Due for completion in Q2 2015/6

Targets	Performance and commentary
<p><b>Transformation Construction</b> workforce targets:</p> <ul style="list-style-type: none"> <li>- 25% of the workforce have permanent residency in Host Boroughs</li> <li>- 10% of the workforce were previously unemployed</li> <li>- 25% of the workforce are from BAME groups</li> <li>- 5% of the workforce are women</li> <li>- 3% of the workforce are disabled</li> <li>- 3% of the workforce are apprentices</li> </ul>	<p>As of the end of September 2014 the majority of workforce targets have been met or exceeded:</p> <ul style="list-style-type: none"> <li>- 27% of Transformation employees working on the Park are Host Borough residents 5% were previously unemployed</li> <li>- 58% of the workforce are from BAME groups</li> <li>- 7% are women.</li> <li>- 4% are disabled</li> <li>- 3% are apprentices</li> </ul>
<p><b>Copper Box Arena and Aquatics Centre</b> workforce targets:</p> <ul style="list-style-type: none"> <li>- 70% of the workforce have permanent residency in the Host Boroughs</li> <li>- 55% are from BAME groups</li> <li>- 50% are women</li> <li>- 3-5% are disabled</li> </ul>	<p>As of the end of September 2014 the workforce performance is shown below:</p> <ul style="list-style-type: none"> <li>- 58% workforce Host Borough residents</li> <li>- 32% workforce are BAME</li> <li>- 52% workforce are women</li> <li>- 4% workforce are disabled</li> </ul>
<p><b>Estates and Facilities</b> workforce targets:</p> <ul style="list-style-type: none"> <li>- 70% of the workforce have permanent residency in the Host Boroughs</li> <li>- 25% are from BAME groups</li> <li>- 30% are women</li> <li>- 5% are disabled</li> </ul>	<ul style="list-style-type: none"> <li>- 65% workforce Host Borough residents</li> <li>- 52% workforce are BAME</li> <li>- 30% workforce are women</li> <li>- 7% workforce are disabled</li> </ul>
<p>The Chobham Manor allowable solution programme will ensure zero carbon emissions for the development.</p> <p>A full list of <b>sustainability</b> targets can be found in the Sustainability Guide at <a href="http://www.londonlegacy.co.uk/media/LLDC_Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf">http://www.londonlegacy.co.uk/media/LLDC_Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf</a></p>	<p>The Chobham Manor allowable solution programme to be agreed in 2014/15.</p> <p>Performance against other sustainability targets to be measured and reported in the annual sustainability report.</p>
<p><b>Community Engagement:</b> By March 2016: 195 people supported to achieve training or qualification certificates through community projects</p> <p>Number of Echo members paying subscription fees from 2015 (at least 1000)</p>	<p>90 people awarded the voice of east London silver arts award. Including 70 from 2014 Great British Carnival awards as well as 20 from 13/14 Voice of East London</p> <p>Will be measured from 2015 onwards.</p>

<p><b>Sport and Healthy living and Paralympic Legacy:</b> 26,000 opportunities to participate in inclusive sports and physical activity delivered by 2015/16 as part of 'Motivate East' in partnership with Sport England.</p> <p>Recruitment of 60 Paralympic Legacy Ambassadors (now called Para-legacy agents) reaching 600 people over the three years.</p> <p>To March 2017: Engage 100,000 people in community sports project including Paralympic sports</p>	<p>Motivate East has reached 16,599 disabled people who have participated in the programme, exceeding the target for the first year of the project of 2874 participants</p> <p>The Bromley By Bow Centre has been appointed to recruit Para-legacy agents. 368 have been appointed to date.</p> <p>Paralympic Legacy figures are above; Active Park Active People sessions are being delivered and are on track to meet annual targets.</p>
<p><b>Arts and Culture:</b> Engaging directly with over 70,000 people (from 2013/14 to 2015/16) through activities with artists, cultural festivals, mentorship scheme, outdoor performances, creative workspaces, and Art in the Park</p> <p>Supporting 30 jobs in the arts by March 2016</p> <p>Delivering 20 events in the Park by March 2016</p> <p>Commissioning 15 new artworks on the Park by March 2016</p>	<p>The latest figures show direct engagement with 136,137 people. This figure does not include engagement through LLDC arts and culture projects at the Summer Events series, notably at National Paralympic Day and Open East.</p> <p>60 by October 2014 (quantified as either direct or indirect employment)</p> <p>49 by October 2014 (an 'event' classed as an organised event of more than 50 people attending)</p> <p>59 by October 2014</p>

### Commentary on key projects

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

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

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

## **Socio Economic projects:**

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

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

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

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

## **Community Engagement:**

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

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

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

The aspiration for the Park to be known as "*London's largest outdoor classroom*" is progressing well through the curriculum based **Learning Trails**. 400 lesson plans have been developed as free downloadable resources for teaching in the Park and 5,609 of these have

been downloaded by unique web page visitors. The target of 600 children being engaged in curriculum based and learning trails has already been reached for 14/15.

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

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

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

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

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

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

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

The Legacy Corporation has continued work to develop the community centre, known as **Hub 67**, which will be based at 67 Rothbury Road, next to Frontside Skate Park and will be a new focal point for residents, hosting events, classes and community groups. The Hub is made from recycled and reclaimed materials from 2012 and is due to open in December 2014.

## **Physical Regeneration:**

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

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

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

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

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

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

## **Arts and Culture:**

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

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

**Creative Workspaces:** Following the completion of a detailed report on how artistic workspaces can be protected and supported within the LLDC area a number of recommendations have been implemented through embedding references to workspaces in Local Planning Policy, and ensuring affordable workspace is part of the Hackney Wick

Masterplan. Work will continue to explore models for an independent broker/management company to broker affordable deals directly with landowners.

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

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

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

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

### **Sustainability:**

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

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

Other activities include: publishing the annual sustainability report which was launched with a boat tour with partners. Annual reporting against the Mayor’s Climate Change Mitigation

and Energy Strategy submitted; 3 bee hives installed on the Park, with honey production ongoing; Chobham Phase 2 went in for planning, committing to delivering a further 10 zero carbon homes (1 more than required by planning); and asset disposal - an online auction of LLDC assets inherited from Transformation and no longer required for reuse commenced.

**Key regeneration risks:**

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



## Planning Policy and Decisions

### Progress against major milestones

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

### Targets

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

### Commentary on key projects

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

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

### Key Planning Policy and Decisions Team risks:

Summary	Impact	Mitigation
There is a risk that there are delays to the programmes to develop the Local Plan and the Community Infrastructure Levy (CIL).	Negative financial and reputational impacts for the Legacy Corporation.	A programme of activities including evidence gathering, consultation and independent examination has been adopted for both the Local Plan and the CIL programme, to be monitored regularly by the LLDC Board.

## 4 Corporate

Work in this area includes functions to support the delivery of the Legacy Corporation's objectives through services including finance, human resources, IT and Information management, programme management, legal, procurement and communications.

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

### Corporate

#### Progress against milestones

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

#### Commentary on key projects

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

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

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

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

**Key corporate support risks:**

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



**Subject:** Report of the meetings of the Investment Committee held on 22 October 2014 and 11 November 2018  
**Meeting date:** 18 November 2014  
**Report to:** Board  
**Report of:** David Edmonds, Chair of the Investment Committee

---

**This report will be considered in public**

---

**1. SUMMARY**

- 1.1. This paper provides the formal report to the Board of the Investment Committee meeting held on 22 October 2014. This paper also provides an update on the items being considered at the Investment Committee meeting on 11 November 2014. As this meeting is due to take place after the statutory deadline for the dispatch of papers for the Board meeting, a verbal update will be given at the meeting and a formal report of the meeting will be issued to the subsequent Board meeting.

**2. RECOMMENDATIONS**

- 2.1 The Board is invited to note this report and the verbal update.

**3. ISSUES DISCUSSED AT 22 OCTOBER MEETING**

**E20 Stadium Limited Liability Partnership Stadium Plus Operator Procurement**

- 3.1. The Committee considered a report which provided an update on the Stadium Plus operator procurement. The Committee held detailed discussions at its meetings on 30 September and 9 October 2014 on the appointment of the winning bidder in the Stadium Plus Operator procurement. On 30 September 2014, the Committee agreed the appointment of a Stadium Plus Operator subject to a further review of aspects of the agreement. Following a positive resolution to exclude members of the press and public, the Committee considered a further report containing exempt information relating to the further review. The Committee agreed that there was no change in their previous recommendation, and that the winning bidder in the Stadium Plus Operator procurement be appointed by E20 LLP.

**E20 Stadium Limited Liability Partnership Stadium Transformation Works**

- 3.2. The Committee considered a report on the ongoing work being undertaken by and on behalf of the E20 Stadium LLP in relation to the stadium transformation works. Following a positive resolution to exclude members of the press and public, the Committee considered a further report containing exempt information and approved

the final settlement position reached with Balfour Beatty; and delegated authority to the Chief Executive to enter into a formal settlement agreement with Balfour Beatty.

#### **4. ISSUES TO BE DISCUSSED AT THE 11 NOVEMBER MEETING**

- 4.1. The Committee will consider the following items at their meeting on 11 November 2014:
- a) A report on the East Wick and Sweetwater procurement. There is a separate item on the agenda for this meeting relating to this item.
  - b) A report on the revised 10 Year Plan. There is a separate item on the agenda for this meeting relating to this item.
  - c) An update report on the development of the cultural and higher education quarter (Olympicopolis) There is a separate item on the agenda for this meeting relating to this item.
  - d) An update on the plans to enhance the visitor experience at the ArcelorMittal Orbit. There is a separate item on the agenda for this meeting relating to this item.
  - e) A report on the Legacy Corporation's commercial strategy and the proposed process for the annual revision of the commercial fees and charges in advance of the new financial year.

#### **5. LEGAL IMPLICATIONS**

- 5.1. Legal and procurement advice has been obtained in relation to these matters.

#### **6. LIST OF APPENDICES TO THIS REPORT**

- 6.1. None

##### **List of Background Papers**

- Papers for the meeting of the Investment Committee on 22 October 2014
- Papers for the meeting of the Investment Committee on 11 November 2014

**Report originator:** Rachel Massey  
**Telephone:** 020 3288 1829  
**Email:** [rachelmassey@londonlegacy.co.uk](mailto:rachelmassey@londonlegacy.co.uk)



**Subject:** Report of the meeting of the Regeneration and Communities Committee held on 11 November 2014  
**Meeting date:** 18 November 2014  
**Report to:** Board  
**Report of:** Andrew Mawson, Chair of the Regeneration and Communities Committee

---

**This report will be considered in public**

---

**1. SUMMARY**

- 1.1. This paper provides an update on the items being considered at the Regeneration and Communities Committee meeting on 11 November 2014. As this meeting is due to take place after the statutory deadline for the dispatch of papers for the Board meeting, a verbal update will be given at the meeting and a formal report of the meeting will be issued to the subsequent Board meeting.

**2. RECOMMENDATIONS**

- 2.1 The Board is invited to note this report and the verbal update.

**3. ISSUES TO BE DISCUSSED AT THE 11 NOVEMBER MEETING**

- 3.1. The Committee will consider the following items at their meeting on 11 November 2014:
- a) An update from the Executive Director of Regeneration and Community Partnerships on activities related to the remit of the committee including an update on employment targets and the Legacy Corporation's work in community engagement and place-making.
  - b) An update on the Paralympic Legacy programme.
  - c) An update on the Legacy Corporation's work on employment and skills.

**4. LEGAL IMPLICATIONS**

- 4.1. Legal and procurement advice has been obtained in relation to these matters.

**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 11 November 2014

**Report originator:**

Rachel Massey

**Telephone:**

020 3288 1829

**Email:**[rachelmassey@londonlegacy.co.uk](mailto:rachelmassey@londonlegacy.co.uk)





**Subject:** East Wick and Sweetwater Development Partner Procurement  
**Meeting date:** 18 November 2014  
**Report to:** Board  
**Report of:** Rosanna Lawes, Executive Director of Development

---

**This report will be considered in public**

---

## **1. SUMMARY**

- 1.1. This paper provides an update to the Board on the procurement process to identify a development partner to take forward the next phase of new neighbourhoods on the Park creating up to 1,500 homes at East Wick and Sweetwater. The Investment Committee considered a report on this matter at its meeting on 11 November 2014.
- 1.2. A report is included on Part 2 of this agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

## **2. RECOMMENDATIONS**

- 2.1 The Board is invited to note this report and agree the recommendations in the report on Part 2 of the agenda.

## **3. TIMING**

- 3.1. The procurement process is nearing conclusion. The ambition is to start delivering homes at East Wick and Sweetwater in 2016.

## **4. PROCUREMENT UPDATE**

- 4.1. LLDC undertook an OJEU procurement process, which launched in November 2013. Following responses to the Pre Qualification Questionnaire (PQQ), six companies / consortia were shortlisted for Outline Solutions. Following evaluation, three consortia were shortlisted for Detailed Dialogue: Grainger; Mace, Argent and Peabody; and Places for People and Balfour Beatty.
- 4.2. Following a period of detailed competitive dialogue meetings, the formal proposals were received in early October and have now been evaluated. Further information is provided in the Part 2 report.

## **5. FINANCIAL AND LEGAL IMPLICATIONS**

- 5.1. The financial and legal implications are addressed and noted in the Part 2 report.

## **6. PRIORITY THEMES**

- 6.1. LLDC's priority themes have been incorporated into each stage of the procurement process and bidders have responded positively and creatively.

## **7. LIST OF APPENDICES TO THIS REPORT**

- 7.1. None

### **List of Background Papers**

Papers for the meeting of the Investment Committee on 11 November 2014 (exempt information)

**Report originator:**

**Telephone:**

**Email:**

**Delia Beddis**

**020 3288 1843**

**deliabeddis@londonlegacy.co.uk**



**Subject:** Ten year business plan update  
**Meeting date:** 18 November 2014  
**Report to:** Board  
**Report of:** David Goldstone, Chief Executive

---

**This report will be considered in public**

---

## **1. SUMMARY**

- 1.1. This report seeks Board approval for the Legacy Corporation's revised 10 Year Plan as the basis of the Legacy Corporation's submission to Greater London Authority (GLA) as part of the annual budget process. This draft will support the Legacy Corporation's budget submission and will be updated and adopted formally in March 2015, once the Mayor of London's consolidated budget and capital spending plan have been approved.
- 1.2. This paper also provides an update on the work undertaken to revise the Legacy Corporation's 10 Year Plan to reflect the latest financial implications of the cultural and higher educational quarter (Olympicopolis) development and the other financial pressures and opportunities facing the Legacy Corporation. The Investment Committee considered a report on this matter at its meetings on 10 September 2014 and 11 November 2014, and the Board received an update at its meeting on 23 September 2014.
- 1.3. A 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 in that it contains information relating to the business affairs of the London Legacy Development Corporation.

## **2. RECOMMENDATION**

- 2.1. The Board is invited to approve the revised 10 Year Plan included in Part 2 as the basis of the Legacy Corporation's submission to the annual GLA budget process.

## **3. BACKGROUND**

- 3.1. London Legacy Development Corporation is a statutory body set up under the powers of the Localism Act 2011, and is responsible for promoting and delivering physical, social, economic and environmental regeneration in the Queen Elizabeth Olympic Park and the surrounding area. As well as ownership of land and venues within the Park, the Legacy Corporation has planning powers and regeneration responsibility within its boundaries.
- 3.2. As the Legacy Corporation is a functional body of the GLA, its budgets are subject to the GLA's budgeting process. The GLA requires the submission of the Legacy Corporation's 2015/16 budget and business plan by the end of November 2014. Our budget for

2015/16 will then form part of the GLA's consultation budget in December, and will be considered by the London Assembly in January-February 2015.

#### **4. CULTURAL AND HIGHER EDUCATIONAL QUARTER**

- 4.1. Detailed work has been undertaken by the Legacy Corporation working closely with partners to develop an Outline Business Case (OBC) on costs and funding requirements for the cultural and higher educational quarter project. This was presented to Government earlier in October. In the revised version of the 10 Year Business Plan appropriate adjustments have been included to reflect the detailed assumptions made in the development of the OBC to Government.

#### **5. CAPITAL BUDGET**

- 5.1. A number of significant potential cost pressures were facing the Legacy Corporation. Since the last meeting, these have been reviewed along with potential areas of savings and opportunities. The capital budget changes are reflected in the revised 10 Year Business Plan. Further information can be found in the Part 2 report.

#### **6. REVENUE BUDGET**

- 6.1. Revenue income and expenditure have been reviewed with both potential long term and short term pressures and opportunities being identified. The revised 10 Year Plan reflects these budget pressures and where areas of potential savings have been made. Further information can be found in the Part 2 report.

#### **7. LEGAL IMPLICATIONS**

- 7.1. The Mayor is required, under section 122 of the Greater London Authority Act 1999, to prepare, for each financial year, a capital spending plan and consolidated budget for the component bodies of the GLA Group: the Mayor's Office for Policing and Crime, the London Fire and Emergency Planning Authority, Transport for London and the London Legacy Development Corporation.
- 7.2. The Greater London Authority Act 1999 sets out the arrangements for the GLA consolidated budget process: following public consultation, the Mayor of London presents his budget proposals for the GLA and functional bodies to the London Assembly for approval. The Localism Act 2011 defines Mayoral development corporations as functional bodies.
- 7.3. Under the terms of the Mayoral Governance Direction ('the Direction'), the Legacy Corporation is obliged to consult the Mayor on its draft Business Plan, and then to seek consent from the Mayor prior to the agreement of its final draft three year business plan before the end of the financial year. This will be sought in March 2015. The Legacy Corporation has been working closely with GLA finance over recent months to enable it to submit an acceptable budget to the Board and then the GLA as part of the Mayor's budgeting process in November 2014.

#### **8. APPENDICES**

- 8.1. None

**List of Background Papers:**

Papers for the meeting of the Board on 30 April 2014 - 10 year plan report (exempt information)  
Papers for the meeting of the Board on 23 September 2014 (exempt information)  
Papers for the meeting of the Investment Committee on 10 September 2014 (exempt information)  
Papers for the meeting of the Investment Committee on 11 November 2014 (exempt information)  
London Legacy Development Corporation Governance Direction, July 2013  
Mayor's Budget Guidance for 2015/16

**Report originators:** Shannon Kelley and Rachel Massey  
**Telephone:** 020 3288 1855, 020 3288 1829  
**Email:** [shannonkelley@londonlegacy.co.uk](mailto:shannonkelley@londonlegacy.co.uk),  
[rachelmassey@londonlegacy.co.uk](mailto:rachelmassey@londonlegacy.co.uk)

This page is intentionally left blank



**Subject:** ArcelorMittal Orbit update  
**Meeting date:** 18 November 2014  
**Report to:** Board  
**Report of:** Peter Tudor, Director of Visitor Services

---

**This report will be considered in public**

---

## **1. SUMMARY**

- 1.1. This Paper provides an update to the Board on the visitor numbers to the ArcelorMittal Orbit (AMO) and further plans for enhancing visits.
- 1.2. The Board last received an update at its meeting on 23 September 2014 including sales to date and the opportunities for providing different internal and external content for visitors, and agreed that further work be undertaken on these opportunities. The Investment Committee considered this at its meeting on 11 November 2014.
- 1.3. A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

## **2. RECOMMENDATIONS**

- 2.1. The Board is invited to note this report and agree the recommendations in the report on Part 2 of the agenda.

## **3. TIMING**

- 3.1. Following discussion at the Investment Committee on 11 November 2014, an updated will be provided to the Board.

## **4. FINANCIAL IMPLICATIONS & LEGAL IMPLICATIONS**

- 4.1. The financial implications of the revised visitor projections are captured in the revised 10 Year Plan. Further revisions will be required subject to the recommendations adopted.

## **5. PRIORITY THEMES**

- 5.1. The AMO is the centre of the South Park Plaza, and provides opportunities for the Corporation to deliver on all of the priority themes and contribute to its aspirations around People, Park, Place.

## **6. APPENDICES**

- 6.1. None.

### **List of Background Papers:**

Papers for the meeting of the Board on 23 September 2014 (exempt information)

Papers for the meeting of the Investment Committee on 11 November 2014 (exempt information)

**Report originators:**

**Peter Tudor**

**Telephone:**

**0203 288 1858**

**Email:**

**[petertudor@londonlegacy.co.uk](mailto:petertudor@londonlegacy.co.uk)**



Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank