

# MAYOR OF LONDON

To: CED partners, FFL board members,  
Sir Peter Hendy (LLDC Chair)

Date: 08 FEB 2018

Dear Colleagues,

## Governance of the Culture and Education District

I am pleased to attach a copy of Bloomberg Associates' final report into governance of cultural and education activities in Queen Elizabeth Olympic Park. Much time and discussion has gone into this work, and I am grateful to [REDACTED] and [REDACTED] at Bloomberg Associates, and everyone who provided insights to them.

I accept the report's topline recommendations and this letter is to inform you of the next steps I would like to see, in order to secure their effective implementation:

- **LLDC governance:** Sir Peter Hendy is currently leading a recruitment process to refresh LLDC board membership, with current board members' terms of office expiring at the end of March. The need for cultural leadership skills on the board is being pursued as part of that process. Lyn Garner will join the London Legacy Development Corporation (LLDC) as its new Chief Executive later this month and successful delivery of all aspects of the Culture and Education District (CED) vision, not just real estate development, will be a key objective for her and the organisation, with performance measures being updated accordingly.
- **Role of Foundation for Future London (FFL):** I am clear that the charity has a role in perpetuity to support and steward our collective vision, working with the partners and like-minded organisations in the wider area. This is vital to the success of our project, which given the scale of the investment, must achieve much more than the sum of its parts, both now and for decades to come. I support the concept of a 'conservancy' role for FFL and recognise that for this to work, there must be sufficient partner involvement with all FFL's activities, including through representation on the FFL board. I look forward to working with FFL Trustees to appoint their new Chair.
- **Alignment between LLDC and FFL:** I accept the recommendation that the chairs of LLDC and FFL should each join the board of the other organisation, and envisage that this will be in place from April, in line with the other changes described above. The new FFL Executive Director should work closely with the LLDC executive management team on all CED matters, whilst preserving the autonomy appropriate for an independent charity. Given this, there should be suitable LLDC and partner involvement in this appointment, which will be the top priority for the new FFL Chair, once in post.

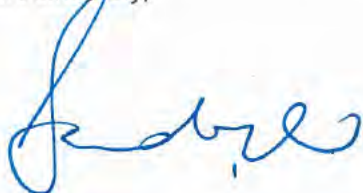
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- **Project governance:** it is clear that this can be improved; the forthcoming signing of agreements to lease and expected Government approval of the Final Business Case, as well as the changes described above, make it a good time for this to take place as the project moves into a new phase. Securing effective and aligned communication about all aspects of the project to stakeholders will be a vital part of the new arrangements, as will support for fundraising both in the UK and overseas.
- **Long-term future governance of the Olympic Park:** as a development corporation, LLDC is inherently a time-bound organisation. The final approval of the CED scheme, along with separate work taking place on plans for affordable housing in the area overseen by LLDC and to address the financial challenges facing the London Stadium, will provide a long-term view on the finances of Queen Elizabeth Olympic Park. As this becomes clear, I have asked Sir Peter Hendy to lead work on what the transition to a successor body or bodies could look like. Meanwhile, we should focus on establishing a strong FFL, well aligned with both partners and the community, and capable of taking on additional responsibilities should that be appropriate.

I have asked Justine Simons to convene a workshop this month of CED partners and representatives of the FFL board and LLDC to discuss the above in more detail and ensure that a clear and agreed plan is in place for the implementation of the above.

Finally, I want to thank you all for the leadership and commitment you have shown to make this tremendously exciting and important project a reality. I am particularly grateful to Sir Bill Castell, the retiring chair of FFL and his colleagues for all your commitment to the project during the inevitable uncertainty while plans were recast during 2017. The project is all the stronger for it, and I look forward to my team and I continuing to work closely together to make this a reality for the benefit of Londoners and our visitors.

Yours sincerely,



**Sadiq Khan**  
Mayor of London

Cc: [REDACTED] Bloomberg Associates  
Justine Simons, Deputy Mayor for Culture & Creative Industries  
Gerry Murphy, Acting Chief Executive, London Legacy Development Corporation  
Lyn Garner, incoming Chief Executive, London Legacy Development Corporation  
Jane Storie, Acting Director, Foundation for Future London