

Meeting of the Board of the London Legacy Development Corporation

Meeting Date: Tuesday 22 July 2014

Time: 2.00 pm

Venue: LLDC meeting rooms 1 - 3, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

Members of the Board of the London Legacy Development Corporation are hereby notified and requested to attend the meeting of the Board at 2.00 pm on Tuesday 22 July 2014 to transact the business set out below.

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 on 30 April 2014** (Pages 1 - 10)
The Board is asked to agree the minutes of the meeting held on 30 April 2014.
- 4 Matters arising and action list** (Pages 11 - 12)
The Board is asked to note the actions arising from previous meetings.
- 5 Chief Executive's Report** (Pages 13 - 46)
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.
- 6 Report of the meeting of the Planning Decisions Committee held on 22 April, 27 May and 24 June 2014** (Pages 47 - 50)
The Board is asked to note the report.
- 7 Report of the meetings of the Investment Committee held on 28 April, 13 May and 8 July 2014** (Pages 51 - 54)
The Board is asked to note the report.
- 8 Report of the meeting of the Park Opening and Operations Committee held on 13 May 2014** (Pages 55 - 56)
The Board is asked to note the report.
- 9 Report of the meeting of the Chairman's Committee held on 10 June 2014** (Pages 57 - 58)
The Board is asked to note the report.
- 10 Report of the meeting of the Audit Committee held on 17 June 2014** (Pages 59 - 62)
The Board is asked to note the report and approve the internal audit plan for 2014/15.
- 11 Publication Local Plan** (Pages 63 - 78)
The Board is asked to note the report approve the Publication Local Plan for the purpose of public consultation, agree to delegate to the Director of Planning Policy and Decisions the approval of any minor changes to document before and following the consultation, and agree that the Local Plan be submitted to the Secretary of State for the purpose of its examination following consultation.

12 Governance update (Pages 79 - 102)

The Board is asked to agree the Committee structure, membership and terms of reference set out in the report, and agree the amendments to the Scheme of Delegations.

13 Shared Committee Services with the Greater London Authority (Pages 103 - 106)

The Board is asked to agree the proposals on shared Committee services with the Greater London Authority as set out in the report.

14 Environmental Sustainability report (Pages 107 - 108)

The Board is asked to note the progress made by the Legacy Corporation against its sustainability targets to date and to agree to the online publication of the report.

15 Health and safety update (Pages 109 - 112)

The Board is asked to note the report which provides an update on the Legacy Corporation's health and safety resources and management system.

16 Hackney Wick neighbourhood centre update (Pages 113 - 116)

The Board is asked to note the report on the development of a masterplan and delivery strategy for Hackney Wick neighbourhood centre.

17 Cultural and Higher Education quarter update (Pages 117 - 118)

The Board is asked to note the report which provides an update on the development of the business case for the cultural and educational quarter on Queen Elizabeth Olympic Park.

18 Legacy Communities Scheme - early delivery of all-through school (Pages 119 - 120)

The Board is asked to note the report which provides an update on the Legatum Academy all-through free school delivery proposals.

19 Date of next meeting

The next meeting of the London Legacy Development Corporation Board is due to be held on Tuesday 23 September at 2pm at LLDC's offices.

20 Any other business the Chairman considers urgent

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

21 Exclusion of the press and public

Members are 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.

22 Minutes of the previous meeting on 30 April 2014 containing exempt information (Pages 121 - 126)

The Board is asked to agree the minutes of the meeting held on 30 April 2014 that contain exempt information.

23 Exempt information relating to item 5 - Appendix 2 - Commercial update (Pages 127 - 134)

The Board is asked to note the appendix including the Stadium transformation monthly dashboard and corporate dashboard.

24 Exempt information relating to item 16 - Hackney Wick neighbourhood centre update (Pages 135 - 158)

The Board is asked to note the recommendations in the report that contains exempt information relating to the development of a masterplan and delivery strategy for Hackney Wick Neighbourhood Centre.

25 Exempt information relating to item 17 - Cultural and higher education quarter update (Pages 159 - 166)

The Board is asked to agree the recommendations in the report which contains exempt information and which provides an update on the development of the business case for the cultural and educational quarter on Queen Elizabeth Olympic Park and the negotiations related to the proposed development of the University Quarter

26 Exempt information relating to item 18 - Legacy Communities Scheme - early delivery of all-through school (Pages 167 - 178)

The Board is asked to agree the recommendations in the report.

MINUTES



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

Date: Wednesday 30 April 2014
Time: 2.00 pm
Venue: LLDC Rooms 1-3, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

Present: Boris Johnson (Chairman)
Neale Coleman CBE (Deputy Chairman)
Sonita Alleyne OBE
Nicholas Bitel
David Edmonds CBE
Baroness Tanni Grey-Thompson DBE
Philip G Lewis
Lord Mawson OBE
Jayne McGivern
David Ross
Mayor Sir Robin Wales

In Attendance: Sir Edward Lister, Mayor's Observer to the LLDC Board
Dennis Hone CBE, Chief Executive Officer
Jonathan Dutton, Executive Director of Finance and Corporate Services
Jan Boud, General Counsel
Rosanna Lawes, Executive Director of Development
Anthony Hollingsworth, Director of Planning Policy and Decisions
Davendra Dabasia, Project Director, Mace - Project Management Partner
Rachel Massey, Board Secretary
Jamie Izzard, Secretariat (GLA)

1 Apologies for absence

- 1.1 Apologies for absence were received on behalf of Mayor Lutfur Rahman, Nicky Dunn, Councillor Chris Robbins, Mayor Jules Pipe, Keith Edelman and David Gregson.

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. Jayne McGivern declared a recent appointment to develop a strategy for the operator of the Athens Olympic Stadium (O.A.K.A). Dennis Hone declared an interest as a board member of Tour de France and Nick Bitel declared an interest as a board member of UK Sport.

3 Minutes of previous meeting held on 27 February 2014

- 3.1 **It was agreed that the minutes of the meeting of the London Legacy Corporation Board held on 27 February 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. During discussion, Members noted the following:

- The south of the Park had opened to the public on Saturday 5 April 2014 for the first time since the London 2012 Olympic and Paralympic Games. The Park opening weekend attracted 50,000 visitors and generated positive media and social media coverage.
Following a query, officers confirmed that the reported figures for visitor numbers were a conservative estimate and may have actually been higher;
- The Aquatics Centre had opened on 1 March 2014 with 9,500 visitors in the first weekend, with approximately 50% of visitors using the pool. It successfully hosted the 2014 FINA/NVC Diving World Series in April.
Members discussed the parking provision at the Centre and it was noted that this was proving sufficient.
- The Sainsbury's Sport Relief Games on 23 March had been a success, showcasing the Park to a large television audience;
- Preparations were ongoing for the Park to host part of the Tour de France on 7 July 2014;
- Interim measures put in place to monitor safety at the climbing wall were working well and were due to be reviewed by the Royal Society for the Prevention of Accidents (RoSPA);
- A shortlist of six developers had been announced for the development partner to take forward the next phase of new neighbourhoods on the Park at East

Wick and Sweetwater. The developer was scheduled to be appointed in late 2014; and

- The Timber Lodge Café and Tumbling Bay Playground had been commended for their accessibility and universal design at the Civic Trust Awards ceremony on 7 March 2014.

5.2 A discussion took place regarding the opening and closing times for venues and cafes within the Park and it was agreed that a summary would be provided to Members for comment.

5.3 The Chairman thanked the Chief Executive and the officers of the Legacy Corporation for successfully delivering the opening of the Park.

5.4 The Board noted the report.

6 Report of the meetings of the Planning Decisions Committee held on 25 February and 25 March 2014

6.1 The Chair of the Planning Decisions Committee introduced the report, which provided an update on the meetings held on 25 February and 25 March 2014.

6.2 The Board noted the report.

7 Report of the meeting of the Investment Committee held on 27 February 2014

7.1 The Chair of the Investment Committee introduced the report which provided details of the agenda items presented to the meeting held on 27 February 2014.

7.2 The Board noted the report.

8 Report of the meeting of the Chairman's Committee held on 27 February 2014

8.1 The Deputy Chairman introduced the report, which provided an update on the meeting held on 27 February 2014, including the decision, subject to the appropriate consultation, to transfer LLDC's in house legal services function to Transport for London.

8.2 The Board noted the report.

9 Report of the meeting of the Regeneration and Communities Committee held on 4 March 2014

9.1 The Chair of the Regeneration and Communities Committee introduced the report, which provided an update on the meeting held on 4 March 2014.

9.2 The Board noted the report.

10 Report of the meeting of the Park Opening and Operations Committee held on 13 March 2014

10.1 Sonita Alleyne introduced the report, which provided an update on the meeting of the Park Opening and Operations Committee held on 13 March 2014.

10.2 A discussion took place regarding the role of the Committee following the Park opening and it was agreed that officers would review this further, including the option of rolling the Committee's remit into that of the Investment Committee, with the events strategy being considered by the Board on an annual basis.

10.3 The Board noted the report.

11 Report of the meeting of the Audit Committee held on 13 March 2014

11.1 David Edmonds introduced the report, which provided an update on the Audit Committee meeting held on 13 March 2014.

11.2 Members discussed the outcome of a recent internal audit and officers outlined the steps that have been taken to address the areas flagged as having an amber-red or amber status. A further check by the internal auditors was due to be undertaken imminently in order to assess the progress against the recommendations.

11.3 The Board noted the report.

12 Ten Year Plan and 2014/15 Budget

12.1 The Board received a report setting out the Legacy Corporation's draft Ten Year Plan and the 2014/15 Budget.

12.2 Following discussion, the following amendments to the Ten Year Plan were agreed:

- Sports participation targets to be raised;
- More detail to be added regarding the apprentices and work provided to local people;
- Further detail to be included on the work to build capacity within the local community in order for regeneration activity to continue once funding from the Legacy Corporation reduces; and
- Targets for disabled visitors to be included.

12.3 Members welcomed the overall plan and suggested that the Board be provided with a short update once or twice a year, outlining progress against delivery of the Plan.

12.4 The Board agreed to adopt the draft Ten Year Plan and the 2014/15 Budget subject to formal Mayoral approval.

13 Treasury Management Report

13.1 The Board received a report setting out the LLDC's Treasury Management Strategy Statement (TMSS) for 2014-15 (including a Treasury Management Policy Statement and Minimum Revenue Provision Policy).

13.2 The Board approved the Treasury Management Strategy for 2014-15.

14 Community Infrastructure Levy Draft Charging Schedule

14.1 The Board received an update on the development of the Legacy Corporation's Community Infrastructure Levy (CIL). Officers summarised the results of the consultation on the Preliminary Draft Charging Schedule and updated the Board on changes to the CIL regime since 2013.

14.2 The Board agreed:

- a) The Draft Charging Schedule, Draft Planning Obligations SPD and draft Regulation 123 list for consultation, in accordance with the Statement of Representations Procedure;**
- b) That following consultation, the Director of Planning Policy and Decisions be given delegated responsibility to submit the Draft Charging Schedule and other documents for examination; and**
- c) That the Director of Planning Policy and Decisions be given delegated authority to make minor changes to the consultation documents, including the Draft Charging Schedule, if necessary before consultation and prior to submission to the examiner.**

15 Transformation Quarterly report to 31 March 2014

15.1 The Chief Executive presented the final Transformation Quarterly Report on works to the end of March 2014 on safety, governance, change control, programme risk and priority themes of the Transformation programme.

15.2 Members asked the Chief Executive to pass on their thanks to the Executive Director of Infrastructure and his team for the work undertaken to achieve this significant milestone.

15.2 The Board noted:

- a) That delivery of the Transformation Works was complete;**
 - South Park Hub and Plaza along with all South Park infrastructure required for 5 April 2014 Park Opening was handed over to LLDC**

- **Park Operations and Venues in the period;**
- **Velopark was complete and handed over to LVRPA, the legacy owner and operator, with Eton Manor to follow in April 2014; and**
- **The reinstatement of East Marsh playing fields was complete and would be handed over to LBH once the grass pitch had established in compliance with the agreed pitch quality specification; and**

b) The excellent Health and Safety performance over the eighteen month Transformation programme of work.

16 Estates Strategy

- 16.1 The Executive Director of Development introduced the report, which provided an update on the ongoing work on the Estate Strategy for the Park.
- 16.2 Members discussed the proposed '2012 Commission' and how this body would interact with the Legacy List charity.
- 16.3 The Deputy Chairman advised Members that the Legacy Corporation was in discussions with the Bloomberg Foundation regarding the Park's overall branding and promotional strategy, with particular regard to the new educational and cultural quarter ('Olympicopolis').

16.2 The Board:

- a) Noted the contents of the Paper and the supplemental paper on Part 2 of the agenda;**
- b) Approved the recommendations set out in the supplemental paper on Part 2 of the agenda; and**
- c) Noted and discussed the next steps in relation to establishing a '2012 Commission' or alternative entity to manage the Park in the longer term.**

Sir Edward Lister joined the meeting at 2.50pm and Mayor Sir Robin Wales joined the meeting at 3:00pm

17 Hackney Wick and Fish Island conservation area extension designations

- 17.1 The Director of Planning Policy and Decisions introduced the report which sought approval to designate an extension to the existing Fish Island Conservation Area in the London Borough of Tower Hamlets (LBTH) and the Hackney Wick Conservation Area in the London Borough of Hackney (LBH).
- 17.2 The Board noted that the boundaries of the proposed Conservation Areas had been amended to take account of responses received during consultation on the proposed designations and following feedback from Members of the Legacy Corporation's Planning Decisions Committee (PDC). Nick Bitel, who was a

Member of the Board and the PDC, confirmed that he now supported the proposals, following the amendments to the southern boundary.

- 17.3 Following a detailed discussion regarding the objections received and the feedback provided by Members of the PDC, Members concluded that they supported the boundary extensions.

17.2 The Board:

- a) Designated the extension to the Fish Island Conservation Area boundary in the London Borough of Tower Hamlets as shown on the plan at Appendix 3 of the report; and**
- b) Designated the extension to the Hackney Wick Conservation Area boundary in the London Borough of Hackney as shown on the plan at Appendix 3 of the report.**

18 Planning Decisions Committee membership

- 18.1 The Board received a paper seeking approval for the reappointment of the five borough representatives and their substitutes to the London Legacy Development Corporation's Planning Decisions Committee (PDC).

- 18.2 The Mayor of Newham raised concern that the appointments were being made prior to the outcome of the forthcoming local elections and officers explained that a decision was required in order to ensure borough representatives could attend the PDC meeting due to take place before the local elections and that the membership would end automatically if they ceased to be an elected member. Following discussion it was agreed that the reappointments be limited to mid-June 2014 (as opposed to the proposed 4-year terms).

- 18.3 The Board approved the reappointment of the borough representatives and their substitutes to the PDC up until mid-June 2014, subject to the agreement to the re-appointment by the Mayor of London under the Localism Act 2011.**

19 Date of next meeting

- 6.1 The Board noted that the next meeting was due to be held on 28 May 2014 at 2:00pm.**

20 Any other business the Chairman considers urgent

- 20.1 The Chairman announced that there was one item of urgent business, which had been circulated to Members by email the previous day, with hard copies tabled at the meeting. The item related to recommendations put forward to the Board following the meeting of the Investment Committee held on 28 April.

20.2 The Chairman of the Investment Committee introduced the report and advised Members that a further discussion would take place under part 2 of the agenda.

21.2 The Board:

a) **Noted the contents of the report and the appendices on Part 2 of the agenda; and**

b) **Approved the recommendations set out in the appendices on Part 2 of the agenda.**

21 Exclusion of the press and public

21.1 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.

22 Minutes of the previous meeting held on 27 February that contain exempt information

22.1 It was agreed that the minutes of the meeting of the Board held on 27 February 2014 containing exempt information be signed by the Chairman as a correct record.

23 Exempt information relating to item 5 - Appendix 1 - Commercial update

23.1 The Chief Executive introduced the exempt appendix to the Chief Executive's report on Part 1 of the agenda, which included commercially sensitive information.

23.2 The Board noted the Appendix.

24 Exempt information relating to item 5 - Appendix 2 - Transformation Monthly Programme dashboards

24.1 The Executive Director of Infrastructure presented the exempt appendix to the report on the Transformation and Stadium monthly programme dashboards for March 2014.

24.2 The Board noted the Appendix.

25 Exempt information relating to item 15 - Transformation quarterly report

25.1 The Executive Director of Infrastructure presented the exempt appendix to the

report on the Transformation Quarterly report to end March 2014.

25.2 The Board noted that with the eighteen month programme of Transformation works now complete and all remaining risk allowances now released, the Anticipated Final Cost was within the Current Baseline Budget. Commercial closeout was progressing; the principle risk to outturn within budget rested with the commercial closeout of the BAM contract.

26 Exempt information relating to item 12 - Appendices 2 and 3 - Ten Year Plan

26.1 The Board received appendices comprising the draft Resource Plan and draft 2014/15 budget related to the LLDC's draft Ten Year Plan which contained exempt information.

26.2 The Board noted the appendices.

27 Exempt information relating to item 16 - Estate strategy

27.1 The Board received the exempt information relating to item 16 of the agenda, the Estate Strategy.

28 Exempt information relating to Item 20a - Appendices 1-3

28.1 The Board received the exempt appendices to item 20a of the agenda, the Recommendations of the meeting of the Investment Committee held on 28 April 2014, which had been circulated as an item of urgent business.

28.2 The Board noted the content of the appendices.

28.3 The Members noted their thanks to Jan Boud as this was her last board meeting.

29 Close of meeting

29.1 The meeting closed at 4pm.

Chairman

Date

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Board Actions List (reported to the meeting on 22 July 2014)

Outstanding Actions from the Last Meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
5.2	Chief Executive's report Circulate a summary of opening and closing times for venues and cafes within the Park to Members for information.	Dennis Hone	22 July 2014	Complete.

Outstanding Actions from the previous meetings/Closed Actions since the last meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
23.2 (exempt minutes)	Park opening and events update Prepare an update report on the ArcelorMittal Orbit for the Investment Committee.	Mark Camley and Jonathan Dutton	13 May 2014	Completed, presented to the 13 May Investment committee

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Subject: Chief Executive's report to the LLDC Board
Date: 22 July 2014
Report to: Board
Report of: Dennis Hone, Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. 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 January to March 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 is provided at appendix 2 (exempt information).
- 1.2. This report also presents the Health and Safety update which is provided to every Board meeting.

2. RECOMMENDATION

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

3. APPOINTMENT OF A NEW CHIEF EXECUTIVE

- 3.1. Following Dennis Hone's resignation in May 2014, to take up a new role within Mace as Finance Director, a recruitment campaign was launched and attracted an excellent response. The recruitment and selection process took place in June and David Goldstone has been appointed as the successor to Dennis Hone and will join in the Autumn. David joins the Legacy Corporation from Transport for London where he is currently Chief Finance Officer. Prior to that he played a major role in delivering London 2012 as the Government's finance director on the project between 2007 and 2012, helping ensure that the Games were delivered within the £9.3 billion budget. In that capacity he worked closely with the Olympic Delivery Authority on the design and delivery of the Olympic Park and on the planning for the future of the Park including the regeneration of east London now being delivered by LLDC. Before his role on the Games, David spent 12

years involved in the delivery of major investment programmes for Government. A trained accountant, David spent the early part of his career at Price Waterhouse and before that was an economics and politics teacher.

- 3.2. 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.

4. HERE EAST

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

5. EASTWICK AND SWEETWATER

- 5.1. 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 three final bidders will now enter into a period of detailed competitive dialogue meetings to formalise their proposals, which are expected to be submitted in September. The Legacy Corporation will then select a preferred bidder later in the autumn.
- 5.2. Because of conflict of interest relating to his new role, Dennis Hone has not been involved in the decision to agree this shortlist and will not be involved in future stages of procurement.

6. CHOBHAM MANOR

- 6.1. Leading national homebuilder Taylor Wimpey and L&Q, one of London's largest residential developers, launched the first phase of homes for private sale at Chobham Manor, the Legacy Corporation's first residential development, 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 in Stratford, east London, which hosted the London 2012 Olympic and Paralympic Games.
- 6.2. The homes at Chobham Manor benefit from an incredible location, bordering Lee Valley VeloPark, the wide open spaces of the north of the Park and East Village, the former Olympic athletes' village. Construction of the first phase of housing will commence in Summer 2014.

7. STADIUM TRANSFORMATION

- 7.1. 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. A further update on the transformation work is provided at appendix 2 (exempt information).
- 7.2. Procurement has commenced for the operation and event management of the Stadium and south of the Park, an operator is scheduled to be appointed in late 2014.

8. FUTURE DEVELOPMENTS

- 8.1. Discussions are ongoing with potential partners including University College London and Victoria and Albert Museum (V&A) to create a major new **higher education and cultural district** on the Park. There is a separate item on the agenda relating to this.
- 8.2. 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 the 2015/16, and an all-through free school at Sweetwater and Stadium Island, provisionally scheduled to open in September 2016. There is a separate item on the agenda relating to the all-through school.

9. PARK OPENING AND EVENTS

- 9.1. The south of the Queen Elizabeth Olympic Park opened to the public on Saturday 5 April 2014 for the first time since the London 2012 Olympic and Paralympic Games. Since that time visitor numbers to the Park have been very high and media coverage about the area has been positive.
- 9.2. 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.
- 9.3. The FINA/NVC Diving World Series, the first international event to be hosted at the London Aquatics Centre since the London 2012 Olympics and Paralympic Games, concluded to sell out crowds. British Swimming, UK Sport, London Legacy Development Corporation, London and Partners, Mayor of London and Greater London Authority and GLL brought the event to the capital and saw a total of 9,111 number of spectators seeing world class diving.
- 9.4. The Lee Valley Hockey and Tennis Centre, owned by the Lee Valley Regional Park Authority, was officially opened by members of the England

Hockey Women's and Men's teams and British Wheelchair Tennis Paralympic medallists Jordanne Whiley and Lucy Shuker. Members of the public had their first chance to take part in both sports at Lee Valley Hockey and Tennis Centre on Saturday 21 June when the venue hosted a free Family Fun Day.

9.5. The Tour de France which reached London on 7 July 2014. Riders set out from Cambridge, entering London through Epping Forest before completing a circuit of Queen Elizabeth Olympic Park. The event was well attended and provided good media coverage for the Park.

9.6. Future events on the Park include:

- The National Lottery Newham London Anniversary Run: a five mile run including venues on the Park on 20 July 2014, which also includes 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, this free event will create a fantastic event of dance, infectious music, performance and costume that the whole family can enjoy.
- The Prudential RideLondon event on 10 August 2014. This starts in the Park with an estimated 24,000 cyclists and 150 of world's top professional male cyclists riding through London to Surrey and returning to the capital finish on The Mall in St James's Park.
- National Paralympic Day on 30 August 2014 which will include ParalympicsGB medallists competing at the iconic London Aquatics Centre for the first time since the London 2012 Paralympic Games and British and International athletes compete in Boccia, Goalball and Wheelchair Basketball at the Copper Box Arena. Tickets for the sporting events are available at <http://www.axs.com/uk/series/820/national-paralympic-day-tickets> . The festival will also include free, family friendly activities and entertainment across the Park including disability and inclusive sports. The hugely popular Mayor of London's Liberty Festival will make up some of the day's attractions as deaf and disabled artists bring an exciting line-up of street theatre, dance, live music, film, installations and children's activities.
- The Invictus Games, the international sports event launched by Prince Harry to be held on the Park from 10-14 September. This event will see wounded, injured and sick Servicemen and women in venues on the Park including the Aquatics Centre, Copper Box Arena, Lee Valley VeloPark and Here East, with athletics running at Lee Valley Athletics Centre. Further details are available at this website: www.invictusgames.org
- The first World Wheelchair Rugby Challenge, which will take place at the Copper Box Arena between 11-16 October 2015. As well as Great Britain, current Paralympic Gold Medal holders Australia and current

World Champions USA will take part, along with teams from Canada, South Africa, Japan, France, and New Zealand.

10. SPORT AND HEALTHY LIVING

- 10.1. Queen Elizabeth Olympic Park 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.

11. COMMUNITY INFRASTRUCTURE LEVY

- 11.1. On the 30 April 2014 the Legacy Corporation Board agreed that the Community Infrastructure Levy (CIL) Draft Charging Schedule and associated documents and evidence be published for consultation. Community Infrastructure Levies are new levies on development which local planning authorities may introduce in their areas to help fund the social, environmental and physical infrastructure that a new development will need.
- 11.2. The Legacy Corporation is seeking comments from any interested individuals or organisations. The consultation period runs from 27th May 2014 to 8th July 2014. , and interested parties have been asked to respond to the consultation at this website:
<http://queenelizabetholympicpark.co.uk/planning-authority/planning-policy/community-infrastructure-levies>

12. ARTS AND CULTURE

- 12.1. The Arts & Culture programme has completed two further major artworks on hoardings: one at Chobham Manor by artist David Shillinglaw who has worked with local communities in Leyton and Newham to tell their stories across 385 metres. The artwork was unveiled by Taylor Wimpey on 2nd July; the second artwork by famous artist Ben Eine stretches across 400 metres on Carpenters Road and features huge lettering which spells out words inspired by the forthcoming cultural quarter. The LLDC Spoke poetry programme is concluding its schools programme with a final poetry slam event at Stratford Circus on 12 July showcasing poems from students in 10 local schools.
- 12.2. Nathan Eastwood from Newham was awarded the inaugural East London Painting Prize. Selected from over 300 submissions by artists from across East London, Nathan receives a life changing £10,000 prize and a prominent solo show at East London's Nunnery Gallery later this year. The East London Painting Prize has been created by The Legacy List, the charity of Queen Elizabeth Olympic Park with the Goldhill Family Zabłudowicz Collection, and in association with Bow Arts.

13. HEALTH AND SAFETY

- 13.1. The Executive team has adopted the new management system and implementation can begin to take place (there is a separate item on the agenda related to the system). In order to achieve some of these formal arrangements, a health and safety committee is required to facilitate consultation with employees. It is intended that Sally Hopper will lead on this when the new Health and Safety Manager is in post.
- 13.2. The post of Health and Safety Manager has been advertised. This will be a permanent, part-time position, reporting to Head of HR. Interviews are planned for in July 2014.
- 13.3. The Stadium, Canal Park and Ancillary works continued to be delivered to a good standard. There were no reportable incidents during the month. The month ended with the dismantling and removal of the F14 bridge which served the Stadium from the athletes warm up track.
- 13.4. Further discussions have been held with the Stadium contractor and there is a positive approach to enabling the use of the Stadium occupational health facility to the wider community. The Legacy Corporation's occupational health Adviser (Karen Baxter) has met with both contractors and developers to encourage uptake of the proposed service.
- 13.5. The new Stadium occupational health facility was formally opened during June and now includes a walk in facility for all employees. The centre provides safety critical medicals, D&A testing, lifestyle medical and advice to employees.
- 13.6. The first "new" SHELТ meeting was held during the month of June and included Legacy Corporation contractors, developers, LLDC and Mace representatives. This proved to be a positive meeting with all parties committing to making the new forum an important element of maintaining the HSE record and standards achieved through games and transformation.
- 13.7. Some local schools have requested risk assessments for school parties visiting the Park. The Legacy Corporation is not responsible for providing risk assessments and there is adequate information for schools on the website. However, an information pack is being compiled for The Legacy Corporation to provide to teachers following enquiries regarding risk assessment to assist them.
- 13.8. There is a separate item on the agenda related to the H&S management system.

14. APPENDICES

Appendix 1 – Quarterly report for January to March 2014

Appendix 2 – Commercial update including Stadium transformation Monthly programme dashboard and corporate dashboard (exempt information – see item 23)

List of Background Papers

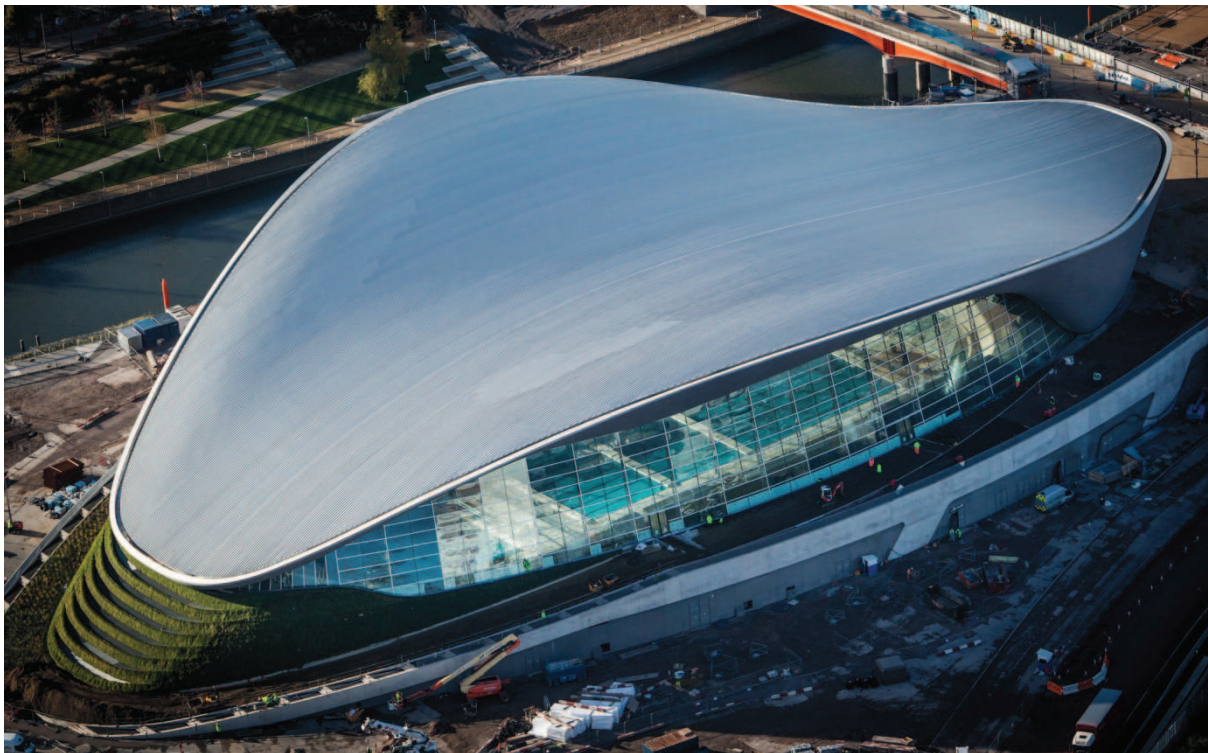
- None

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London Legacy Development Legacy Corporation Corporate Performance: January to March 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 Legacy Corporation's (LLDC, the Legacy Corporation) Business Plan for 2013/14 – 2015/16 and sets out information about the Legacy Corporation's financial performance. The Business Plan can be found on the LLDC's website: <http://www.londonlegacy.co.uk/media/Report-10-Three-year-business-plan-including-annex-A.pdf>

The first section provides information about **financial performance**. Subsequent sections are grouped by theme: **Park Opening and Operations; 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 calendar years (i.e. Q1 2014 refers to January - March 2014).

Summary of progress in the quarter January to March 2014

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

- Completed work on the Aquatics Centre and opened to the public.
- Lee Valley Regional Park Authority opened Velopark in March 2014.
- South Park opening: continued Park Transformation, construction and mobilisation works to allow the South Park hub and plaza, and ArcelorMittal Orbit to open on 5 April 2014.
- Press and Broadcast Centre (now known as Here East) planning approved, iCITY appointed Lang O'Rourke as preferred contractor for their construction works.
- Continued good progress made on the plans for a cultural and higher education quarter.
- Announced a shortlist of six delivery partners for LCS phase 2 housing developments in East Wick and Sweetwater.
- Chobham Manor Reserved Matters application planning approval granted, as was the marketing suite for Chobham Manor which has started construction.
- Launched procurement for the operation and event management of the Stadium and south of the Park.
- Held Sports Relief 2014 event in the Park.
- Funding agreed for first phase of Leaway project
- Timber Lodge Café and Tumbling Bay Playground won Civic Trust accessibility and universal design awards.

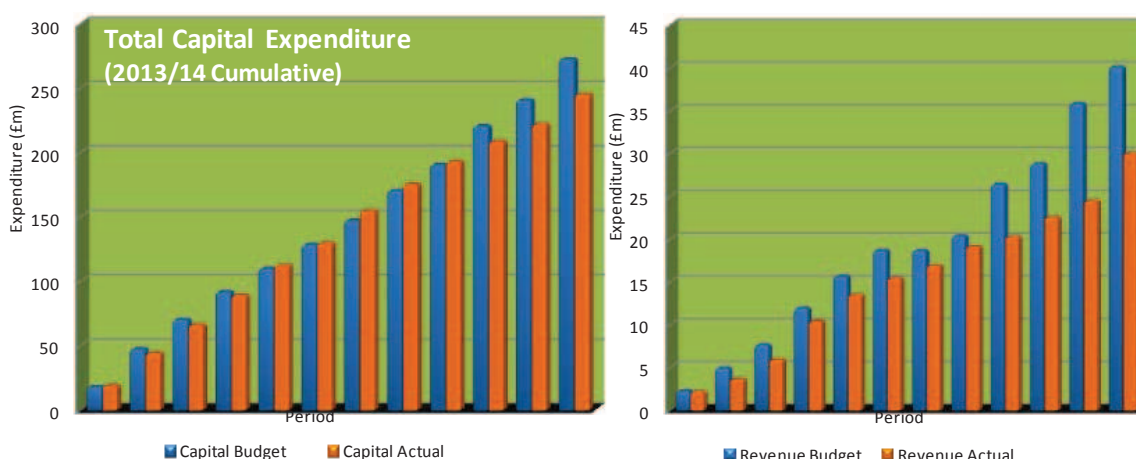
Some of the key goals for LLDC for the period from April to June 2014 are to:

- Open the South Park hub and plaza, and ArcelorMittal Orbit on 5 April 2014.
- Lee Valley Regional Park Authority to open Lee Valley Hockey and Tennis Centre at Eton Manor in June 2014.
- Continue progress in development of the cultural and higher education quarter.
- Sign the Grant of Lease for the Press and Broadcast Centres (Here East) and handover the buildings.
- Complete Chobham Manor marketing suite construction and commence sales.
- Receive planning permission for amending LCS for Eastwick and Sweetwater.

- Submit planning for Hackney Wick Station and approaches.
- Events: hold Queen's Baton Relay and festival of sport and Dogs Unite in this period.
- Commence public consultation on Community Infrastructure Levy charging schedule.
- Gain approval for the 2014/15 budget and business plan.

1. Financial summary and commentary

1.Board Level Financial Performance Summary						
	Year ended March 2014 (Provisional)			Full Year to March 2014		
£'000s	Actual	Revised Budget	Variance	Full Year Outturn	Revised Budget	Outturn Variance
Total Capital Expenditure	244,959	250,029	5,070	244,959	250,029	5,070
Total Revenue Expenditure	29,998	40,045	10,047	29,998	40,045	10,047



Capital

The provisional year-end position shows LLDC's capital expenditure for the year was £244.9m against a revised budget of £250m. The £5.1m (2.4%) overspend on the Infrastructure budget of £210.1m reflects how the work caught up on the delays caused by the adverse weather conditions in early 2013. However, this overspend was more than offset by underspends totaling £10.2m (25%) on a total revised budget of £39.9m across all other Directorates, including the non-utilisation of the full contingency and irrecoverable VAT budgets. Overall, the Corporation was able to complete the significant capital works enabling the Park to be opened on the scheduled date of the 5 April 2014.

Revenue

Revenue expenditure of £30.0m was 25% underspent against a revised budget of £40.1m. This underspend was partially a result of the focus on the summer event series and the Directorate reorganisation during the year. This also led to the non-utilisation of the contingency and the provision for irrecoverable VAT which together account for £5.8m of the £10.1m underspend against the budget.

Trading

3 Mills Studios had challenging trading conditions during the year. Overall the Studios made a full year loss of £451k against the expected loss of £792k. Whilst income was in line with the budget, tight controls on expenditure ensured that the Studios performed better than expected.

The Summer Events series is now concluded and overall, the programme broke-even across the two financial years. The £0.3m surplus achieved in the current financial year was offset by the £0.3m mobilisation costs incurred in the previous financial year.

The South Park opened to the public on the scheduled date of 5 April 2014.

A more detailed breakdown is presented below.

£'000s	Year ended March 2014 (Provisional)			Full Year to March 2014		
	Actual	Revised Budget	Variance	Full Year Outturn	Revised Budget	Outturn Variance
Capital Expenditure						
Infrastructure	215,227	210,128	(5,099)	215,227	210,128	(5,099)
Park Operations and Venues	3,521	4,342	822	3,521	4,342	822
Real Estate	4,556	5,998	1,442	4,556	5,998	1,442
Regeneration	2,496	2,622	127	2,496	2,622	127
Corporate	19,161	26,939	7,779	19,161	26,939	7,779
	244,959	250,029	5,070	244,959	250,029	5,070
Revenue Expenditure						
Park Operations and Venues	10,813	12,361	1,548	10,813	12,361	1,548
Real Estate	320	795	476	320	795	476
Regeneration	2,423	2,727	304	2,423	2,727	304
Planning Policy and Decisions	(146)	496	642	(146)	496	642
Corporate	17,245	23,230	5,986	17,245	23,230	5,986
	30,653	39,609	8,956	30,653	39,609	8,956
£'000s						
	Year ended March 2014 (Provisional)			Full Year to March 2014		
	Actual	Revised Budget	Variance	Full Year Outturn	Revised Budget	Outturn Variance
Summer Event Series						
Income	3,765	2,194	1,571	3,765	2,194	1,571
Expenditure	3,397	2,876	(521)	3,397	2,876	(521)
Net surplus/(deficit)	368	(681)	1,050	368	(681)	1,050
	Actual	Revised Budget	Variance	Full Year Outturn	Revised Budget	Outturn Variance
Trading net surplus/(deficit)						
3 Mills Studios	(451)	(792)	341	(451)	(792)	341
AMO trading	(1,447)	(997)	(450)	(1,447)	(997)	(450)
Copperbox	29	0	29	29	0	29
Timberlodge	29	0	29	29	0	29
Total Net surplus/(deficit)	(1,840)	(1,789)	(51)	(1,840)	(1,789)	(51)

Capital Expenditure

Infrastructure

Within the All Park workstream, the 2013/14 budget was overspent by £10m which reflects the work to catch up on delays caused by the adverse weather conditions in early 2013.

All works on this project were completed on 28 March 2014 and all North and South Park areas were handed over to POV on 1 April. The remaining areas to be handed over are Eton Manor to LVRPA (9 May), East Marsh to London Borough of Hackney (Summer 14) and the South Park irrigation network to POV (June 2014). Works on the lift at the H10 bridge were completed on 28 March 2014. Work to close-out the contract and agree a settlement with the contractor is ongoing.

On Other Projects workstream, the South Park landscaping works were certified as complete on 31 March 2014. There are a number of defects and snags to be completed in April 2014.

The final account is in the process of being agreed and a final payment is expected to be made in April 2014.

Canal Park works are currently ongoing but behind programme. This project and the remaining budget will be managed by the Real Estate Directorate from April 2014. Canal Park is due to open in January 2015.

Park Operations and Venues

2013/14 has been a year of fast changing priorities, with the Summer Event Series taking over the majority of the 1st and 2nd quarters of the year. This has impacted on spend in other areas and priorities were focused on opening the North Park in line with the Mayor's commitments. This was then followed with the programmed full Park opening on 5th April 2014. The overall impact of this was an underspend of the revised budget by £0.8m (19%).

Real Estate

At the end of the financial year, Real Estate underspent its Capital budget by £1.4m (24%). The contingency provision of £800k was no longer required. There was some slippage in spend including works on the U13 underpass and borehole decommissioning which are planned to start in the next couple of months.

Regeneration

The Regeneration Directorate's full year underspend of £0.1m (5%) has been mainly within the Community and Business Engagement workstream. This is essentially as a result of slippage in the Dents in the Fence project caused by the Summer Events programme and general savings across the Directorate.

Corporate

The full year underspend in Corporate Capital Expenditure of £7.8m (29%) was driven by the release of corporate contingency no longer required (£3.5m) and the underspend in irrecoverable VAT (£2.2m) which is a consequence of the underspend in capital expenditure across the Organisation. The other significant variance contributing to the full year underspend has been Park and Corporate IT (£1.7m; 74%) which is the result of various anticipated systems not being required in the financial year. Some other projects were implemented at lower costs than originally anticipated. IT budgets for 14/15 have been revisited as part of the 10 year planning process and revised accordingly.

Revenue Expenditure

Park Operations and Venues

The revenue budget allocation for the Park Operations and Venues Directorate was underspent by £1.5m (13%). This has been driven by a release of the contingency no longer required and an underspend within Estates and Facilities Management (EFM). The underspend within EFM is predominantly due to a saving resulting from the Directorate not having to do any maintenance on Asset Protection and Maintenance (delivered by the Infrastructure Directorate); a further saving were the slippage of the South Park hand back to 31 March removed any opportunity for remedial works in that area; and savings made by renegotiating the contract.

Real Estate

The revenue budget underspend for the year of £0.5m has been driven by the release of the contingency no longer required.

Regeneration

Overall Regeneration underspent by 11% in year (£0.3m against a budget of £2.7m). This is mainly due to savings on various projects within the Directorate, CRC Levy Scheme and Sustainable Energy workstreams.

Planning Policy and Decisions

The net underspend within Planning Policy and Decisions in the year has been driven by the planning application fees receipts which have been £0.5m higher than anticipated due to the receipt of fees for some large-scale developments.

Corporate

The underspend to date within Corporate of £5.9m against a budget of £23.2m (26%) has been driven by the release of contingency no longer required and savings in irrecoverable VAT driven by underspends in the originally anticipated revenue expenditure.

2. Park Opening and Operations

The work in this area in 2013/14 was focussed on action to ensure that the Queen Elizabeth Olympic Park (the Park) and its venues are re-opened successfully. This includes: 102 hectares of parkland; the Copper Box Arena, Aquatics Centre, ArcelorMittal Orbit, the Velopark and Lea Valley Hockey and Tennis Centre (Eton Manor). It also includes work to deliver the legacy of the Stadium as a year round multi use venue.

Park opening and operations is facilitated by a programme of infrastructure works to transform the Park into London's newest destination and to deliver the transformation works to the Stadium.

Work in this area also includes ensuring that the Park opens with a programme of events and visitor attractions to establish its reputation as a compelling visitor destination, and ensure that the Park operations are in place from opening day onwards.

Progress against major milestones and targets

Milestones	Target date	Estimated date and comment
First area of Park (North Park) open (including Copper Box Arena, North Park Hub/Timber Lodge)	Q3 2013	Complete
Park HQ construction complete	Q2 2013	Complete
Greenway construction works complete	Q2 2013	Complete
Warm up track construction complete	Q2 2013	Complete
Operator appointment for the South Park Lawn, Pavilion, Stratford Waterfront and South Park Plaza	Q2 2013	Being prepared as part of Stadium plus Park operator – appoint in Q3 2014.
Removal of Basketball Arena complete	Q3 2013	Complete
Cycle track transformation complete	Q4 2013	Complete
South Park Hub and Plaza works complete	Q1 2014	Complete (5 April 2014)
Aquatics Centre transformation and fit out complete	Q1 2014	Complete.
ArcelorMittal Orbit mobilisation and training complete	Q1 2014	Completed (5 April 2014)
South Park re-opens	Q2 2014	Completed (5 April 2014)
Stadium: procurement of operator commences	Q2 2013	Stadium plus Park operator procurement is being taken forward with a view to appointing in Q3 2014.
Stadium: construction work commences	Q3 2013	Complete, construction work has commenced.
Completion of Eton Manor construction	Q4 2013	Complete.
Signage and wayfinding installation complete	Q1 2014	Works ongoing. Some elements of the programme delayed, will complete Q3 2014
Olympic Bell reinstated in Park	Q1 2014	Deferred this until 2015/16 because the site identified is Stadium Island which will not be landscaped until this date.

Major commercial partnerships in place	Q1 2014	Due to the change in sponsorship approach the target for securing a Naming Rights partner to the Stadium, Aquatics Centre and the Copper Box is Q1 2015 – the rights will be packaged collectively in order to maximise value.
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Targets for 2013/14	Performance and Commentary
<p>Health and safety: Targets are to complete transformation without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked</p>	<p>No fatal injuries on site to date. There have been no life-changing injuries sustained in accidents, and no reportable work-related ill health. The Transformation programme completed with a very good safety performance. The accident rate ended at the historically low 0.05 (equivalent to a reportable accident for every 2,000,000 hours worked) for the final 12 months and an average over the whole programme of works of 0.13 (lower than for the ODA pre-Games works of 0.15).</p>
<p>Environmental: By 2014, all venues will re-open to BREEAM Excellent standard and venues will be monitored event by event against a set of sustainability standards.</p>	<p>On track to meet this target. Internal training delivered for a team of ISO 14001 internal auditors. Each large scale event in Summer 2013 was monitored by internal auditors for sustainability issues.</p>
<p>Visitors: Park visitor numbers: over the course of 2013/14 there were approximately 1,400,000 visitors to the Park against a target of 1,500,000.</p>	

Commentary on key projects

Park and venue opening: Work in January to March ensured that the Aquatics Centre opened on 1 March 2014 and prepared the south of the Park and the ArcelorMittal Orbit for their successful opening on 5 April 2014 (further details below):

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.

The Park opening weekend attracted over 50,000 visitors and generated positive media and social media coverage. Highlights of the opening weekend included: a parade of 250 local children; choirs, bands, dancers, poets, circus performers and story tellers throughout the south of the Park; a spectacular aerial performance by acrobats from Aircraft Circus at the ArcelorMittal Orbit; try out sessions for a range of sports and fitness activities; and visits from the East London Mobile workshop arts and crafts bus and the Bikeworks team.

The south of the Park, designed by James Corner Field Operations, features:

- A new tree-lined promenade with 100 trees strung with a unique globe lighting system.
- Interactive water fountains and an action packed adventure playground.

- Four themed walking trails explore the key sights of the London 2012 Games, the Park's biodiversity, family fun on the Park and arts and culture

The **ArcelorMittal Orbit** visitor attraction also opened on the same day. 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 50m 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. In April it will host the 2014 FINA/NVC Diving World Series and in 2016 the European Swimming Championships.

The opening of the South of the Park has been able to take place because of the Legacy Corporation's **Transformation works** to Clear, Connect and Complete the Park for legacy use. The vast majority of these works are now complete with small items of construction work and snagging to be complete in the coming weeks.

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.

The **Copper Box Arena** opened on 27 July 2013. During this period it hosted a number of events including the international fencing and London Lions basketball matches. The Arena was a host venue for the first National Paralympic Games and London Youth Games. 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.

The Legacy Corporation is continuing to animate the Park through a series of **events** including the Queen's Baton Relay and festival of sport, and Dogs Unite (fundraising for guide dogs) in this period.

Sporting Events: The Park hosted the **Sainsbury's Sport Relief Games** on 23 March which saw people run, swim and cycle, raising money for Sport Relief and showcasing the Park to a large television audience.

Preparations are ongoing for the Park to host part of the **Tour de France** when the world's largest cycling road race reaches London on 7 July 2014. 200 riders will set out from Cambridge, entering London through Epping Forest before completing a circuit of Queen Elizabeth Olympic Park. They will then ride through the East End before turning westwards along the Thames. Buckingham Palace will then form the backdrop to the climax as riders sprint up The Mall.

The routes for the **Prudential RideLondon** events have been announced. The event, on 10 August 2014, starts in the Park with an estimated 24,000 cyclists and 150 of world's top professional male cyclists riding through London to Surrey and returning to the capital finish on The Mall in St James's Park.

Championed by Prince Harry the **Invictus Games** will see more than 300 wounded, injured and sick Servicemen and women, serving and veteran, competing in events at Queen Elizabeth Olympic Park on 10 - 14 September 2014.

Park Operations: The first phase of opening was supported through the Legacy Corporation's Park Operations team whose work includes the mobilisation of venue operators and delivery of the estates and facility management contact. Work continued to maintain smooth operations on the Park and to ensure operational activities were ready for the full Park opening from spring 2014.

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 will now lead 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 commenced work as contractors to remove 25,000 seats and the grass field of play. Work commenced 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 commenced for the operation and event management of the Stadium and south of the Park, an operator is scheduled to be appointed in Q4 2014.

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 risks:

Summary	Impact	Mitigation
Risk that the Park opens later than has been announced: 5 April 2014. (This risk did not materialise and has now closed: the Park opened on 5 April 2014).	Significant reputational, operational and financial impacts.	Defined and established work programmes and milestone achievement regularly reviewed at Executive and Board levels. Park Opening Programme monitoring progress of key projects. Opening date announced, communications plan implemented.
Risk that the Park re-opens in Spring 2014 without the facilities to deliver a high quality visitor experience and meet long term visitor numbers, due to (for example) wayfinding issues, the quality of Parklands available and construction works in the North.	Significant reputational impacts and possible anti-social behaviour	Announcing what will re-open with clear communications plan. Mobilisation of operators for venues and attractions on the Park. Ensuring the park is animated through events. Ensure a customer service focus on the Park. Monitor visitor numbers.

Risk that construction programme for the Stadium will slip and budget will overrun.	Significant financial, reputational and operational impacts.	Budgets secured for the construction work, procurement programme underway. Monitor construction works closely.
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.
Risk that there will be issues relating to anti-social behaviour on the Park including criminal activity.	Undermining the reputation of the Park as safe and secure, and deterring potential or repeat visitors.	Security programme including railings, CCTV, hostile vehicle mitigation, signage and wayfinding, security staff and police presence being delivered. Crime figures on the Park are low.

3. Real Estate and Regeneration

Real Estate

The work in this area in 2013/14 includes commencing construction work on the Press and Broadcast Centres, ready for their legacy use; completing approval for pre-commencement conditions relating to the Legacy Communities Scheme; and commencement of build by the development partner for the provision of 800-900 homes at Chobham Manor.

Progress against milestones

Real Estate milestones	Target date	Estimated date and comment
Granting of 200 year lease to iCITY and commencement of Press Centre and Broadcast Centre fit out	Q2 2014	Agreement for Lease signed with iCITY and planning permission granted. Transformation works close to completion. Grant of lease and commencement of fit out due to commence in early 2014/15.
Chobham Manor, site handed over to developer	Q1 2014	Planning permission for first phase of development has been granted and Chobham Manor LLP has now started on site to complete the Transformation Works and to build the Western Road. The development work will commence after the Judicial Review period following planning permission is complete.
U13/14 underpass construction complete	Q1 2014	This will be complete in 2014/15 following delays in the completion of level surveys.
Commence procurement to appoint a developer for the next phase of housing on the Park	Q4 2014	Complete: procurement for East Wick and Sweetwater has commenced.
Hackney Wick Station design and funding in place	Q3 2013	Successful applications to OPTEMS for funding. A loan from LEP of £8.5m has been secured (in October 2013). Outline designs agreed.
Set up of Estates Management body	Q1 2014	LLDC's Investment Committee endorsed the Estates Management Strategy principles, subject to undertaking further work on benchmarking, management structures with developers. This milestone is therefore moved back until later in 2014.
LCS: complete submission of pre-commencement conditions to PPDT	Q3 2013	Complete.
LCS: approval for pre-commencement conditions	Q4 2013	The majority have been submitted and approved but completion has been postponed due to delays in submission of Estate Wide Management Strategy and Construction Quality Scheme. This should not impact on the commencement of any Park developments.

Commentary on key projects

Cultural and Higher education district: This is a new project which aims to create a major new higher education and cultural district on Queen Elizabeth Olympic Park. Good progress has been made in this period, in particular the Chancellor of the Exchequer pledged to support the project in the National Infrastructure Plan. The Mayor of London, the Chancellor and LLDC have agreed to work together on this ambitious plan that would potentially see two world class institutions – University College London and Victoria and Albert Museum (V&A) – build new sites adjacent to the Stratford waterfront, on land between the Stadium and Stratford station. It's projected that the cumulative effect of these plans could generate an extra 10,000 jobs in the Park and an extra £5.2 billion of economic value from the area, contributing an additional £99m in tax revenue per year. Discussions between the parties are continuing, including the development of a business case for submission to central Government and masterplanning work has commenced.

Press Centre and Broadcast Centre:

Good progress has been made in securing the long-term use for the Broadcast Centre and Press Centre. iCITY's planning application and the Legacy Corporation's application for the facade and the management of the multi storey car park were approved by the Planning Committee on 25 February 2014 (followed by a 6 week Judicial Review period). The majority of Transformation works are now complete, final works are ongoing in the Press Centre. iCITY has appointed Lang O'Rourke as preferred contractor for their construction works which will commence in the Summer. iCITY has started a rebranding exercise, the buildings are now referred to as Here East.

The Legacy Corporation and iCITY are making good progress on the aim to grant the lease in mid to late May 2014. A handover process has been agreed to support this and the first handover meeting between the Legacy Corporation and iCITY was held.

Legacy Communities Scheme: The Legacy Communities Scheme planning application to deliver comprehensive mixed use development on the Queen Elizabeth Olympic Park was granted outline planning permission in September 2012. Work is ongoing to ensure that LLDC monitors and discharges its planning obligations relating to the LCS. LLDC has completed the majority of submissions of pre- commencement discharge of S106 and conditions to the planning authority, approvals are expected to be complete in the first quarter of 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. Following the PQQ stage the shortlist of six developers has been announced: Carillion-igloo and Genesis Housing Association, Grainger, Lend Lease, L&Q, Mace and Argent, Places for People and Balfour Beatty will now go through to the next stage of the bidding process for the opportunity to deliver 1,500 new homes. The developer is scheduled to be appointed in Q4 2014.

On 3 February 2013, LLDC submitted a planning application to amend the Legacy Communities Scheme (LCS) in relation to the elements shown below. It is expected that the application will be considered at the April PPDT Committee:

- Earlier delivery of development within Planning Delivery Zones (PDZs) 4 and 5 than envisaged in the permission
- Changing the proposed tenure mix to include private rented housing

- Removing the planning condition to set-back the “Crescent” by 15m and increase the proportion of family housing
- Looking at the viability of the scheme in relation to affordable housing

The Legacy Corporation expects the first residents to move in at the end of 2016 with the development completed in 2023 – six years ahead of the original masterplan. The developer is scheduled to be appointed in Q4 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.

The Zonal Masterplan for development was approved by the Planning Decisions Committee in October 2013; the reserved matters application for the first phase of the development was submitted in the same month and was approved during this period. Approval was also granted to Chobham Manor LLP for the build of the Chobham Manor Marketing suite which commenced in this period. Transformation of the site resumed in this period to allow the developer to commence build in summer 2014, for the first homes to be occupied from 2016.

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

Connectivity projects: Two major connectivity projects are underway. Construction of **Gainsborough Bridge** which will connect Gainsborough School and Arena Fields, commenced in Q3 2013 for completion in Q4 2013. Related works on the Gainsborough schools playing fields are due to complete in the early part of 2014. The **U13/14 underpass** will link the north and south of the Park: construction is now scheduled to commence in Q2 2014, this has been delayed because of the need to complete level surveys to allow the designs to be finalised and planning approval to be sought. The construction is now scheduled to be complete by late 2014.

Key Real Estate risks:

Summary	Impact	Mitigation
Risk that the deal with iCITY for Press and Broadcast Centre will not be completed successfully.	Negative impacts on jobs created, reduced financial returns and damage to LLDC's reputation	Close working with iCITY including technical support, discussions. Planning permission has been granted which was a risk to completion of deal.
Risk that related development projects undertaken by other organisations are not successful.	Negative knock on effect on the success of the Park.	Close work with partners to influence developments and monitor progress.
Risk that there are challenges to	Significant financial and	Close working with GLA.

the ability of LLDC to return expected capital receipts.	reputational impacts.	Consider alternative deal structures to support increased receipts
Risk that the Legacy Corporation will be unable to deliver large and high profile construction projects on the Park including housing, schools and cultural and educational activities.	Significant financial and reputational impacts for the Legacy Corporation	Close engagement with partners. Detailed programme plans in place and being implemented.

Regeneration and Community Partnerships

The work in this area in 2013/14 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

Regen. and Community Partnerships milestones	Target date	Estimated date and comment
Canal Park phase 1 works complete	Q1 2014	Following conclusion of design developments the scheme is now out to tender with anticipated completion date of Q4 2014.
Complete delivery of Emerging East which supports and funds 14 design-led creative projects	Q3 2013	Complete.
Completion of Twelve Trees Crescent access improvement works	Q4 2013	Following LLDC's review of the original LTGDC project the scheme has been redesigned to remove the lift and to introduce a ramp. The redesign is underway but will need a new planning permission. The scheduled completion date is therefore now mid-2015. Partners are content with this approach.

Targets for 2013/14	Performance and commentary
Sport and Health living: Take 12 programme to increase physical activity levels in the Growth Boroughs to reach 12,000 people;	This project is now complete and exceeded its target, engaging with over 14,500 people.
Make A Splash programme to reach 1,000 children through a residency at The Score Centre, Leyton,	Exceeded: the Make a Splash project completed with over 1,200 participants taught to swim in the 12-week programme.
Transformation Construction workforce targets: <ul style="list-style-type: none"> - 25% of the workforce have permanent residency in Host Boroughs - 10% of the workforce were previously unemployed - 25% of the workforce are from BAME groups - 5% of the workforce are women - 3% of the workforce are disabled - 3% of the workforce are apprentices 	As of the end of March 2014 the majority of workforce targets have been met or exceeded: <ul style="list-style-type: none"> - 30% of Transformation employees working on the Park are Host Borough residents - 13% were previously unemployed, - 51% of the workforce are from BAME groups - 4% are women. - 1% are disabled - 4% are apprentices

<p>Copper Box and Aquatics workforce targets:</p> <ul style="list-style-type: none"> - 70% of the workforce have permanent residency in the Host Boroughs - 55% are from BAME groups - 50% are women - 3-5% are disabled 	<p>As of the end of March 2014 the workforce performance is shown below:</p> <ul style="list-style-type: none"> - 70% of Copper Box and Aquatics Centre employees have permanent residency in the Host Boroughs - 38% are from BAME groups - 45% are women - 3% are disabled
<p>EFM workforce targets have been set and will be monitored once the contract is fully mobilised from April 2014</p>	
<p>The Chobham Manor allowable solution programme will ensure zero carbon emissions for the development.</p> <p>A full list of sustainability targets can be found in the Sustainability Guide at http://www.londonlegacy.co.uk/media/LLDC_Your_sustainability_guide_to_the_Queen Elizabeth Olympic Park2030.pdf</p>	<p>The Chobham Manor allowable solution programme to be agreed in 2014/15.</p> <p>Performance against other sustainability targets to be measured and reported in the annual sustainability report.</p>
<p>Community Engagement: Installation of four Dents in the Fence totems;</p> <p>10 local tour guides qualified.</p> <p>Over 300 primary and secondary school pupils engaged per year through 2 projects: curriculum-based and Learning Trails.</p> <p>30 young people per year attaining a arts award qualification through the Legacy Youth Radio project</p> <p>Annual cohort of 30 recruits for the Legacy Youth Panel per year.</p>	<p>Following the completed feasibility study and borough engagement this programme has been changed to install three (potentially four) launch pad sites (which also work as a pilot for community grassroots interim uses), due for completion by Q2 2014, route markers and enhanced support for and links with community centres.</p> <p>18 local guides employed and trained as part of Park in Progress visits. Five guides (to meet demand) recruited and used to deliver public bus tours programme. These guides and two others were also training to support the Boat tours programme.</p> <p>Engagement complete with 180 pupils through curriculum based projects; Learning Trails programme commenced in September 2013 (expected to engage another 600 primary and secondary school children). A further 1,200 school children took part in dedicated Orbit schools visits in June.</p> <p>30 young people on the existing programme who are gaining credits towards an Arts Award. Have commenced recruitment for the next tranche of 30.</p> <p>Complete: 30 recruits on the Legacy Youth Panel.</p>

<p>Inclusion and Paralympic Legacy: 26,000 opportunities to participate in inclusive sports and physical activity delivered by 2015/16 as part of 'Motivate East' in partnership with Sport England.</p> <p>Recruitment of 60 Paralympic Legacy Ambassadors (now called Para-legacy agents) reaching 600 people over the three years.</p>	<p>Motivate East has reached 4,551 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. 36 have been appointed to date.</p>
<p>Arts and Culture: Engaging directly with over 70,000 people (from 2013/14 to 2015/16) through activities with artists, cultural festivals, mentorship scheme, outdoor performances, creative workspaces, and Art in the Park</p>	<p>The latest figures show direct engagement with 43,324 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>

Commentary on key projects

Inclusion and Paralympic Legacy: LLDC's has continued to deliver its Paralympic legacy programme, and has now agreed a Business Case to invest £1.7m over the coming three years, to be matched by a £3m funding from external partners. 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.

The date for National Paralympic Day 2014 has been agreed (to be held on the 30 August). This will also feature the Mayor of London's Liberty Festival as well as elite sport in 2 or 3 venues. It is likely that the event will be held in the South Park and LLDC are supporting the BPA to seek funding from the Spirit of 2012 Trust for the event.

Procurement has continued for a design team 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.

The Timber Lodge Café and Tumbling Bay Playground were commended for their accessibility and universal design at the Civic Trust Awards ceremony on 7 March 2014. The Legacy Corporation was honoured with two awards alongside Erect Architecture and other key partners responsible for the scheme design and delivery: a 2014 Civic Trust Award and the Selwyn Goldsmith Award for Universal Design, awarded in recognition of the architect and founding figure of universal design, Selwyn Goldsmith.

The scheme, comprising a playground, café, community spaces and park facilities, has become a popular visitor destination in the north of the Park since it opened in June 2013. Designed and built in accordance with the Legacy Corporation's Inclusive Design Strategy and Standards, it builds on those developed by the ODA for the London 2012 Games and was described by judges as "an exemplar in accessibility and universal design".

Socio Economic projects:

Apprenticeship Awards: The Legacy Corporation marked National Apprenticeships week in this period by releasing figures showing the real impact apprentices have made across the Park, and how we are working to support them in their future careers. More than 60 apprentices have played a part in the creation of London's newest Park and we are proud to have supported 23 of these into permanent employment so far, both on and off the Park. 95 per cent of the apprentices were from the neighbouring boroughs of Newham, Hackney, Tower Hamlets and Waltham Forest. With the south of the Park opening there are more apprenticeship opportunities to come, and recruitment has commenced for next cohort of Legacy apprentices focused on Canal Park, Stadium and Chobham Manor.

A short film to celebrate the apprenticeship scheme has been produced:

<http://www.youtube.com/watch?v=boDh8Xjz-4M&feature=youtu.be>

LLDC has been supporting Camden Society's recruitment for the Timber Lodge: 36% of staff recruited are disabled people, 71% are from BAME groups and 43% are women. LLDC facilitated a meeting between the Camden Society and the Borough Brokerages on 18th September to look at how the boroughs can support future recruitment and raise the percentage of the workforce from the 4 boroughs (currently 21%) and to support local people into apprenticeships, which will be recruited in June/July 2014.

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.

Community Engagement:

The Legacy Corporation has been running a number of high profile community engagement projects with local residents including delivery of workshops community roadshow in the 4 boroughs, work around maps and routes and working with community clubs.

Work has continued on the Go! Schools Network which aims to bring together all the secondary schools in the host boroughs. 30 schools have signed up so far and the aim is to engage with all 65 schools by spring 2014.

Plans to establish the Park as London's largest outdoor classroom are progressing well through the Learning Trails project. 400 lesson plans have been developed as free downloadable resources, and teachers and students will start to use these lesson plans on the Park following Park opening in April 2014.

The Legacy Corporation is working with the V&A on a Mayor's Challenge schools project. This is due to commence in September 2014 and aims to engage effectively with the local east London communities to increase the V&A's audience base and enhance its presence in East London prior to its proposed location on the Park. This fits in with the Legacy Corporation's ambition to create and foster innovation and new industry and technology at the heart of east London.

An application process to appoint member of the Legacy Youth Board has commenced, appointments to be made shortly. The Legacy Youth Panel will also continue to operate, procurement has commenced to appoint a delivery partner for 2014/15 and a short film to promote recruitment opportunities has been commissioned.

Delivery has continued on '**Active People, Active Park**' (APAP), a programme of sport and physical activity opportunities targeting those that are the least active capturing the interest generated by the Games, enriching the lives of local communities and of Queen Elizabeth

Olympic Park. It will form the basis of the future Park programme, and has had over 3,000 participants to date.

This second phase of this project is building on the successful pilot phase of the APAP and provides new activities for existing and new communities within the 4 Growth Boroughs in a 1 mile radius of new 'neutral' spaces and venues in the Park. A consortium of 20 experienced partners is delivering a variety of different programmes designed to attract new users and assist in converting lapsed 'customers' into regular participation. Emphasis is on activities for young people (14-25) including single gender sessions, intergenerational interventions, families and a bespoke offer for Adults (25+).

An integrated programme of activities encompasses Growth Borough priorities, National Governing Body delivery plans plus testing of new products and packages which are ripe for expansion by operators including Greenwich Leisure Limited (GLL), Active Newham and LVRPA. Evidence to date from the LLDC pilot Active People Active Park programme, suggests these types of initiatives are leading to increased interest by local people wishing to take regular participation. The three year 1.2 m programme started in February 2014 and will finish in January 2017 and will deliver to more than 100,000 opportunities to participate. Sport England provided £496,000 which is their largest grant for this type of programme.

A formal commitment from the LLDC, Active Newham, LVRPA & GLL to ensure programmes are able to be sustained throughout the duration of the life of the Park. Other partners include England Athletics, English Table Tennis Association, Free Flyers, London Youth Rowing, Triathlon England, Age UK, Barry McGuigan Boxing Academy, British Orienteering, Essex Cricket, Volleyball England, London Sport, YMCA Fit, and Sport Leaders UK.

Arts and Culture:

Good progress has been made on the **SPOKE** project, a poetry and spoken word programme offering people in East London an opportunity to watch, perform and develop careers in spoken word and performance poetry in and around the Park. A New Direction, Apples and Snakes and Spread the Word continued work to deliver a poetry and spoken word project in and around the Park

The **East London Makers Outside** (ELMO) project has continued. This project includes 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. The programme for the Spring season has been agreed, including the creation of a new public art installation in the Royal Docks. The ELMO project also delivers a mentorship scheme, with over 560 young people having undertaken mentoring sessions about developing careers in the cultural sector.

This period saw successful the first installation of **Your Ad Here** outside Copper Box, the Legacy Corporation's project which allows artists to create adverts for local businesses in the Park. The project received positive press coverage in Observer:

<http://www.theguardian.com/artanddesign/gallery/2014/apr/06/posters-olympic-legacy>

The East London Painting Prize has been created by [The Legacy List](#), the charity of Queen Elizabeth Olympic Park with the Goldhill Family and in association with Bow Arts. The prize honours the life and work of painter and philanthropist, Jack Goldhill and commemorates his major contributions to the east End.

There will be a shortlisted artist's show in an east London warehouse allowing artists to showcase their work alongside other artists in their field. The winning artist will receive a £10,000 cash prize and the opportunity to have a prominent solo show at the Nunnery

Gallery. For more information on how to apply for this Prize, please visit www.bowarts.org/ELPP for the submission criteria and deadlines.

Interim Uses: in parallel with plans to appoint a Park-wide operator LLDC is developing smaller scale interim uses on the Park. This project aims to animate the routes to the Park, enhance the visitor experience and increase visitor numbers and begin to establish a mix of retail and commercial elements for the new neighbourhoods on the Park when these are built. The first phase of development of the project is to scope the opportunities for grassroots interim uses.

The Lea River Park - Leaway: LLDC design team is leading the process of working in partnership with Newham, Tower Hamlets and other stakeholders to re-scope the Leaway project (formerly known as Fatwalk) and develop a delivery strategy for a series of projects which will connect the Park to the cable car, Royal Docks and River Thames with continuous landscaped walking and cycling routes along the River Lea. LLDC secured funding through TfL in this period to deliver the first phase of the project.

LLDC is progressing plans for a **Canal Park** which will be a linear park on the western side of the Queen Elizabeth Olympic Park along the Lea Navigation Canal will be the final piece in creating world class parklands on the Queen Elizabeth Olympic Park. LLDC has complete procurement for contractors for the scheme, which is due to complete by the end of 2014.

Key regeneration risks:

Summary	Impact	Mitigation
Risk about site management and communications between Games-time and Park opening.	Negative impacts on the Legacy Corporation's reputation with local residents (including new residents in the East Village from 2013) and prospective visitors.	Develop interim uses, Park tours and controlled events. Implement considerate construction programme and good communications with residents. This risk to be closed following Park opening and replaced with a risk relating to communication around construction projects.
Risk that the Legacy Corporation fails to deliver regeneration and convergence impacts of the Park for local communities.	A reduction of the regenerative and convergence impact of the Park for local communities.	Implement socio-economic policy, agree and monitor strong targets in contracts (EFM, Transformation and venue operator contract targets already agreed), and close working relationship with partners.

Planning Policy and Decisions

Progress against major milestones

Planning Policy and Decisions Team milestones	Target date	Estimated date and comment
Draft Local Plan (consultation document) complete	Q3 2013	Complete and submitted to Board in October 2013
Consultations on Local Plan	Q1 2014	The informal stage of consultation concluded in February 2014.
Submission of draft CIL charging schedule to Secretary of State	Q1 2014	The consultation on the CIL Preliminary Draft Charging Schedule has highlighted the need to carry out some additional work in relation to the viability evidence base. The estimated date for submission of the draft Charging Schedule is now Q2 in order to take this additional work into account and to ensure that the final draft Charging Schedule is robust for the Examination stage. Seeking Board approval in April 2014.

Commentary on key projects

The Planning Policy and Decisions Team (PPDT) have continued its work to develop the Local Plan and Community Infrastructure Levy. The informal stage of consultation on the **Local Plan** in the form of the 'Draft Local Plan Consultation Document' concluded on 7 February. The consultation was widely publicised and consultation leaflets and documents were placed in a range of local public venues and on line. Three developer and landowner consultation workshops have been held with each being well attended, three community consultation events have been held and were well attended with 233 formal consultation responses received which are now being analysed. Work overall is on track to meet the deadlines for Planning Decisions Committee in June and Board in July with the 'Publication' draft of the Local Plan, which if approved will then be subject to a further and more formal round of public consultation.

Community Infrastructure Levy: following the close of the Preliminary Draft Charging Schedule consultation in September, analysis of consultation responses has been undertaken and viability consultants, BNP Paribas, are undertaking additional evidence base work, while work to develop a S106 and CIL Supplementary Planning Document is well progressed. The Planning Decisions Committee considered reports on the Draft Charging Schedule and Draft S106 and CIL Supplementary Planning Guidance document, these are on the agenda for approval at the LLDC Board meeting on 30 April 2014.

For **Development Management**, good progress has been made with the installation and go-live of new planning software. Snagging the system will continue through April and may have implications for the planning applications performance KPI for next month. A number of high profile projects, including Here East and Neptune Wharf have been granted planning permission in March following completion of s.106 legal agreements. Performance against all development management targets is being met, with particularly good performance in planning applications determined within time (92% against a target of 70%).

PPDT has consulted from mid December on proposals to extend the boundary of the **Hackney Wick and Fish Island Conservation Areas**. A further period of consultation on the proposed conservation area extension character appraisals was undertaken during late

January and February and a report was considered by the Planning Decisions Committee in March. Following PPDT's detailed review of the consultation and further consideration by the Planning Decisions Committee, a report to the Board in April will recommend designating the conservation area extensions in an amended form.

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.

Corporate

Progress against milestones

Finance and Corporate Milestones	Target date	Estimated date and comment
Resolve LLDC's long term funding arrangements	Q3 2013	Discussion complete with the GLA, agreed funding figures in GLA's approved budget.
Approval of 14/15 budget and 2 year business plan	Q1 2014	On schedule to complete a 14/15 budget and a 10 year plan in Q1 2014.
Park IT infrastructure in place for full Park opening	Q1 2014	On schedule to be complete in Q1 2014.
Launch of QEOP website	Q2 2013	Complete and launched

Commentary on key projects

The Legacy Corporation has undertaken a series of budget meetings between the GLA and individual LLDC Directorates to review revenue spending plans, ensuring the budgets are robust and identifying any areas where savings could be made and/or additional income generated. This fed into senior level discussions with the GLA and has informed the Corporation's draft 3 year business plan submission which was approved by LLDC's Board and submitted to the GLA in November 2013. The Business Plan, which forms part of a 10 year plan, is being revised following GLA and London Assembly scrutiny and LLDC's Audit Committee comments prior to presentation to the Board in April 2014.

The Legacy Corporation has continued to deliver its 'One Organisation' programme to develop its culture and value, harmonise terms and conditions of employment, review its appraisal process and review pay and grading. In January 2014, staff were notified of the outcome of the pay and grading review which would be implemented from April 2014.

Work has continued to implement the **Park Wide IT** strategy which sets out a plan to address requirements for information and technology on the Park after Games and link in with corporate IT requirements. ICT requirements for Park Opening (e.g. visitor centre & kiosks) progressed well in this period (and were ready for opening on 5 April 2014).

The Legacy Corporation has been considering a range of shared services with the GLA Group. At its meeting on 27 February 2014 the Chairman's Committee agreed the proposal to transfer LLDC's in house legal function to TfL, subject to appropriate consultation, from 1 May 2014. Work has progressed on the arrangements for this transfer.

Key corporate support risks:

Summary	Impact	Mitigation
Risk that the Corporation does not have the capacity to deliver on areas of activity,	Impacts on the legacy programme, damage to the Corporation's	Ensure efficient use of available resources and continue to review

particularly after the current comprehensive spending review period.	reputation and increasing costs.	organisational design. Continued close working with GLA on budgets.
Risk that there will be uncertainty within the Legacy Corporation relating to organisational change.	A significant reduction in staff morale leading to reduced productivity and reputational risks.	Ensuring good internal communications to keep staff updated.
Risk that there will be assets transferred to LLDC without warranties.	A reduction in the value of assets and LLDC's ability to realise value for them	Determine scope of the possible exposure through negotiations with suppliers of key assets.
Risk of reduced VAT recovery rate for the Legacy Corporation	Significant financial implications	Continue discussions with HMRC

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Subject: Report of the meeting of the Planning Decisions Committee held on 22 April 2014, 27 May 2014 and 24 June 2014
Meeting date: 22 July 2014
Report to: Board
Report of: Philip Lewis, Chair of Planning Decisions Committee

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Board on the meeting of the Planning Decisions Committee held on 22 April, 27 May and 24 June 2014.

2. RECOMMENDATION

- 2.1 The Board is asked to note this report.

3. ITEMS CONSIDERED ON 22 April 2014

- 3.1. A report (with update) was considered by the Committee on two planning applications related to the Legacy Communities Scheme (LCS) accelerated delivery (application numbers 14/00035/AOD and 14/00036/VAR).

The linked applications essentially sought to accelerate delivery of the LCS in East Wick and Sweetwater by varying the phasing agreed in the LCS outline permission and also to remove the 15m development set back in East Wick, adjoining the northern parklands, as required by condition LCSO.49.

Committee resolved to grant planning permission, subject to necessary referrals and the completion of a deed of variation to the LCS s.106 legal agreement (with authority delegated to the Director of PPDT to conclude).

- 3.2. A report on plot N05 East Village, (application 14/00066/REM) considered reserved matters for a proposal for a seven storey building with 48 affordable housing units. Provision for a Neighbourhood Equipped Area for play (NEAP) also formed part of the scheme (a requirement of the Stratford City s.106 agreement)

Committee resolved to grant permission for the reserved matters details, discharging relevant planning conditions, and delegated authority to the Director of PPDT to issue the decision.

- 3.3. 3A report and update on N16 East Village, (application 14/00056/REM) considered reserved matters for the erection of buildings to provide 188 residential units in two buildings, one of 16 storeys (120 units) and one of 13 storeys (60 units) and six town houses and two flats on De Coubertin Street. Following consideration of the application, the Committee resolved to defer the proposal for further officer reports in respect of compliance with relevant sunlight/ daylight targets; a comparison with other permitted plots within East Village and the impact of the development on Plot N15.

4. ITEMS CONSIDERED ON 27 May 2014

- 4.1. The N16 East Village application deferred from the April Planning Decisions Committee meeting was considered in light of a further report on the sunlight and daylight issues. Following consideration of the additional information, Committee resolved to approve the reserved matters details subject to the conditions set out in the report.
- 4.2. Two further applications relating to East Village development were also reported. Applications 14/00143/NMA and 14/00139/AOD comprised proposals for non-material amendments to the parameters of the outline planning permission for plots N08 and N18/19 and sought approval for the updated Stratford City Site Wide Housing Strategy (last approved in January 2014). The changes to the Site Wide Housing Strategy and housing mix were minor and proposed changes to the parameters of N18/19 were considered to be non material. Committee resolved to approve both applications.
- 4.3. A report and update report on plot N08, East Village, 14/0034/REM considered the reserved matters details for 481 residential units in buildings between 2 and 30 storeys in height, including two residential towers with maximum heights of 113.5 AOD and 126.7AOD. Committee resolved to grant permission for the reserved matters subject to the conditions set out in the report.
- 4.4. A report on a proposal for a 9 storey building to provide 6 no. residential units and ground floor commercial space at 6-7 Park Lane, Stratford, E15 was deferred for further consultation with LB Newham highways and further details related to the external appearance of the development and the capacity of the site to provide for affordable housing.
- 4.5. A report (and update) on the proposed redevelopment of 61 – 63 Wallis Road, Hackney Wick with a part one and part four storey building to provide 12 residential units and 548m² of retail floorspace was resolved to be approved by Committee subject to the completion of a s.106 legal agreement (authority for which was delegated to the Director of PPDT) securing affordable housing and a contribution towards Hackney Wick station improvements.

5. ITEMS CONSIDERED ON 24 JUNE 2014

- 5.1. The Committee considered a report on, and circulated extracts from, the draft Publication Local Plan. The Head of Planning Policy explained the changes in the structure and approach to the draft Plan since it was previously considered by Committee in October 2013 and the extensive engagement with stakeholders and residents which occurred following the publication of the previous consultation draft.
- 5.2. Committee members made a number of comments on the draft, including matters associated with the duty to cooperate; policies on development and housing quality; site allocations for Carpenters Estate; the policy on tall buildings; the policy on student housing; and recommendations to improve the chapters on transport and implementation. Members agreed that their detailed comments would be reported to Board when it considers the draft Publication Local Plan at its July meeting.
- 5.3. A report on the proposal for the construction of a part glazed, part tensile fabric high level roof canopy over 'The Street' at Westfield Stratford City was considered by Committee. Committee resolved to approve the application subject to the conditions in the report and to the completion of a s.106 legal agreement (delegated to the Director of PPDT to finalise).
- 5.4. Committee considered a report and update report on the reserved matters details for development of 710 residential units with ancillary retail and leisure floor space within six buildings comprising of two towers of 37 storeys (147.6m AOD) and four buildings of nine storeys, at plots N18 and N19 in East Village. Following consideration of the details, Committee resolved to approve the reserved matters subject to the conditions set out in the report.

6. DELEGATED DECISIONS

- 6.1. At each of the Committee meetings, reports were noted which listed all the applications which had been decided by officers under delegated authority between 1 March and 31 March 2014; 1 April and 30 April 2014; 1 May and 31 May 2014.

7. LEGAL IMPLICATIONS

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

8. LIST OF APPENDICES TO THIS REPORT

- 8.1. None

List of Background Papers

- Papers for the meeting of the Planning Decisions Committee on 22 April 2014
- Papers for the meeting of the Planning Decisions Committee on 27 May 2014
- Papers for the meeting of the Planning Decisions Committee on 24 June 2014

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Subject: Report of the meetings of the Investment Committee held on 28 April, 13 May and 8 July 2014
Meeting date: 22 July 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 is the formal report to the Board on the extraordinary meeting of the Investment Committee on 28 April 2014 immediately prior to the April board meeting and the meetings of the Committee on 13 May and 8 July 2014.

2. RECOMMENDATION

- 2.1 The Board is asked to note this report.

3. ISSUES DISCUSSED AT 28 APRIL 2014 MEETING

The International Quarter Office Accommodation

- 3.1. The Committee considered a report providing an update on The International Quarter adjacent to the Queen Elizabeth Olympic Park. Following a positive resolution to exclude members of the press and public, in accordance with Part 1, paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) the Committee also considered a report that contained exempt supplemental information.

Stadium Update

- 3.2. The Committee considered a report providing an update on on information relating to continued discussions on the use of the Olympic Stadium. Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt supplemental information.

Community Land Trust Update

- 3.3. The Committee considered a report providing an update on the establishment of a Community Land Trust (CLT) at Chobham Manor. The Committee agreed that no further work should be undertaken to examine the options for a CLT at Chobham Manor and endorsed the proposal that the creation of a CLT at East Wick be discussed with the shortlisted bidders as part of the competitive dialogue process for Phase 2 of the Legal Communities Scheme.
- 3.4. Following a positive resolution to exclude members of the press and public, the Committee also agreed the recommendations in the report that contained exempt supplemental information.

Olympicopolis Update

- 3.5. The Committee considered a report providing an update on the negotiations with University College London on the value and delivery arrangements for a new university campus on Queen Elizabeth Olympic Park. Following a positive resolution to exclude members of the press and public, the Committee also noted a report that contained exempt supplemental information.

4. ISSUES DISCUSSED AT 13 MAY 2014 MEETING

E20 Stadium Limited Liability Partnership update

- 4.1. The Committee considered a report that provided an update on matters being considered by the E20 Stadium Limited Liability Partnership (LLP) including an update on the status of the transformation works, the Stadium operator procurement and the naming rights process. Following a positive resolution to exclude members of the press and public, the Committee also noted a report that contained exempt supplemental information.

E20 Stadium Limited Liability Partnership governance update

- 4.2. The Committee considered a report that provided an update on the governance arrangements for the E20 Stadium Limited Liability Partnership (LLP). Following a positive resolution to exclude members of the press and public, the Committee also noted a report that contained exempt supplemental information.

ArcelorMittal Orbit

- 4.3. The Committee considered a report that the Committee on visitor numbers to the ArcelorMittal Orbit and the plans for enhancing visits. Following a positive resolution to exclude members of the press and public, the Committee also considered a report and presentation that contained exempt supplemental information and approved the detailed investigation of the proposed enhancements as set out in the presentation.

Update on East Wick and Sweetwater Developer Procurement

- 4.4. The Committee considered a report that provided an update on the procurement process to identify a development partner to take forward the next phase of new neighbourhoods in Queen Elizabeth Olympic Park at East Wick and Sweetwater.

- 4.5. Following a positive resolution to exclude members of the press and public, the Committee also considered a summary presentation of the submissions received from bidders. The Committee noted the summaries p and delegated responsibility to the Committee Chairman to review the proposed shortlist of bidders following the evaluation process. The Chief Executive was not present during this part of the meeting.

5. ISSUES DISCUSSED AT 8 JULY 2014 MEETING

E20 Stadium Limited Liability Partnership update

- 5.1. The Committee considered a report that provided an update on the governance arrangements for the E20 Stadium Limited Liability Partnership (LLP). Following a positive resolution to exclude members of the press and public, the Committee also considered and noted a report that contained exempt supplemental information.

Hackney Wick Neighbourhood Centre update

- 5.2. The Committee considered a report that provided an update on development of a masterplan and delivery strategy for Hackney Wick Neighbourhood Centre). Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt supplemental information. There is a separate item on the agenda related to this matter.

Cultural and higher education quarter update

- 5.3. The Committee considered a report which provides an update on the development of the business case for the cultural and educational quarter on Queen Elizabeth Olympic Park and the negotiations related to the proposed development of the University Quarter. Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt supplemental information. There is a separate item on the agenda related to this matter.

Invictus Games update

- 5.4. The Committee considered a report that provided an update on the Invictus Games on Queen Elizabeth Olympic Park. Following a positive resolution to exclude members of the press and public, the Committee also noted a report that contained exempt supplemental information.

Legacy Communities Scheme – early delivery of East Wick primary school

- 5.5. The Committee considered a report that provided an update on the East Wick primary school. Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt supplemental information and agreed the recommendations in the report.

6. LEGAL IMPLICATIONS

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

7. LIST OF APPENDICES TO THIS REPORT

- 7.1. None

List of Background Papers

- Papers for the meeting of the Investment Committee on 28 April 2014
- Papers for the meeting of the Investment Committee on 13 May 2014
- Papers for the meeting of the Investment Committee on 8 July 2014

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Subject: Report of the meeting of the Park Opening and Operations Committee held on 13 May 2014
Meeting date: 22 July 2014
Report to: Board
Report of: Nicky Dunn, Chair of the Park Opening and Operations Committee

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Board on the meeting of the Park Opening and Operations Committee held on 13 May 2014.

2. RECOMMENDATIONS

- 2.1 The Board is asked to note this report.

3. ISSUES DISCUSSED

Executive Director of Park Operations and Venues' update

- 3.1. The Committee considered a report which provided an update on activities related to the remit of the committee including an update on the success Park opening and visitor numbers, the naming rights, events and programming for 2014.
- 3.2. The Committee noted that at the Board had asked officers to look at the role of the Park Opening and Operations Committee following the successful opening of the Park including closing to the Committee and moving commercial aspects of its remit to the Investment Committee and events strategy to the Board.
- 3.3. Following a positive resolution to exclude members of the press and public, in accordance with Part 1, paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) the Committee considered reports containing exempt information relating to the events programme, proposals for a new visitor attraction in the Park and on interim uses of development sites in the Park.

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

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| <ul style="list-style-type: none">• Papers for the meeting of the Park Opening and Operations Committee on 13 May 2014 |
|--|

Report originator:

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Subject: Report of the meeting of the Chairman's Committee held on 10 June 2014
Meeting date: 22 July 2014
Report to: Board
Report of: Neale Coleman, Deputy Chair

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Board on the meeting of the Chairman's Committee held on 10 June 2014.

2. RECOMMENDATIONS

- 2.1 The Board is asked to note this report.

3. ISSUES DISCUSSED

Appointment of a Chief Executive

- 3.1. The Committee considered the report which set out the timetable for the recruitment of a new Chief Executive. The Committee agreed the interview panel and agreed that the Deputy Chairman be granted authority, on the basis of the interview panel's views, formally to recommend a candidate to the Mayor of London for approval and to then formally approve the appointment on behalf of the Legacy Corporation.
- 3.2. Following a positive resolution to exclude members of the press and public, in accordance with Part 1, paragraph 1 of Schedule 12A of the Local Government Act 1972 (as amended) the Committee agreed the short list to interview.

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 Chairman's Committee on 10 June 2014

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Subject: Report of the meeting of the Audit Committee held on 17 June 2014
Meeting date: 22 July 2014
Report to: Board
Report of: Keith Edelman, Chair of the Audit Committee

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Board on the meeting of the Audit Committee held on 13 March 2014.

2. RECOMMENDATIONS

The Board is asked to:

- 2.1 Note this report; and
2.2 Approve the internal audit plan for 2014/15 at Appendix 1.

3. ISSUES DISCUSSED

Executive Director of Finance and Corporate Services' update

- 3.1. The Committee considered a report which provided an update on activities related to the remit of the committee including an update on Tax, E20 governance and internal audit provision. It also received an update on trading and agreed to report to the Board that, although trading performance by the 3 Mills Studios had improved in recent months it was showing a loss for 2013/14. The Committee noted that figures were likely to improve in 14/15 but it was unlikely that the studios would make a profit.

Statutory accounts and external audit

- 3.2. The Committee noted the draft core content of the Statutory Accounts for 2013/14 which were subject to further review before being audited as per the External Audit plan which also was noted by the Committee. The final audited accounts are due to be complete in September 2014.

Internal Audit

- 3.3. The Committee noted progress made against previous internal audits, received an internal audits relating to Record Management (rated amber Green) and received the internal auditors' annual report for 2013/14.
- 3.4. The Committee approved the internal audit plan for 2014/15 for recommendation to the Board (appendix 1). The Committee noted that the plan included handover to MOPAC who would take over the Internal Audit function from later this financial year as part of the Mayor's Shared Services agenda

Finance system improvements

- 3.5. The Committee noted progress in making improvements to the Legacy Corporation's finance systems following recommendations, outlined in internal audit reports reported to the March Committee meeting, and an analysis of underlying problems contributing to these weaknesses. It noted that the internal auditors reported good progress in addressing weaknesses following an unannounced spot check carried out in May 2014.

Corporate risk register

- 3.6. The Committee noted the corporate risk register

4. LEGAL IMPLICATIONS

- 4.1. Legal and procurement advice has been obtained in relation to the matters discussed at the meeting.

5. LIST OF APPENDICES TO THIS REPORT

- 5.1. Appendix 1 - Internal audit plan for 2014/15

List of Background Papers

- Papers for the meeting of the Audit Committee on 17 June 2014

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2014/15 INTERNAL AUDIT PLAN FOR APPROVAL BY AUDIT COMMITTEE

MAY 2014

Internal Audit Plan 2014/15

Audit Area	Broad Scope	Proposed timing	No of Days
Commercial activities	To provide assurance that arrangements put in place to support and monitor commercial activities (including the events programme) in the Park and surrounding area are effective. This will include an assessment of existing management information and actions taken to address Q1 performance issues	August 2014	12
High level accounting controls	To provide assurance that high level accounting controls (including the updated finance manual) are adequate, operating effectively and fit for purpose.	September-October 2014	8
Ordering and receipting	To provide assurance that the LLDC's creditor and debtors systems have adequate and effective controls in place to achieve control objectives.	September-October 2014	7
Real estate construction programmes	LLDC have commitments to deliver large and high profile real estate construction projects on the Park including housing and schools with significant capital expenditure budgets and tight timescales. These present major delivery risks to the Corporation. The focus of this review will be determined following discussions with the Executive Director of Infrastructure.	November-December 2014	13
Payroll	To provide assurance that payroll controls are adequate and operating effectively to ensure that only bona fide payments are made and the risk of fraud is mitigated.	September-October 2014	6
E20 Stadium LLP governance	To assess progress made with the implementation of the E20 LLP road map as set out in the 2013/14 internal audit report.	November-December 2014	7
Handover to MOPAC	Preparation for and implementation of internal audit handover to MOPAC	December 2014 - January 2015	2

2014/15 INTERNAL AUDIT PLAN FOR APPROVAL BY AUDIT COMMITTEE

Audit Area	Broad Scope	Proposed timing	No of Days
Audit Committee attendance/ Contract management	<ul style="list-style-type: none"> • Preparation for an attendance at: Audit Committee meetings • Contract management 	Ongoing	5
Total days 2014/15			60
Reviews allocated to MOPAC			
Stadium construction programme	LLDC have a significant capital expenditure budget for the Stadium construction programme with works to be completed by 2016/17. This presents a major delivery risk for the Corporation. The focus of this review will be determined following discussions with the Executive Director of Infrastructure.	January 2015	
Follow up	To assess progress made by management in the implementation of prior year recommendations.	March 2015	

- The estimates of time include fieldwork and the necessary time for management and supervision in planning, liaising and closing the audits.

2013/14 Internal Audit Plan completion update:

The following reviews from the 2013/14 Internal Audit Plan were completed in April 2014:

- Records management
- Finance reviews spot checks



Subject: Publication Local Plan
Meeting date: 22 July 2014
Report to: Board
Report of: Anthony Hollingsworth, Director of Planning Policy & Decisions

This report will be considered in public

1. SUMMARY

- 1.1. Following consultation on the draft Local Plan Consultation Document, approved for that purpose by the Board in October 2013, the Local Plan has been significantly updated to reflect the views expressed during that consultation and also to make it a more concise and precise document. The changes made are summarised in this report and the significant consultation and engagement process that has fed into the development of the Plan is summarised in the Consultation Report at Appendix 2 which also sets out detailed summaries of matters raised and how these have been addressed. Further evidence studies have been completed to inform the strategy and detailed policies within the Plan.
- 1.2. The resulting Publication Local Plan is presented at Appendix 1. It is in a final draft form allowing any final matters that might be raised by the Board to be taken into account before it is produced for its Publication stage consultation. Should the Board agree the recommendations in this report, the Publication Local Plan will be subject to a period of public consultation on the 'soundness' of the Plan after which it will be 'submitted' for the purpose of an Examination held by an independent planning inspector. Should the inspector agree that the plan is sound, with or without further amendments, the Board will be subsequently asked to agree the adoption of the Plan at which point it will become the local development plan for the Legacy Corporation area. It is expected that this process would be completed by late spring 2015.

2. RECOMMENDATIONS

The Board is asked to:

- 2.1 Approve the Publication Local Plan for the purpose of its Regulation 19 'Publication' stage public consultation;

- 2.2 Agree to delegate to the Director of Planning Policy and Decisions the approval of minor changes to the draft publication local plan prior to finalisation for its publication for consultation;
- 2.3 Agree to delegate to the Director of Planning Policy and Decisions the approval of minor changes to the Publication Local Plan following the close of its public consultation period; and
- 2.4 Agree that, subject to any minor changes approved by the Director of Planning Policy and Decisions before or after the period of public consultation, that the Local Plan be submitted to the Secretary of State for the purpose of its Examination.

3. TIMING

- 3.1. The decision of the Board is urgent. It is necessary to keep to the timetable published in the Local Development Scheme agreed by the Board at its meeting of January 2014. It is necessary to have an adopted Local Plan in place as soon as possible to ensure that Government requirement for having an up-to-date adopted Plan in place for the purpose of making planning decisions is achieved.

4. BACKGROUND

- 4.1. The Legacy Development Corporation has been undertaking the preparation of its Local Plan in accordance with the powers and responsibilities conferred on it as a Local Planning Authority by the London Legacy Development Corporation (Planning Functions) Order 2012 and in accordance with the requirements of the Planning and Compulsory Purchase Act 2004 (as amended), the Town and Country Planning (Local Planning) Regulations 2012 and the requirements set out in the National Planning Policy Framework. A non-statutory public consultation was undertaken on a draft of the Local Plan between 4th December 2013 and 7th February 2014, the "Draft Local Plan Consultation Document" having been agreed for that purpose by the Board at its October 2013 meeting.
- 4.2. The comments received and views expressed during this non-statutory stage of consultation have subsequently been considered as the Plan has been developed and the draft 'Publication Local Plan' produced. The Publication Local Plan represents a final draft that the authority considers to be a 'sound' plan when judged against the test of soundness set out in the National Planning Policy Framework. If approved by the Board a formal public consultation will take place after which the Plan will be 'submitted' for the purpose of an Examination into its soundness. Once the Examination is concluded and the independent inspector's report received and taken into account, the Legacy Development Corporation can then proceed to adopt the plan. It will then become the relevant local planning policy for the Legacy Corporation area.

- 4.3. The Local Plan has been developed to its current Publication stage through:
- A review of relevant elements of current adopted Borough Plans, the Mayor's Olympic Legacy Supplementary Planning Guidance and the London Plan;
 - A review of the existing evidence base material and commissioning of a range of studies and reports to update that evidence base material;
 - A significant process of consultation, including two rounds of formal public consultation, community meetings, meetings with developers and landowners and attendance at wider Legacy Corporation residents meetings and other adhoc events.
 - Working with Boroughs and other relevant authorities in accordance with the Duty to Cooperate through the regular forum of the Planning Policy Forum and other adhoc meetings and discussion. Where appropriate and relevant draft evidence base reports and drafts of the Plan have been shared for comment to ensure involvement and input at all stages.
 - Working closely with other Legacy Corporation directorates through a series of internal discussion and review meetings to ensure that the Local Plan reflects the Corporate Vision, internal policies, strategies and plans.
 - At each formal draft stage, a Sustainability Appraisal, Equalities Impact Assessment and whole plan viability assessment.
 - Review and input from the Quality Review Panel and an associated 'Critical Friend Panel'.
- 4.4. The Publication draft of the Local Plan has changed in structure significantly from its earlier non-statutory consultation version to reflect the views expressed by the Planning Decisions Committee, Board and Quality Review Panel, among others. This has resulted in a more consistent and concise approach to the Plan's policies and site allocations and a better integration between the text and illustrative material within the document. A separate draft Proposals Map has also been prepared as required by the Local Plan Regulations (2012) and National Planning Policy Framework, showing the spatial extent of relevant policies, designations, proposals and site allocations. The map is A2 in size and presented on an Ordnance Survey map base. Given the size of the map it is not appended to this report but copies will be circulated in its draft form at the Board meeting.
- 4.5. The draft Publication Local Plan is appended to this report at Appendix 1. It is presented in a final draft form that may require the addition of or amendment to the graphics, mapping and illustrations within the documents before it is finalised for publication. This will also allow, in line with the delegations requested within the recommendation at the beginning of this report, any minor changes or amendments to the text sought by the Board at the time it considers this report.

Consultation and Engagement

- 4.6. From the outset of its preparation, a significant amount of formal and informal public consultation and stakeholder engagement has taken place in developing the Local Plan to its current stage. A consultation report has been prepared outlining the activities undertaken and summarising the issues and matters raised. The report, attached at Appendix 2, also summarises and responds to each matter raised in the formal responses made to the consultation on the “Draft Local Plan Consultation Document” which ran from 4th December 2013 to 7th February 2014. On-going engagement has taken place with the four boroughs and Lea Valley Regional Park Authority, Mayoral agencies and other with opportunities to comment and provide input at each stage.
- 4.7. The following are key points raised through the consultation on the “Draft Local Plan Consultation Document”:
- The vision and plan as a whole should be more ambitious.
 - Further information and evidence required to support the economic strategy within the Plan.
 - Greater protection sought by some for employment uses and conversely greater release of employment land for other uses sought by others.
 - A need to support live/work space provision and affordable workspace.
 - Need to ensure adequate schools provision.
 - Policy should address hot food takeaways and betting shops.
 - Difference between the Plans 35% affordable housing position and borough 35-50% current position.
 - Affordable housing should include provision of social rented accommodation.
 - The need to identify a specific pitch target for Gypsies and Travellers
 - Building heights should not be restricted.
 - A tall buildings policy should be included.
 - Heritage policies are too restrictive.
 - Development should be required to achieve the highest design and sustainability standards.
 - Need for a greater emphasis on green infrastructure and importance of the waterways.
 - Parking standards should be more restrictive with greater emphasis on walking and cycling, not relying on London Plan standards.
 - The policies and sites within the Borough Area Action Plans and Core Strategies.
 - Significant number of representation seeking retention and refurbishment of the Carpenters Estate, including a process of community planning and community ownership.
 - A need to ensure that the site allocations support delivery of major development schemes with planning permission but also allow flexibility to bring forward changes or additional development in those locations.

Planning Decisions Committee Comment

- 4.8. The Publication Draft Local Plan was considered by the Planning Decisions Committee at its 24th June 2014 meeting for the purpose of

providing comment. In general the committee considered that the draft Publication Local Plan was clearer and better presented and was “on its way to becoming an exemplar plan”. The following main points were outlined during the discussion held by the committee members:

- A need to be clear about how the Duty to Cooperate is being met.
- Questioned whether the retail impact assessment at a threshold of 200 sqm too low.
- Questioned the need for local employment requirements within Policy B.5.
- Committee members debated the need for reference to cultural and creative industries in the context of business growth.
- Emphasised the importance of providing low cost workspace.
- Committee members questioned how Policy H3 Meeting the Needs of Older Person Households and Policy H6 Houses in Multiple Occupation would work in seeking not to compromise the conventional housing supply and sought clarification of this approach.
- Considered that there was a need for more emphasis on the spatial elements of the Plan in addition to its development management content.
- The Tall Buildings Policy and the approach to tall buildings more generally within the area were debated and the Committee considered that elements of the policy needed clarification, including a reordering of some of the policy criteria.
- Sort clarity on the use of the ‘baseline’ standards within Policy BN.4 Designing Residential Schemes, emphasising a need to ensure that the internal space standards and approach to balconies were emphasised and applied.
- The transport parts of the Plan should be clearer in emphasising the prioritisation of sustainable transport, in particular walking and cycling.
- The implementation section should provide a clearer link to Community Infrastructure Levy and S106 and to the need for cooperation with delivery agencies, which should also be linked to the Plans performance indicators.

4.9. Clarification was provided for committee members on points raised at the meeting where appropriate. The additional review and updating of the drafting of the Plan following the Planning Decisions Committee meeting are now considered to have provided any required clarification and made amendments required to address the matters raised. In addition, the LB Newham member considered that the wording for the SA3.4 Greater Carpenters District did not represent the Councils ambitions for this area. Further discussion with LB Newham officers have now taken place to ensure that this concern is addressed and the wording now included is the result of that discussion.

Changes and Updates within the Local Plan

4.10. The overall strategy and policy approach within the plan has remained substantially unchanged. However, the structure of the document, its style and its approach have been significantly revised to respond to the need to provide a clear and useable format for the document and to ensure that it

sufficiently reflects the ambitions and direction set out in the Legacy Corporations' Ten Year Plan, approved by the Board at its April 2014 meeting. This has involved amalgamation or shortening of a number of policies and updating of the supporting text. The majority of policies have also been rewritten to ensure that they are more precise. This redrafting also endeavours to bring out the ambition that underlies the 10 Year Plan in a form that is appropriate to a statutory Development Plan.

- 4.11. The vision and objectives section has been substantially revised. The previous 'Local Plan vision' has been replaced by the corporate vision from the 10 Year Plan, with the addition of a section describing the Legacy Corporation area at the end of the Plan period, at 2031. The objectives have been rewritten and comprise a set of five short objectives, each of which are supported by greater detail and a specific strategic policy within the five policy chapters that follow. These are:
- Developing Business Growth, Jobs and Lifelong Learning
 - Providing Housing and Neighbourhoods
 - Creating a High Quality Built and Natural Environment
 - Securing the Infrastructure to Support Growth
 - Creating a Sustainable Place to Live and Work
- 4.12. The following new policies have been added to the Plan in response to consultation and review:
- BN.4 Designing Residential Schemes
 - BN.11, Reducing Noise and Improving Air Quality
 - BN.14, Designing Residential Extensions
 - BN.15, Designing Advertisements
 - IN.1, Telecommunications Infrastructure
 - Policy S1, Health and Well-being,
 - Policy S7, Overheating and Urban Greening.
- 4.13. Employment policies within the plan have been restructured within the 'Developing business growth, jobs and lifelong learning chapter to enable this to ensure that this can be read as a coherent approach. Policy B1 'Location and maintenance of employment uses' has been redrafted in order to clarify the approach taken to protection of employment land and ensure that this is based on the evidence within the now completed employment related evidence, particularly where this relates to demand.
- 4.14. Policy B2 'Thriving town, neighbourhood and local centres' includes an associated table describing the hierarchy of each centre within the Legacy Corporation area and its function. This table has been reviewed and revised in accordance with the finalised retail evidence base. The extent of the Neighbourhood Centre proposed for Hackney Wick has been reviewed and adjusted based on this evidence. The extent of the Local Centre proposed for East Village has also been defined and mapped based on the permitted and predominantly constructed floorspace at East Village focused on Celebration Avenue and around Victory Park.
- 4.15. The new chapter 'Creating a High Quality Built and Natural Environment' brings together two sections from the previous version of the Plan to create a more holistic approach to the built and the natural environment. Policy BN.4 has been added emphasising the requirement for achieving

exemplar residential standards in accordance with the Mayor's London Plan.

- 4.16. A significant change in approach to policy for tall buildings has been made. Previously, sub area sections provided specific guidance on heights. The draft Publication Plan now includes Policy BN.10 Proposals for Tall Buildings. This sets out the criteria which planning applications for tall buildings must meet and relates acceptable building height to the prevailing building heights in each sub area. Each sub area then specifies the prevailing building heights that should be taken into account.
- 4.17. The transport and connectivity policies have been restructured as a response to consultation comments. Policies now explicitly set out that the Legacy Corporation will manage development and its transport impacts to implement a street network that prioritises pedestrians and cyclists as the most important travel modes, followed by public transport and then the private car.
- 4.18. The approach taken to site allocations has been changed by introducing a standard format and increasing the level of detail and guidance provided for each site and, where this has been appropriate, to further develop the design and other guidance within the Borough adopted Core Strategies, Area Action Plans and masterplans. Design studies for Hackney Wick and Fish Island, Bromley-by-Bow and Pudding Mill have supported the further development of these sections. The following additional site allocations or changes to site allocations have been added to reflect the responses to the Call for Sites Consultation and subsequent Local Plan consultations:
- SA1.1 Hackney Wick Station Area replaces the Hackney Wick Neighbourhood Centre site allocation, while the Neighbourhood Centre designation itself has been extended to include areas to the east of the Lee Navigation;
 - SA1.2 Hamlet Industrial Estate, added as a new site allocation;
 - SA1.3 Hepscoth Road, added as a new site allocation;
 - SA1.4 Bream Street, added as a new site allocation;
 - SA1.5 415 Wick Lane, added as a new site allocation;
 - SA1.6 Neptune Wharf, added as a new site allocation;
 - SA1.9 Bartrip Street south, potential traveller site allocation.
 - SA3.1 Stratford Town Centre West now includes the previously separate allocation of Chobham Farm South, showing this as part of the wider Metropolitan Centre.
 - The site allocation for Three Mills Island has been removed from Sub Area 4.
 - The site allocation for the Chapman Road Travellers site has been removed as this site now has the benefit of a permanent planning permission. Policy H5 Location of Gypsy and Travellers Sites now includes a requirement to safeguard existing sites.
- 4.19. The evidence base underlying the Local Plan strategy and policies has also been updated by completion of further evidence studies and reports. These include:
- An Economy Study (including Employment Land Review)
 - Retail and Leisure Study

- Gypsies and Travellers Needs Assessment and site review.
- 4.20. In addition, the site assessment work has resulted in a detailed input to the London Strategic Housing Land Availability Assessment update that has resulted in a Legacy Corporation specific ten year housing target of 14,710 being identified within the draft Further Alterations to the London Plan (January 2014). The identified annual Local Plan housing targets are 1,471 overall including 455 affordable homes. It is anticipated that the Legacy Corporation area has the capacity to deliver 24,000 new homes by the end of the Plan Period to 2031.
- 4.21. The need for further detailed guidance not appropriate to the Local Plan itself, to expand on aspects of the policy in the plan and its implementation and to support delivery of key projects, has also been identified. This further guidance will be brought forward through the development of five supplementary planning documents which will themselves undergo public consultation before being published in a final form. While these will be developed as the Local Plan progresses they will rely on the policies and proposals within the Plan and so cannot be finalised and published before the Local Plan has been adopted. The supplementary planning documents (SPD) are:
- Section 106 and Community Infrastructure SPD
 - Carbon Off-set Solutions SPD
 - Hackney Wick and Fish Island (area based) SPD
 - Pudding Mill (area based) SPD
 - Bromley-by-Bow (area based SPD)
- 4.22. Particularly for area based SPD's, it will be important to ensure the relevant boroughs are fully involved in the preparation process and that the involvement of landowners and other stakeholders is secured. As with the development of the Plan itself, local community and local business consultation will also form an important part of this preparation to ensure that this accord with the published Statement of Community Involvement.

Assessments and Reviews

- 4.23. The Plan has been subject to a range of assessments and reviews as a part of its preparation process. Two formal stages of Sustainability Appraisal and of Equalities Impact Assessment have been carried out and recommendations from these assessment taken into account in drafting the Publication Local Plan. A Local Plan viability assessment has been carried out with the recommendations from the Combined Policy Viability Study being taken into account in the development of affordable housing policy and drafting of other aspects of policy within the Publication Plan. The reports from each of these assessments will be published alongside the Publication Local Plan during its public consultation period. The executive summaries from each of these assessments are attached to this report at appendices 3, 4 and 5. The full versions of these reports will be made available on the consultation web pages alongside other formal evidence reports alongside the Publication Plan at the time of the proposed consultation.
- 4.24. The Quality Review Panel (QRP) has carried out two formal panel reviews of the Local Plan as it has developed, in September 2013 and June 2014.

A 'Critical Friend Panel' drawn primarily from the QRP has met twice, between the two formal QRP reviews, providing more informal review and advice. These reviews have helped in particular to shape the revised format of and approach to the Publication Local Plan.

- 4.25. Detailed engagement has taken place with the four boroughs and Lea Valley Regional Park Authority through the regular meetings of the Planning Policy Forum and individual meetings. A Technical Stakeholder event was also held in January 2014 as part of a wider series of consultation meetings and events. Three Landowner and Developer consultation events for interested parties within the Legacy Corporation area were held during this period to promote and facilitate their potential response to the "Local Plan Consultation Document" consultation. More detail of this and other consultation and engagement meetings and events are provided within the Consultation Report at Appendix 2.

Duty to Cooperate

- 4.26. The Duty to Cooperate was created by the Localism Act 2011. It places a legal duty on local planning authorities and public bodies to engage constructively, actively and on an on-going basis to maximise the effectiveness of Local Plan preparation in the context of strategic cross-boundary matters. It will be necessary for the Legacy Corporation to demonstrate that it has met the Duty to Cooperate at the Examination into its Local Plan. It should be noted that this not a duty to agree but rather to demonstrate that every effort has been made to cooperate on strategic cross-boundary matters. The Legacy Corporation meets regularly with the boroughs and other relevant bodies through the established Planning Policy Forum and Planning Coordination Group meets as part of its efforts to ensure that there is sufficient cooperation on relevant matters. A range of other formal and informal contact also takes place as outlined in this report and within the Consultation Report at Appendix 2.

Addressing other Key Issues

- 4.27. **The Vision and Stratford Waterfront.** In considering the early consultation version of the Local Plan the Board has been clear that it expects the Local Plan to reflect the Mayor's economic and cultural aspirations for the area, including the role to be played by education and research. In addition to ensuring that the vision for the area expressed within the Local Plan is the same as the Corporation's Ten Year Plan, the Publication version of the Local Plan reinforces this approach in its policies and site allocations.
- 4.28. The Plan supports the achievement of the Mayor's vision for Stratford Waterfront by promoting the delivery of cultural and education uses in this location and by including wording within the Site Allocations for Stratford Waterfront East and West that allows for the permitted Legacy Communities Scheme development to change, or where relevant be replaced to support, emerging proposals of potential partners such as the V&A and University College London. Whilst the Site Allocations are supportive of a change from the permitted LCS scheme this is firmly on the on the basis that such change will need to ensures that key aspects of

the Plan remains deliverable as a whole, for example in meeting area wide housing targets.

- 4.29. **Carpenters Estate.** At each formal stage of public consultation a significant proportion of responses have related to the future of the Carpenters Estate in Stratford. These views have predominantly been expressed by those living and working in this location or who operate businesses in its vicinity or are otherwise associated with this location in some way. The Carpenters Estate and its surroundings are included within the Greater Carpenters Site Allocation within the Local Plan.
- 4.30. The London Borough of Newham is a significant land owner and has direct responsibility for the majority of housing within the Carpenters Estate. While there are no known specific plans for the future of the estate at this point in time, it is clear from the Newham Core Strategy (January 2012) that the Council intend to bring forward proposals for extensive redevelopment within this area in due course. In responding to the issues raised during consultation, officers have worked closely with planning colleagues at London Borough of Newham to ensure that the wording within this element of the Local Plan reflects the broad intentions and aspirations of the Council and takes account of the views expressed and the evidence base for the Local Plan.. The site allocation text emphasises the need for improved connections and a mix of uses within any extensive development proposals, while underlining the need for development to meet other relevant policies in the Plan, particularly in relation to the mix and type of any new housing, business floorspace, community uses, open space and public realm. It is considered that this provides a flexible and balanced framework within which development proposals can come forward while also responding to the range of issues raised during the consultation and community engagement.
- 4.31. Board members are also asked to note that groups of residents and businesses within the Greater Carpenters site allocation area have expressed some early interest in establishing a Neighbourhood Forum and preparing a Neighbourhood Plan. Officers are not aware of any specific proposal being developed. However, should an application for establishment of a Neighbourhood Forum and/or Neighbourhood Area be received at any point in the future, these applications will be reported to the Board for its decision.
- 4.32. **Provision for Gypsies and Travellers needs.** Government Guidance Planning Policy for Travellers Sites (2012) requires that Local Planning Authorities use a robust evidence base to establish accommodation needs to inform the preparation of local plans and set pitch targets to meet the identified need of travellers within their area. Consultants for PPDT have carried out a needs study and site assessment to fulfil the evidence base requirements. This has identified the need for ten new pitches within the Plan period.
- 4.33. The London Gypsy and Travellers Unit made suggestions as to appropriate potential sites for new provision in response to the Call for Sites consultation. The assessment of potential sites narrowed the potential options to two sites which were further investigated in discussion

with the landowners. One of those sites was found to be unavailable, while the second has been identified as being potentially available by its owner TfL. This site has been identified in the Plan as a Site Allocation for a potential traveller site. It has the potential to meet the majority, up to nine pitches, of the the baseline need of ten identified in the needs assessment. Beyond its allocation within the plan, further discussions will be required with London Borough of Hackney, within who's area it lies, and TfL to progress this identified potential. The actual site capacity would need to be investigated and confirmed at the time any specific proposal was developed for the site. In considering the approach to planning for travellers sites, officers explored the potential for specific joint working with the four boroughs. However, each borough has either already has an adopted planning policy approach to this matter or has a plan programme that does not align with the Legacy Corporation Local Plan timetable. It will therefore be necessary to work closely with each borough in order to explore the potential for meeting additional and wider need as each either progresses or reviews its own plan approach.

- 4.34. **Waste Planning.** The Legacy Corporation does have a responsibility, implicit within its planning powers to plan for waste sites within its area. While the East London Waste Authority boroughs have an adopted joint waste plan that covers the Newham part of the Legacy Corporation area and Tower Hamlets are their own waste authority with adopted planning policy in place, both Waltham Forest and Hackney are members of the North London Waste Plan group who are at the outset of preparing a joint waste development plan document. The Hackney and Waltham Forest parts of the Legacy Corporation area are relatively small and have no existing waste sites.
- 4.35. The Legacy Corporation, while a planning authority is not a waste authority, these powers remain with the relevant boroughs. The London Plan does not assign a waste apportionment target specifically to the Legacy Corporation area, these targets remain with the boroughs for the purposes of waste planning. It is therefore intended that the Local Plan set a policy framework that will enable it to determine specific proposals to develop new waste facilities or development proposals that would involve the loss of an existing facility. This would also require cooperation with each borough in ensuring consistency with the adopted waste planning policy for each in making those decisions. Cooperation would also be required where each borough or wider waste planning group was preparing a new or reviewing an existing waste plan or waste planning policy and allow for consideration of sites for waste within the Legacy Corporation area as a part of this.
- 4.36. A request has been received from the North London Waste Planning Group to consider entering into a formalised cooperation arrangement, such as a memorandum of understanding (MoU), in relation to preparation of their joint waste plan. Officers will discuss and seek to agree an approach with the North London Waste Plan group including the most appropriate way to formalise any cooperation arrangements including the scope that would be appropriate to this.

Next Steps

- 4.37. Should the Board agree the recommendations set out at the start of this report, a formal public consultation will then be undertaken for a period of six to eight weeks which will provide the opportunity for comment on the 'soundness' of the Plan.
- 4.38. Once the Publication stage consultation has concluded the Plan will be submitted to the Secretary of State who will appoint an independent planning inspector to hold an Examination into the soundness of the Plan. It is likely that the plan would be 'submitted' in late autumn 2014 with an Examination following early in 2015. Should the Inspector conclude the Plan is 'sound' the Plan will be progressed to adoption as soon as possible after the inspectors report has been received.
- 4.39. It should be noted that the Publication consultation stage and the Examination are focused on the 'soundness' of the plan as defined within the National Planning Policy Framework (2013). This requires that the Plan is:
- **“Positively prepared** – the plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development;
 - **Justified** – the plan should be the most appropriate strategy, when considered against the reasonable alternatives, based on proportionate evidence;
 - **Effective** – the plan should be deliverable over its period and based on effective joint working on cross-boundary strategic priorities; and
 - **Consistent with national policy** – the plan should enable the delivery of sustainable development in accordance with the policies in the [National Planning Policy] Framework.”

Conclusion

- 4.40. In conclusion, officers consider that given the extensive level of consultation and engagement, alongside the range of technical assessment and review that has taken place, the Publication Local Plan appended at Appendix 1 represents a sound and ambitious strategy for the Legacy Corporation area. It provides policies and site allocations which will manage development proposals that come forward and enable the delivery of a sustainable and viable future for those living, working and carrying out business within this area.
- 4.41. The Plan effectively captures the aspirations for achieving a lasting legacy from the 2012 Games and contributes significantly towards achieving the aims of Convergence within the Growth Boroughs of east London and achieving specific major objectives such as the cultural and education quarter at Stratford Waterfront. In doing so the policies within the Plan also strike a balance between achieving specific policy aims and aspirations while also taking into account the viability of the types and form of development it promotes to ensure that the Plan is a deliverable and

effective one. The draft Publication Local Plan is also considered to be in conformity with national planning policy and the London Plan.

- 4.42. The draft Publication Local Plan is therefore recommended for approval as set out at section 2 of this report. The delegations sought from the Board will allow any views that the Board express to be taken into account and allow any other minor changes to be made where considered necessary to meet the Duty to Cooperate and achieve a sound plan, prior to both its publication for consultation and after this before it is submitted for Examination.

5. FINANCIAL IMPLICATIONS

- 5.1. The preparation of the Local Plan, engagement and consultation stages and the Examination are within existing planned budgets and unlikely to require additional unidentified funding.

6. LEGAL IMPLICATIONS

- 6.1. The Local Plan is being prepared within the relevant legal frameworks for Local Plans which includes:
- Town and Country Planning Act 1990 (as amended)
 - Planning and Compulsory Purchase Act 2004 (as amended)
 - Town and Country Planning (Local Planning) (England) Regulations 2012
 - London Legacy Development Corporation (Planning Functions) Order 2012
 - Directive 2001/42/EC on the assessment of the effects of certain plans and programmes on the environment, June 2001
 - S.I. 2004 No. 1633: The Environmental Assessment of Plans and Programmes Regulations, 2004
 - European Council Directive 92/43/EEC on the Conservation of natural habitats and of wild flora and fauna
- 6.2. The draft Local plan has been prepared in accordance with LLDC's local development scheme and in accordance with LLDC's statement of community involvement. In preparing the draft Local Plan, regard has also been had to the national policies in the NPPF, the London Plan and the Draft Further Alterations to the London Plan (FALP), LLDC's sustainable community strategy and the resources likely to be available for implementing the proposals in the plan. Officers consider that the draft Plan is in conformity with the London Plan and the FALP and that it contains policies designed to secure that the development and use of land within LLDC's area contributes to the mitigation of and adaptation to climate change.
- 6.3. Under Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012, a draft local plan must go out to a formal consultation before it is submitted for examination. The consultation

procedure envisaged in this report comprises that required statutory consultation.

- 6.4. Under section 24 (4) of the Planning and Compulsory Purchase Act 2004, a Mayoral Development Corporation is required to ask for the opinion of the Mayor in writing as to the conformity of the draft Local Plan with the London Plan. LLDC will request this opinion on the same day that the Local Plan is published for consultation under Regulation 19.
- 6.5. Following the consultation under Regulation 19 envisaged in this report, the Plan can then be submitted for its examination.

7. PRIORITY THEMES

- 7.1. The Legacy Corporation Priority Themes have been taken into account in the following ways:
- 7.2. Promoting convergence and community participation: the Draft Publication Local Plan, through its vision, objectives, policies and proposals seeks to direct the future of the Legacy Corporation making a significant contribution towards meeting the convergence objectives within east London. Community participation has formed a key part of the Local plan consultation and engagement approach, which is set out within the Legacy Corporation Statement of Community Involvement 2012.
- 7.3. Championing equalities and inclusion; equality and inclusion are addressed within the vision, objectives and policies of the draft Publication Local Plan. An Equalities Impact Assessment has been carried out at this and the previous draft stage of the Plans development.
- 7.4. Ensuring high quality design: the plan specifically seeks to achieve high quality design through the vision, objectives and the policies within the draft Publication Local Plan. Once adopted the plan will provide the main development management tool for determining planning applications and helping to ensure that development achieves high quality design.
- 7.5. Ensuring environmental sustainability. Achieving sustainable development is a key theme runs through the Local Plan Consultation Document, with a specific sustainability objective, strategic policy and individual policies that address aspects of sustainability.

8. APPENDICES (Circulated under separate cover)

Appendix 1 –Draft Publication Local Plan
Appendix 2 – Consultation Report
Appendix 3 – Sustainability Appraisal Non-technical Summary
Appendix 4 – Equalities Impact Assessment Executive Summary
Appendix 5 – Combined Policy Viability Study Executive Summary

List of Background Papers:

- Draft Local Plan Consultation Document, December 2013

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Subject: Governance update
Meeting date: 22 July 2014
Report to: Board
Report of: Dennis Hone, Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. At the 30 April 2014 Board meeting, it was agreed that following the successful Park opening, officers would review the role of the Park Opening and Operations Committee, including the option of rolling the Committee's remit into that of the Investment Committee.
- 1.2. This paper sets out the proposed changes to committee, membership and terms of reference.
- 1.3. This paper also sets out minor changes to the Scheme of Delegations relating to the financial delegations to LLDC officers.

2. RECOMMENDATIONS

- 2.1 The Board is asked to agree the Committee structure, membership and terms of reference set out in this report, which include:
 - 2.1.1 The closure of the Park Opening and Operations Committee and the allocation of the commercial and operational aspects of its remit such as sponsorship and concession agreements to the Investment Committee and the scrutiny of the events strategy and annual programme to Board.
 - 2.1.2 The revised terms of reference of the Investment Committee to include the transferring remit outlined above (as set out in Appendix 2).
 - 2.1.3 The revised terms of reference and membership of the Chairman's Committee to enable continued opportunities for board members to contribute their expertise (as set out in Appendix 3 and 4).

- 2.2 The Board is asked to note the membership of the Planning Decisions Committee following the recent Local Government elections (as set out in Appendix 4).
- 2.3 The Board is asked to agree:
 - 2.3.1 the minor amendments to the Scheme of Delegations as set out in Appendix 5 relating to the changes outlined above, to the financial delegations to LLDC officers and signing of documents; and
 - 2.3.2 the consequential minor changes to the Standing Orders.

3. BACKGROUND

- 3.1 There are currently six committees, whose terms of reference and membership were agreed at the 27 September 2012 board meeting. The Committees are empowered to take decisions in accordance with the Scheme of Delegations, the Planning Decisions Committee can take decisions in accordance with the Planning Scheme of Delegations.
- 3.2 Part VA of the Local Government Act 1972 (which deals with access to meetings and documents) applies to the committees so that they meet in public except for when confidential, personal or financial information matters are being discussed. The agenda for these meetings shows both the public and private items. The agenda and any public papers are available on the LLDC website.
- 3.3 The membership of the current and revised Committees is set out in Appendix 3.

4. PROPOSALS

Committee terms of reference and membership

- 4.1. It is proposed to close the Park Opening and Operations Committee and allocate its responsibilities to either the Investment Committee or Board. It is proposed to allocate the commercial and operational aspects of its remit such as sponsorship and concession agreements to the Investment Committee and the scrutiny of the events strategy and annual programme to Board. The revised proposed terms of reference of the Investment Committee including the transferring remit outlined above are shown in Appendix 2.
- 4.2. It is proposed to amend the terms of reference of the Chairman's Committee to allow for co-opted Board members to sit on the Committee to enable continued opportunities for board members to contribute their expertise. The revised proposed terms of reference and membership of the Chairman's Committee are set out in Appendix 3 and 4).
- 4.3. The proposed changes are summarised overleaf.

Committee and remit	Summary of changes
<p>Investment Committee To ensure the efficient and effective discharge of the Corporation's functions, through investment of public funds and use of assets and resources.</p>	<p>Addition of remit related to commercial and operational aspects such as sponsorship and concession agreements Oversight of stadium transformation, following successful completion of the transformation programme. No change to membership.</p>
<p>Park Opening and Operations Committee To ensure the efficient and effective discharge of the Corporation's functions, through the successful preparation, opening and ongoing operations of the Queen Elizabeth Olympic Park and venues.</p>	<p>Closed with allocation of responsibilities to the Investment Committee or Board.</p>
<p>Planning Decisions Committee To enable transparent, efficient and effective discharge of the Corporation's functions to determine planning applications and to respond to consultation on applications on which the Corporation is a consultee.</p>	<p>No change to terms of reference. Membership has changed following Local Government elections.</p>
<p>Audit Committee To ensure the efficient and effective discharge of the Corporation's functions, through the proper administration of the Corporation's financial affairs including but not limited to the maintenance preparation and audit of accounts, internal controls and risk management, internal and external audit.</p>	<p>No change to terms of reference or membership.</p>
<p>Regeneration and Communities Committee To ensure the efficient and effective discharge of the Corporation's functions, through the advocacy and delivery of regeneration, community engagement, environmental sustainability, education and learning programmes.</p>	<p>No change to terms of reference or membership.</p>
<p>Chairman's Committee To ensure effective communication and co-ordination of the Corporation's different committees and to provide advice on specific matters as requested by the Board or Chairman.</p>	<p>Minor change to terms of reference to allow for co-opted Board members. As a result, there is no change to current membership.</p>

Planning Committee membership

- 4.4. At the meeting on 30 April 2014, the Board approved the reappointment of the borough representatives and their substitutes to the Planning Decisions Committee until mid June 2014, subject to the agreement to the re-appointment by the Mayor of London under the Localism Act 2011.
- 4.5. Following the Local Government elections, the Legacy Corporation appointed elected councillors nominated by the local Boroughs using an urgent action provision in the Scheme of Delegations. A representative and substitute from the London Borough of Tower Hamlets are to be appointed at a later date once the nominations have been received.
- 4.6. The membership of the Planning Decisions Committee is shown in Appendix 4.

Scheme of delegations and Standing Orders

- 4.7. It is proposed to make minor amendments to the Scheme of Delegations relating to the changes to the committees outlined above. In addition, it is proposed to make minor changes to financial delegations of LLDC officers relating to how officers are described in a consistent manner with the new LLDC pay bands. For officers, this does not affect the delegation levels, just the way individuals are referred to. In addition, it is proposed to make minor amendments to the individuals who can sign contracts and other legal documents as there is no longer a post of General Counsel. These changes are shown at Appendix 5. There will be minor consequential changes to the Standing Orders in relation to document signing.

5. FINANCIAL IMPLICATIONS

- 5.1. The proposal to close the Park Opening and Operations Committee will result in a cost saving from administering one fewer committee together with a reduction in associated Board member costs.

6. LEGAL IMPLICATIONS

- 6.1. The Localism Act, pursuant to section 198 and paragraphs 6 and 7 of Schedule 21, allows a Mayoral development corporation to establish committees, and to delegate powers to them.
- 6.2. Under the July 2012 London Legacy Development Corporation Governance Direction, the Legacy Corporation is required to consult with the GLA on significant changes to the Scheme of Delegation and Standing Orders. As the proposed amendments are minor, the GLA has not been consulted.

7. APPENDICES

- Appendix 1 – Current terms of reference of the Park Opening and Operations Committee
- Appendix 2 – Proposed revised terms of reference of the Investment Committee
- Appendix 3 – Proposed revised terms of reference of the Chairman’s Committee
- Appendix 4 – Current and proposed membership of committees
- Appendix 5 – Proposed changes to the Scheme of Delegations

Background papers

- Papers to 22 May 2012 and 29 June 2012 Board meetings
- Paper to 27 September 2012 board meeting
- LLDC Standing Orders
- LLDC Scheme of Delegation

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Current terms of reference of the Park Opening and Operations Committee

- Status:** Taking decision within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this committee.
- Membership:** The Committee shall be appointed by the Board and shall comprise at least four members.
- Chair:** The Committee Chair shall be appointed from time to time by the Board. In the absence of the Committee Chair at a meeting of the Committee, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
- In attendance:** GLA observer
Chief Executive
Executive Director of Finance and Corporate Services
Executive Director of Park Operations and Venues
The General Counsel
Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet at least three times a year or at such greater frequency as determined by the Committee Chair. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

Purpose of the Committee

2. To ensure the efficient and effective discharge of the London Legacy Development Corporation's functions, through the successful preparation, opening and ongoing operations of the Queen Elizabeth Olympic Park and venues.

Terms of Reference and Delegated Authority

3. The Committee will take decisions in accordance with the Scheme of Delegations and advise on and monitor the Corporation's park and venue opening and operations including but not limited to:
 - a. park opening programme;
 - b. event programming; and
 - c. park and venue operations.
4. The Committee will advise on any matter referred to it by the Corporation Chairman or Deputy Chairman or Board.

Procedural and reporting arrangements

5. The Mayor shall be entitled to appoint an observer to attend meetings of any Committee or Sub Committee, pursuant to Standing Order 5. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all such meetings unless s/he has a direct or indirect interest in the matter under consideration. Standing Order 6 and Standing Order 7 shall apply to the observer as if s/he were a Member.
6. The Chief Executive and Executive Director of Park Operations and Venues and the General Counsel shall be entitled to attend all meetings of the any Committee or Sub Committee. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
7. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member, any other person required to attend and all other board members no later than five (5) days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate at the same time.
8. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
9. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.

10. The Committee will report any meeting to the Board at the next meeting.
11. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

12. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed

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Proposed terms of reference of the Investment Committee (changes to existing terms shown in tracked changes)

- Status:** Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this Committee.
- Membership:** The Committee shall be appointed by the Board and shall comprise at least four members, at least one shall have recent financial experience relevant to the strategic investment of funds and investment programmes.
- Chair:** The Committee Chair shall be appointed from time to time by the Board. In the absence of the Committee Chair at a meeting of the Committee, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
- In attendance:** GLA observer
Chief Executive
Executive Director of Finance and Corporate Services
~~General Counsel~~ Legal representative
- Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet at least three times a year or at such greater frequency as determined by the Committee Chair. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

Purpose of the Committee

2. To ensure the efficient and effective discharge of the London Legacy Development Corporation's functions, through investment of public funds and use of assets and resources.

Terms of Reference and Delegated Authority

3. The Committee will take decisions in accordance with the Scheme of Delegations and will advise on the Corporation's investment projects and programmes including, but not be limited to:
 - a. Real Estate acquisition or disposal;
 - b. Required investment in site development;
 - c. Infrastructure provision;
 - d. Stadium transformation and ongoing construction work;
 - e. Disposal of interests in land and venues including grants of leases and entering into development agreements;
 - f. Estate management;
 - g. Capital fit-out of venues and facilities;
 - h. Remediation and operations of the parkland venues;
 - i. Commercial and operational aspects of the park; and
 - j. In relation to the stadium, to advise the Board on:
 - a. The business cases for, and commercial and community merits of, different proposals for legacy use of the Stadium;
 - b. The commercial terms for managing the delivery of the Stadium transformation project;
 - c. Any outstanding issues relating to the Corporation's participation in, the Special Purpose Vehicle (SPV) with the London Borough of Newham; and
 - d. The procurement process for the stadium operating contractor (inasmuch as this is not considered by the SPV itself).
4. The Committee will advise on any matter referred to it by the Corporation Chairman or Deputy Chairman or Board.
5. The Committee may review any activity which falls within these terms of reference and to make whatever recommendations to the Board deemed appropriate in any area within its remit.

Procedural and reporting arrangements

6. The Mayor shall be entitled to appoint an observer to attend meetings of any Committee or Sub Committee, pursuant to Standing Order 5. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all such meetings unless s/he has a direct or indirect interest in the matter under consideration. Standing Order 6 and Standing Order 7 shall apply to the observer as if s/he were a Member.
7. The Chief Executive, Executive Director of Finance and Corporate Services and the General Counsel shall be entitled to attend all meetings of the any Committee or Sub Committee. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
8. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member, any other person required to attend and all other board members no later than five (5) days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate at the same time.
9. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
10. The secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.
11. The Committee will report any meeting to the Board at the next meeting.
12. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

13. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed.

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**Proposed terms of reference of the Chairman's Committee
(changes to existing terms shown in tracked changes)**

- Status:** Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this Committee.
- Membership:** The Committee shall be appointed by the Board and shall comprise the Chairs of the Committees and up to two co-opted Board members.
- Chair:** The Chairman of the Corporation or Deputy Chairman shall chair the meeting. In their absence, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
- In attendance:** GLA observer
Chief Executive

Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet as determined by the Committee Chair, in light of the need for advice and decisions. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

Purpose of the Committee

2. To ensure effective communication and co-ordination of the Corporation's different committees and to provide advice on specific matters as requested by the Board or Chairman.

Terms of Reference and Delegated Authority

3. The Committee will take decisions in accordance with the Scheme of Delegations.

4. The Committee shall advise the Board on the following matters:
 - a. on organisation development issues;
 - b. Chief Executive appointment, remuneration and departure terms; and
 - c. any other matters relating to resources and remuneration as requested by the Board.
5. To discuss and advise on decision taking and governance as required.
6. The Committee will advise on any matter referred to it by the Corporation Chairman or Deputy Chairman or Board.

Procedural and reporting arrangements

7. The Mayor shall be entitled to appoint an observer to attend meetings of any Committee or Sub Committee, pursuant to Standing Order 5. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all such meetings unless s/he has a direct or indirect interest in the matter under consideration. Standing Order 6 and Standing Order 7 shall apply to the observer as if s/he were a Member.
8. The Chief Executive shall be entitled to attend all meetings of the any Committee or Sub Committee. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
9. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member, any other person required to attend and all other board members no later than five (5) days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate at the same time.
10. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
11. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.
12. The Committee will report any meeting to the Board at the next meeting.
13. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

14. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed

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Committee membership as at 30 April 2014 and proposed committee membership as of 22 July 2014

	<i>Investment Committee</i>	<i>Audit Committee</i>	<i>Regeneration and Communities Committee</i>	<i>Park Opening and Operations Committee</i>	<i>Chairman's Committee</i>	<i>Planning Committee</i>
Membership as at 30 April 2014	David Edmonds (C) David Gregson Jayne McGivern Nicky Dunn Keith Edelman Neale Coleman	Keith Edelman (C) Nick Bitel David Edmonds Tanni Grey-Thompson	Andrew Mawson (C) Sonita Alleyne David Gregson David Ross Neale Coleman	Nicky Dunn (C) Sonita Alleyne Keith Edelman Nick Bitel Tanni Grey-Thompson Neale Coleman	Boris Johnson (C) Neale Coleman David Edmonds Keith Edelman Andrew Mawson Nicky Dunn Philip Lewis	Philip Lewis (C) Andrew Mawson Nick Bitel Cllr Geoff Taylor (LBH) substituted by Cllr Guy Nicholson Cllr Lester Hudson (LBN) substitute to be confirmed Cllr Conor McAuley (LBN) substitute to be confirmed Cllr Terry Wheeler (LBWF) substituted by Cllr Peter Barnett Cllr Rabinah Khan (LBTH) substituted by Cllr Maium Miah Dru Vesty Joanne Moon Lynda Addison Piers Gough
Proposed Membership as of 22 July 2014	<i>Investment Committee (no change)</i>	<i>Audit Committee (no change)</i>	<i>Regeneration and Communities Committee (no change)</i>	<i>Committee to be closed</i>	<i>Chairman's Committee (no change)</i>	<i>Planning Committee (no change)</i>
	David Edmonds (C) David Gregson Jayne McGivern Nicky Dunn Keith Edelman Neale Coleman	Keith Edelman (C) Nick Bitel David Edmonds Tanni Grey-Thompson	Andrew Mawson (C) Sonita Alleyne David Gregson David Ross Neale Coleman		Boris Johnson (C) Neale Coleman David Edmonds Keith Edelman Andrew Mawson Nicky Dunn* Philip Lewis	Philip Lewis (C) Andrew Mawson Nick Bitel Cllr Geoff Taylor (LBH) substituted by Cllr Guy Nicholson Cllr Lester Hudson (LBN) substituted by Cllr Forhad Hussain Cllr Ian Corbett (LBN) substituted by Cllr Ken Clark Cllr Terry Wheeler (LBWF) substituted by Cllr Peter Barnett Member to be confirmed (LBTH) substitute to be confirmed Dru Vesty Joanne Moon Lynda Addison Piers Gough

C indicates chair; *indicates co-opted member

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Proposed changes to the Scheme of Delegations

Decision	Current delegation	Notes
Spending, grants, asset disposals,	The Board reserves the approval of procurement, spend and commercial transactions (including disposals) as follows:	
	<p>The Investment Committee can give approval between £10m and £20m, within approved budgets</p> <p>The Park Opening and Operations Committee and can approve sponsorship deals and concession agreements between £10m and £20m, except where these are novel or contentious.</p>	As the Park Opening and Operations Committee is being disbanded
	The Chief Executive (<u>Band 11</u>) can give approval up to £10m, within approved budgets.	No change to delegation, just description
	The Executive Director of Finance and Corporate Services (<u>Band 10</u>) can give approval up to £5m, within approved budgets.	No change to delegation, just description
	The Executive Director of <u>Infrastructure Stadium (Band 10)</u> can give approval up to £3m within the approved transformation budget.	No change to delegation, just description
	Any <u>other</u> member of the Executive Management Team (<u>in Bands 10 and 9</u>) can give approval up to £1m within their approved budgets.	Clarifies that EMT members who are Directors have a £1m delegation instead of previous £100k delegation within approved budgets
	Any <u>staff member in Band 8</u> (Director) can give approval up to £100,000 within their approved budgets.	No change to delegation, just description
	Any <u>staff member in Band 7</u> (Head of Service <u>or equivalent</u>) can give approval up to £50,000 within their approved budgets.	No change to delegation, just description

	Any staff member <u>in Bands 6 and 5</u> (Senior Manager <u>or equivalent</u>) can give approval up to £20,000 within their approved budgets.	Band 5 contains six Senior managers and 3 Managers
	Any <u>staff member in Band 4</u> (Manager <u>or equivalent</u>) can give approval up to £10,000 within their approved budgets.	Band 4 contains 8 managers
	<p>Within the Infrastructure Directorate:</p> <p>The LLDC <u>Infrastructure Stadium</u> Project Sponsor can approve estimated spend up to £250,000 within the approved <u>transformation stadium</u> budget.</p> <p>The Project Management Partner (PMP) Project Director can approve estimated spend up to £175,000 within the approved transformation budget.</p> <p>The PMP Head of Commercial can approve estimated spend up to £125,000 within the approved transformation budget</p> <p>Any PMP project manager and contract administrator can approve estimated spend up to £50,000 within the approved transformation budget.</p>	The Stadium Project sponsor (Band 7) will have a delegation of £250k

<p>Contracts and other legal documents</p>	<p>The signature or execution of all contractual documents with the exception of deeds, including novations, and other documents creating legal rights and liabilities, requires two signatures:</p> <ul style="list-style-type: none"> • One of the Chief Executive, Executive Director of Finance and Corporate Services, and General Counsel <u>and any Board Member</u>; and • Another of the above, or any other member of the Executive Management Team <u>(in Bands 9 and 10)</u>, or any other employee appointed in writing by the Chief Executive in accordance with Standing Orders. <p>Deeds may be executed on behalf of the Legacy Corporation by application of the seal in accordance with paragraph 11 of Schedule 21 to the Localism Act 2011 (i.e. by authentication of the seal by either the Chair or a Board Member). In addition, each of the Chief Executive <u>and</u> the Executive Director of Finance and Corporate Services, and the General Counsel are hereby authorised to authenticate the seal.</p>	<p>As there is no longer a General Counsel post.</p>
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Subject: Shared Committee Services with the Greater London Authority
Meeting date: 22 July 2014
Report to: Board
Report of: Jonathan Dutton, Executive Director of Finance and Corporate Services

This report will be considered in public

1. SUMMARY

- 1.1. The Board is asked to approve a proposed shared services arrangement between the Greater London Authority (GLA) and the London Legacy Development Corporation (LLDC) in respect of the committee services / secretariat functions.

2. RECOMMENDATION

- 2.1. That, prior to any decision by the Mayor under section 401A of the Greater London Authority Act 1999 (as amended), the Board approves the proposed transfer of functions for the discharge by the GLA of the relevant parts of LLDC's committee services/secretariat function.

3. BACKGROUND

- 3.1. Since Autumn 2012, the GLA's Committee Services team has provided clerking support to the LLDC – first in relation to its Planning Decisions Committee and then for its Board and all committees. As a result of the successful trial period, it is now proposed that the relevant LLDC Secretariat functions be transferred to the GLA. This will simply formalise the existing arrangements, leading to no change in the LLDC's staffing arrangements and with the LLDC retaining control of service provision as the client.
- 3.2. The Mayor (as Mayor of London) is minded to give approval under the powers given to him in relation to shared services within the GLA Group by s401A of the GLA Act 1999 (as amended). As part of that decision making process, the Mayor is also consulting the London Assembly (via its GLA Oversight Committee, which meets on 23 July 2014).

4. ISSUES FOR CONSIDERATION

- 4.1 The proposal is to establish administrative arrangements between the GLA and LLDC for the discharge by the GLA of the relevant LLDC functions under section 401A of the Greater London Authority Act 1999 (as amended). The functions that would transfer are:
- Supporting the LLDC Board processes by facilitating the decision-making arrangements to ensure compliance with statutory requirements and the administration of LLDC's formal affairs.
 - Clerking of meetings of the LLDC Board, and its Committees, Panels and any other Member-level body as required by LLDC, including: oversight of the preparation and production of the agendas, reports, decision sheets and minutes and to oversee such other actions which arise as a result of these meetings; interpretation and recording of proceedings and decisions at such meetings having regard to statutory requirements and LLDC's Standing Orders and other related governance codes, rules and policies.
 - Clerk other LLDC meetings as may be required on an ad-hoc basis by the LLDC, including: oversight of the preparation and production of the agendas, reports, decision sheets and minutes and to oversee such other actions which arise as a result of these meetings; interpretation and recording of proceedings and decisions at such meetings having regard to statutory requirements and LLDC's Standing Orders and other related governance codes, rules and policies.
 - Provision of procedural and general advice in matters affecting LLDC's business and/or affecting Board Members and chief officers of LLDC.
 - Preparation of reports for the LLDC Board, its Committees, Panels, other Member-level meetings and any other subsidiary body as required; preparation of correspondence, notes of meetings and any other task (including updating the forward plan and undertaking any research required) related to the LLDC's decision-making processes.
 - Provision of papers and minutes relating to meetings of the LLDC Board, its Committees and Panels to the LLDC for archiving.
 - Undertake any associated function or duty for LLDC as may be required, such as: maintenance and revision as appropriate of LLDC's Standing Orders (including the Scheme of Delegation of Functions to Officers and procedures related to meetings and Board governance matters); the development of an annual programme of meetings of the Board and its Committees and Panels; managing information published on LLDC's web site in relation to its Member-level bodies and their meetings; maintenance of Board Members' registers of interests and gifts and hospitality and administration of

the procedures and processes related to the compilation and updating of those registers; and/or periodic review of the Members' allowances and expenses scheme.

- 4.2 There are no staffing implications, under TUPE or any other provision, arising from these proposals in either organisation.
- 4.3 The LLDC's Executive Director of Finance and Corporate Services and the GLA's Executive Director of Secretariat would be responsible for resolving any actual or potential conflicts of interests that may arise.
- 4.4 If the proposal is approved by the Mayor, the GLA and LLDC will then enter into a detailed, formal agreement. It is proposed that, subject to consultations and final approvals, the arrangement would come into effect on 1 September 2014.

5. FINANCIAL IMPLICATIONS

- 5.1 The shared services arrangement will operate on a cost-recovery basis, and will therefore result in income for the GLA. The detailed costs are subject to formal discussion and agreement between the two organisations and will be reflected in revised budgets for the 2014-15 year.

6. LEGAL IMPLICATIONS

- 6.1 Under section 401A of the Greater London Authority Act 1999 ("the Act"), the Mayor may, after consultation with the Assembly, authorise the GLA and any functional body to enter into arrangements for the discharge by the GLA or any functional body on behalf of one or more of the other, of any function of that other which are of an administrative, technical or professional nature.

7. APPENDICES

- 7.1 None

Background papers

- None

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Subject: London Legacy Development Corporation Environmental Sustainability Report 2013/14
Meeting date: 22 July 2014
Report to: Board
Report of: Paul Brickell, Executive Director of Regeneration and Community Partnerships

This report will be considered in public

1. SUMMARY

- 1.1. The London Legacy Development Corporation has committed to annually reporting its performance against its sustainability targets as set out in its Environmental Sustainability Policy. The 2013/14 Environmental Sustainability Report, *Your Park, Our Planet*, has been produced in order to meet this commitment. Board agreement is sought for publication of this report.

2. RECOMMENDATIONS

The Board is asked to:

- 2.1 Note the progress made by the Legacy Corporation against its sustainability targets to date
- 2.2 Agree the online publication of this report, subject to any minor amendments prior to publication.

3. TIMING

- 3.1. Should agreement be forthcoming from Board, this report will be made available online before 31 July 2014.

4. BACKGROUND

- 4.1. The Legacy Corporation published its environmental sustainability policy in April 2012 and within it, committed to reporting publicly on its performance

on an annual basis. This report meets that commitment by providing a summary of the LLDC's performance in:

- 4.1.1. Meeting any remaining environmental targets inherited from the Olympic Delivery Authority for the final transformation of Queen Elizabeth Olympic Park
- 4.1.2. Reporting on progress made to date against its existing sustainability commitments.

5. PROGRESS AGAINST COMMITMENTS

- 5.1. As detailed in the 'Your Park, Our Performance' section of the report found at pages 25 to 30, of the 73 sustainability commitments made by the LLDC in its sustainability policy:
 - 31 have been fully achieved this year
 - 33 are on track to be achieved
 - 9 require further work

6. FINANCIAL IMPLICATIONS

- 6.1. The costs for the preparation and publication of the LLDC sustainability report have been incorporated into the LLDC's annual budget and business plan.

7. LEGAL IMPLICATIONS

- 7.1. There have been no legal issues with the production of the report or its content

8. PRIORITY THEMES

- 8.1. This report contributes to the LLDC's commitment to ensuring environmental sustainability by publicly reporting on progress against LLDC objectives.

9. APPENDICES (Circulated under separate cover)

- 9.1. Appendix 1 – Your Park, Our Planet: the LLDC Environmental Sustainability Report 203/14

List of Background Papers:

- | |
|--|
| <ul style="list-style-type: none">• None |
|--|

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Subject: Health and Safety Management update
Meeting date: 22 July 2014
Report to: Board
Report of: Lawrence Waterman, Head of Health & Safety

This report will be considered in public

1. SUMMARY

- 1.1 This report provides an update on the Legacy Corporation's health and safety resources and management system.
- 1.2 In May 2013 the Board endorsed the London Legacy Development Corporation's Health and Safety Policy and Park Visitor Safety Policy. Since then, the LLDC approach to Public and Occupational Safety and Health has further developed, supporting the completion of Transformation projects, the formation of E20 and the Stadium Transformation project, the transfer of responsibility to Real Estate of other construction projects and liaison with development partners and the work of other LLDC Departments.
- 1.3 Health and Safety is currently managed as a core responsibility of operational teams and this is now documented in a coherent Health and Safety Management System (based on the OHSAS 18001 and draft ISO 45001 Standards).

2. RECOMMENDATION

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

3. RESOURCES

- 3.1 Park H&S matters are led by Park Operations and Venues (POV) Head of Security and Safety, supported by Cofely. POV also leads on Fire Safety for all LLDC working locations.

- 3.2 H&S for E20 and Real Estate Construction projects is overseen by LLDC Head of H&S supported by Mace PMP.
- 3.3 HR leads on Office/1 Stratford Place H&S, and a part/time H&S Manager is being recruited to support the team.
- 3.4 Occupational health remains an under-developed area and work is underway to strengthen the LLDC approach.

4. MANAGEMENT SYSTEM

- 4.1. Any management system is a documented and formal set of arrangements to achieve working to a pre-determined standard, and in the case of health and safety that is ensuring compliance with health and safety legislation (minimum) and more generally for LLDC achieving a high standard of control of the risks to our Park visitors, our staff, contractors who work for us and anyone else who may be affected by our activities. It is worth noting that there is a particular set of regulations – Management of Health and Safety at Work Regulations 1999 – that requires an employer to implement policies and procedures to manage health and safety risks.
- 4.2. There are a number of models for health and safety management systems, led in the UK by HSE guidance based on “Plan-Do-Check-Act.” In addition, there is an internationally recognised standard OHSAS 18001 (being developed as a new ISO 45001 Standard) which is seen as best practice. A number of LLDC supply chain organisations are accredited to this Standard.
- 4.3. LLDC has well-established and effective practices for managing health and safety risks, however, as a mature organisation it now requires these to become integrated, formal procedures and fully documented. Accordingly, LLDC has developed and adopted a system structure and produced supporting documentation implementing the system will support managers, protect the good work and reputation of LLDC as a world class performer in health and safety and enable continual improvement.
- 4.4. The system has been developed to embody the following principles:
 - Keeping the requirements simple, without adding unnecessary bureaucracy
 - Integrating procedures with existing practices wherever possible
 - Flexibility to allow Directorates to develop and implement systems proportionate to risks
- 4.5. The framework of the new system is being implemented without any issues, for example integrating health and safety reporting with the project management requirements of the Legacy Corporation’s new project management and performance reporting system. The system will need to be regularly reviewed during its implementation and then subject to annual audit, the findings to be reviewed by EMT. In this way the system can be

updated to ensure continual compliance and improved health and safety performance.

5. FINANCIAL IMPLICATIONS

5.1. The cost of these changes (minimal) is within the 2014/15 budget.

6. APPENDICES

6.1 None

List of Background Papers

- Paper to the meeting of the Board on 28 May 2013 (Safety Readiness for the Summer 2013 Events Programme)

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Subject: Hackney Wick Neighbourhood Centre Update
Meeting date: 22 July 2014
Report to: Board
Report of: Rosanna Lawes – Executive Director of Real Estate and
Paul Brickell – Executive Director of Regeneration &
Community Partnerships

This report will be considered in public

1. SUMMARY

- 1.1. The purpose of this report is to update Board on the development of a masterplan and delivery strategy for Hackney Wick Neighbourhood Centre. A report outlining the overall approach to unlocking the regeneration of Hackney Wick and Fish Island was previously considered by the Regeneration and Communities Committee on 24 September 2013, and this project stems from that overall regeneration strategy. This update was considered by Investment Committee on 8 July 2014.
- 1.2. 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. RECOMMENDATION

- 2.1 The Board is asked to note this report and the supplemental report on Part 2 of the agenda.

3. TIMING

- 3.1. The timing is pressing, as public consultation on the masterplan needs to commence in August to meet the planning/delivery programme.

4. BACKGROUND

- 4.1. Hackney Wick is located within the Legacy Corporation's administrative boundary, immediately to the west of East Wick and Sweetwater

neighbourhoods. It is home to a growing number of creative businesses and artists, alongside more traditional industrial uses. The Legacy Corporation's emerging Local Plan identifies Hackney Wick as a new Neighbourhood Centre which could support a mixed use community.

4.2. The Legacy Corporation's objectives for the area are to:

- 4.2.1. Promote comprehensive redevelopment of the area, in terms of design, place making and timing of delivery;
- 4.2.2. Create a new 'centre' at Hackney Wick, which serves and supports the existing communities and new development in Hackney Wick & Fish Island, East Wick, Sweetwater and HereEast;
- 4.2.3. Maximise the regeneration potential that the proposed reconfigured and more accessible station could unlock, improving permeability and creating a high quality arrival and focal point to the entire area;
- 4.2.4. Improve connectivity between Hackney Wick and the Queen Elizabeth Olympic Park;
- 4.2.5. Create a place which has a distinctive character that supports and promotes the area's creative businesses and celebrates its industrial heritage;
- 4.2.6. Create a vibrant centre, clustering a critical mass of activities, with an appropriate balance of commercial and residential uses;
- 4.2.7. Deliver on elements of the Convergence Agenda particularly: increasing affordable homes; delivering a successful neighbourhood with a range of accessible and high quality facilities; and creating wealth and reducing poverty by providing employment across the site;
- 4.2.8. Secure Best Value for the Legacy Corporation land assets in the area in accordance with legal obligations, to enable greater public benefits to be delivered.

4.3. In order to progress to delivery stage, the Legacy Corporation will now:

- 4.3.1. Commence procurement of a full multi-disciplinary planning led team, including EIA and technical consultants, and separate cost consultants, to lead on the preparation and submission of an outline planning application for the Hackney Wick Neighbourhood Centre;
- 4.3.2. Issue next stage instructions to the masterplanning team to test and refine the masterplan and produce the plans and documents necessary to support the outline planning application;
- 4.3.3. Issue next stage instructions to the Property Consultants to continue viability and appraisal work; continue negotiations with landowners; lead a developer procurement process; and assist in the preparation of the outline planning application;
- 4.3.4. Issue next stage instructions to the Legal Advisors to provide town planning advice and pre-application support; assist in the preparation and submission of the relevant planning application documentation; and advise on any landowner agreements;
- 4.3.5. Continue detailed negotiations with London Borough of Hackney (LBH) in order to secure their commitment to providing funding towards project delivery.

5. FINANCIAL IMPLICATIONS & LEGAL IMPLICATIONS

- 5.1. The financial and legal implications have been addressed and noted in the report in the Part 2 of the agenda.

6. PRIORITY THEMES

- 6.1. The delivery of a new Neighbourhood Centre at Hackney Wick provides opportunities for the Legacy Corporation to deliver on its Priority Themes and contribute to its aspirations around Park, Place People.

7. APPENDICES

- 7.1. None

List of Background Papers:

- Papers for the meeting of the Regeneration and Communities Committee on 4 March 2014
- Papers for the meeting of the Investment Committee on 8 July 2014 (exempt information)”

Report originator:

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Subject: Cultural and higher education quarter update
Meeting date: 22 July 2014
Report to: Board
Report of: Rosanna Lawes, Executive Director of Development

This report will be considered in public

1. SUMMARY

- 1.1. This report provides the Board with an update on the plans to create a cultural and higher education quarter on Queen Elizabeth Olympic Park.
- 1.2. The Legacy Corporation has been working closely with the Victoria and Albert Museum (V&A) and University College London (UCL) and other partners to develop a business case for the creation of a major new higher education and cultural district for submission to Government.
- 1.3. 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). The Investment Committee received an update on these discussions at its meeting on 8 July 2014.
- 1.4. 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. RECOMMENDATION

- 2.1 The Board is asked to note this report and the supplemental report on Part 2 of the agenda.

3. BACKGROUND

- 3.1. In December 2013, the Mayor of London, the Chancellor and the Legacy Corporation have agreed to work together to create a major new higher education and cultural district on the Park. The plans were included in the National Infrastructure Plan. Discussions are ongoing with potential partners to develop the business case for Government.

Background papers

- Papers for the meeting of the Investment Committee on 28 April 2014 (exempt information)
- Papers for the meeting of the Investment Committee on 8 July 2014 (exempt information)

Report originator:**Rosanna Lawes****Telephone:****0203 288 1768****Email:****rosannalawes@londonlegacy.co.uk**



Subject: Legacy Communities Scheme – early delivery of Legatum Academy All-through Free School
Meeting date: 22 July 2014
Report to: LLDC Board
Report of: Paul Brickell, Executive Director of Regeneration & Community Partnerships

This report will be considered in public

1. SUMMARY

- 1.1. This report is intended to provide an update to the Board on the Legatum Academy All-through Free School delivery proposals, including the Legacy Corporation's intention to secure Mayoral approval to enter into a Grant Agreement and Lease for the Sweetwater Primary site (development parcel 4.7).
- 1.2. 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

The Board is asked to:

- 2.1. Note this report; and
- 2.2. Agree the recommendations in the supplemental report on Part 2 of the agenda.

3. TIMING

- 3.1. Agreement is pressing as set out in the supplementary report at Part 2 of the agenda.

4. FINANCIAL AND LEGAL IMPLICATIONS

- 4.1. The financial and legal implications have been addressed in the supplementary report at Part 2 of the agenda.

5. LEGAL IMPLICATIONS

- 5.1. The Legacy Corporation's legal department are engaged with the procurement process, contractual arrangements, and will be involved with the planning applications.

6. PRIORITY THEMES

- 6.1. The LLDC is continuing the priority themes set by its predecessor the Olympic Park Legacy Company. These are: Promoting convergence and community participation; Championing equalities and inclusion; Ensuring high quality design; Ensuring environmental sustainability.
- 6.2. Delivering the All-through Free School early provides social infrastructure to benefit communities around the park and will help to integrate existing communities with the new communities of Queen Elizabeth Olympic Park. Early delivery of outstanding education facilities on the Park will make a significant contribution to Convergence by helping to raise aspirations, educational attainment and skill levels in the area.

7. APPENDICES

- 7.1. A paper on Part 2 of the agenda contains exempt supplemental information.

List of Background Papers:

- Report to the Investment Committee, 9 September 2013, Legacy Communities Scheme School Delivery – Next Phase, (exempt information)
- Report to Board, 19 February 2014, Legacy Communities Scheme School Delivery (exempt information)
- Report to the Investment Committee, 27 February 2014, Update on the early delivery of the LCS schools (exempt information)

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