

**Meeting of the Board of the London Legacy Development Corporation****Meeting Date:** Tuesday 24 February 2015**Time:** 2.00 pm**Venue:** LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

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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 24 February 2015 to transact the business set out below.

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/343182/140812\\_Openness\\_Guide.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf)

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**Board Members:**

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

**1 Apologies for absence**

**2 Declarations of interest**

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

**3 Minutes of previous meeting held on 29 January 2015** (Pages 1 - 8)

The Board is asked to agree the minutes of the meeting held on 29 January 2015.

**4 Matters arising and action list** (Pages 9 - 10)

The Board is asked to note the action arising from a previous meeting.

**5 Chief Executive's Report** (Pages 11 - 40)

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

**6 Report of the meeting of the Regeneration and Communities Committee**  
(Pages 41 - 42)

The Board is asked to note the report on the meeting held on 20 January 2015.

**7 Report of the meeting of the Audit Committee** (Pages 43 - 44)

The Board is asked to note the report on the meeting held on 20 January 2015.

**8 Report of the meeting of the Planning Decisions Committee** (Pages 45 - 46)

The Board is asked to note the report on the meeting held on 27 January 2015.

**9 Report of the meeting of the Chairman's Committee** (Pages 47 - 48)

The Board is asked to note the report on the meeting held on 4 February 2015.

**10 Report of the meetings of the Investment Committee** (Pages 49 - 50)

The Board is asked to note the report on the meetings held on 14 January 2015 and 10 February 2015.

**11 Planning Decisions Committee Membership** (Pages 51 - 54)

The Board is asked to approve the appointment of the new substitute member for the London Borough of Waltham Forest to the Planning Decisions Committee,

subject to the agreement to the re-appointment by the Mayor of London under the Localism Act 2011 and delegate to the Chief Executive to issue appointment letter.

**12 Olympicopolis - Disposal of Long Leasehold to UCL** (Pages 55 - 56)

The Board is asked to note the report which provides an update on the disposal of a long leasehold to UCL for the University Quarter site and agree the recommendations in the report in the Part 2 of the agenda to give approval to enter into an Agreement for Lease with UCL.

**13 Date of next meeting**

The next meeting of the London Legacy Development Corporation Board is due to be held on 17 March 2015 at 2pm at the LLDC offices.

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

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

**15 Exclusion of the press and public**

*The Board is recommended to agree to exclude the public and press from the meeting, in accordance with Part 1, paragraph 3 and 5 Schedule 12A of the Local Government Act 1972 (as amended), in order to consider the following items of business.*

**16 Minutes of the previous meeting held on 29 January 2015 that contain exempt information** (Pages 57 - 60)

The Board is asked to agree the minutes of the meeting held on 29 January 2015 that contain exempt information.

**17 Matters Arising and Action List - Exempt** (Pages 61 - 62)

The Board is asked to note the exempt action arising from a previous meeting.

**18 Chief Executive's Report - Exempt information relating to item 5 on Part 1 - Appendix 2, 3 - Commercial Update, Corporate Dashboard** (Pages 63 - 70)

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

**19 Olympicopolis - Disposal of Long Leasehold to UCL - Exempt information relating to item 11 on Part 1** (Pages 71 - 96)

The Board is asked to note the report containing exempt information providing an update on the disposal of a long leasehold to UCL for the University Quarter site and give approval to enter into an Agreement for Lease with UCL.

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## MINUTES



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

**Date:** Thursday 29 January 2015  
**Time:** 2.00 pm  
**Venue:** Committee Room 4, City Hall, The Queen's Walk, London, SE1 2AA

**Present:** Boris Johnson (Chairman)  
Neale Coleman CBE (Deputy Chairman)  
Sonita Alleyne OBE  
Nicky Dunn  
David Edmonds CBE  
Baroness Grey-Thompson DBE  
David Gregson  
Philip Lewis  
Lord Mawson OBE  
Jayne McGivern (by telephone)  
Mayor Lutfur Rahman  
David Ross  
Cllr Claire Coghill (for Chris Robbins)

**In Attendance:** David Goldstone, Chief Executive  
Gerry Murphy, Executive Director of Finance and Corporate Services  
Rosanna Lawes, Executive Director of Development  
Anthony Hollingsworth, Director of Planning Policy and Decisions  
Peter Tudor, Director of Visitor Services  
Ben Fletcher, Director of Communications, Marketing and Strategy  
Mark Camley, Executive Director of Park Operations and Venues  
Justine Curry, TfL Legal  
Michelle Reeves, Mayor's Observer to the LLDC Committees  
Rachel Massey, LLDC secretariat  
Jamie Izzard, GLA secretariat

#### 1 Apologies for absence

- 1.1 Apologies for absence were received on behalf of Nick Bitel, Keith Edelman, Mayor Sir Robin Wales, Mayor Jules Pipe and Cllr Chris Robbins, for whom Cllr Claire Coghill attended on his behalf. Apologies were also received from Sir Edward Lister, the Mayor's Observer to the Board.

## **2 Declarations of interest**

- 2.1 The Chairman noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.
- 2.2 Prior to the meeting David Edmonds, David Gregson and Nicky Dunn had declared interests in Items 5, 8, 18 and 19 (Investment Committee and Chief Executive's Report) as board members of E20 Stadium LLP.
- 2.3 Neale Coleman and Baroness Grey-Thompson declared an interest in items 5 and 18 (Chief Executive's Report) as board members of London 2017 Ltd.

## **3 Minutes of previous meeting held on 18 November 2014**

- 3.1 **It was agreed that the minutes of the meeting of the London Legacy Corporation Board held on 18 November 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, highlighting the following elements of his report:
  - The announcement that the Smithsonian Institute was entering negotiations to consider locating to the higher education and cultural district;
  - The submission of the draft budget for 2015/16 and indicative budget for 2016/17 to the GLA in November 2014;
  - Progress on the Olympic Stadium roof works, the signing of the Venue Hire Agreement with England Rugby for the Rugby World Cup and provisional plans to hold the Diamond League Athletics event at the stadium;
  - Recent activity to promote the park as a visitor destination including the installation of 60 bus sculptures as part of the London Transport Museum's Year of the Bus; and
  - The recent meeting of the Legacy Youth Board and the finale event for the 2014 Legacy Careers programme, highlighting the role these events play in demonstrating the Legacy Corporation's commitment to place-making and community-building activity.
- 5.2 A query was raised regarding the need to ensure HereEast was correctly signposted and it was noted that local bus services still referred to the site as 'iCity'.

**5.3 The Board noted the report.**

[See also Minute 2 – Declarations of Interest.]

**6 Report of the meeting of the Chairman's Committee**

6.1 The Chief Executive introduced the report, which provided an update on the meeting held on 2 December 2014.

**6.2 The Board noted the report.**

**7 Report of the meetings of the Planning Decisions Committee**

7.1 The Chair of the Planning Decisions Committee introduced the report, which provided an update on the meeting held on 25 November and 16 December 2014.

**7.2 The Board noted the report.**

*[Neale Coleman CBE and Baroness Tanni Grey-Thompson joined the meeting at this point.]*

**8 Report of the meetings of the Investment Committee**

8.1 The Chair of the Investment Committee introduced the report, which provided an update on the meeting on 11 November 2014. He also provided a verbal update on the meeting held on 14 January 2015.

**8.2 The Board noted the report.**

[See also Minute 2 – Declarations of Interest.]

**9 Report of the meetings of the Regeneration and Communities Committee**

9.1 The Chairman of the Regeneration and Communities introduced the report which provided an update on the meeting held on 11 November 2014 and 20 January 2015.

**9.2 The Board noted the report.**

**10 Report of the meeting of the Audit Committee**

10.1 David Edmonds provided a verbal update on the meeting held on 20 January 2015, at which the Committee had received the final draft of the budget and business plan.

**10.2 The Board noted the report.**

## **11 Development of the Legacy Corporation's Community Infrastructure Levy (CIL)**

11.1 The Director of Planning Policy and Decisions introduced the report which set out the Legacy Corporation's proposed Community Infrastructure Levy (CIL) charging rates. The Board's approval was sought for the Charging Schedule (Appendix 1 to the report), the draft supplementary planning document (Appendix 2), the 'Regulation 123 List' (Appendix 3) and the Infrastructure Development Plan (Appendix 4). Approval was also sought for the CIL to be brought into effect from 6 April 2015.

11.2 Following discussion, the recommendations were agreed by a unanimous vote in favour.

### **11.3 Resolved**

- a) **That the Charging Schedule attached at Appendix 1 to the report be approved and brought into effect from 6 April 2015;**
- b) **That the use of the draft Planning Obligations SPD at Appendix 2 to the report be approved on an interim basis for negotiation of section 106 agreements when determining planning applications, until the SPD is updated and adopted following adoption of the Legacy Corporation Local Plan;**
- c) **That the Infrastructure List (Regulation 123 list) at Appendix 3 to the report be approved; and**
- d) **That the update Infrastructure Delivery Plan Project List at Appendix 4 to the report be approved.**

## **12 Annual Planning Authority Monitoring Report**

12.1 The Director of Planning Policy and Decisions introduced the report and the annual Planning Authority Monitoring Report which the Legacy Corporation, as a local planning authority, was required to publish on an annual basis.

12.2 A request was made for the introduction of Key Performance Indicators (KPIs) for youth employment and officers agreed to look into this for future reporting.

### **12.3 Resolved:**

- a) **That the Planning Authority Monitoring Report for the period 1 October 2013 to 30 September 2014 at Appendix 1 of the report be noted; and**
- b) **That Key Performance Indicators (KPIs) for youth employment be considered for future reporting.**



### **13 Queen Elizabeth Olympic Park Events Update**

13.1 The Director of Visitor Services introduced the report which provided an update on the Park events programme for 2015.

13.2 Members discussed the Park's visitor numbers and progress against the current target of 3.5 million visitors in 2014/15. Members were advised that this target required updating in order to reflect the plans for the cultural and education district, as some of the land that was initially expected to be made available for mass-participation events was no longer available. It was, however, noted that this change would ultimately lead to much greater visitor numbers in future years.

**13.3 That the report be noted; and**

**13.4 That revised visitor forecasts be included in the visitor strategy that would be presented to a future meeting of the Board.**

*[David Ross joined the meeting at this point.]*

### **14 Date of next meeting**

**14.1 The Board noted that the next meeting was due to be held on Tuesday 24 February 2015 at 2pm at the LLDC offices.**

### **15 Any other business the Chairman considers urgent**

15.1 There was no urgent business.

### **16 Exclusion of the press and public**

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

### **17 Minutes of the previous meeting held on 18 November 2014 that contain exempt information**

**17.1 It was agreed that the minutes of the meeting of the Board held on 18 November 2014 containing exempt information be signed by the Chairman as a correct record.**

**18 Chief Executive's Report - Exempt information relating to item 5 on Part 1 - Appendix 1, 2 and 3 - Commercial update, corporate dashboard, draft report format**

18.1 The Chief Executive introduced the report, which contained exempt information in relation to Item 5, including the corporate dashboard for November and the proposed new quarterly report format, and highlighted the following elements of his report:

- The Chairman welcomed the positive press regarding the Smithsonian and the associated commentary on the overall success in developing legacy uses for the Park;
- A business case for enhancing the visitor experience at the ArcelorMittal Orbit would be presented to the Investment Committee before the end of the current financial year; and
- Subject to any comments received by Members outside of the meeting, the new quarterly report format would be introduced for future meetings in the new financial year.

**18.2 Resolved:**

**a) That the dashboard and verbal update from the Chief Executive be noted; and**

**b) That the new quarterly report format be noted.**

[See also Minute 2 – Declarations of Interest.]

**19 Report of the Meeting of the Investment Committee held on 11 November 2014 and 14 January 2015 - Exempt Information Relating to Item 8 on Part 1**

19.1 The Chairman of the Investment Committee introduced the report which contained exempt information in relation to Item 8.

**19.2 Resolved:**

**That the strategy recommended by the Investment Committee on 14 January 2015, described as a set of principles in section 4 of the Appendix to the report, be agreed.**

[See also Minute 2 – Declarations of Interest.]

**20 Queen Elizabeth Olympic Park Events Update - Exempt information relating to item 13 on Part 1**

20.1 The Director of Visitor Services introduced the report which contained exempt information in relation to Item 13.

**20.2 The Board noted the report.**

## 21 Close of Meeting

21.1 The meeting ended at 2:48pm.

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Chairman

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Date

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**Board Actions List (reported to the meeting on 24 February 2015)**

**Outstanding Actions from the last meeting**

<b>Minute No.</b>	<b>Item/Description</b>	<b>Action By</b>	<b>Target Date</b>	<b>Status/note</b>
13.4	<p><b>Queen Elizabeth Olympic Park Events Update</b></p> <p>Include revised visitor forecasts in the visitor strategy for consideration at a future meeting of the Board.</p>	Mark Camley	19 May 2015	In progress. Update to be provided at March board meeting.

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**Subject:** Chief Executive's report to the LLDC Board  
**Date:** 24 February 2015  
**Report to:** Board  
**Report of:** David Goldstone, Chief Executive

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**This report will be considered in public**

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**1. SUMMARY**

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

**2. RECOMMENDATION**

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

**3. CHIEF EXECUTIVE'S OVERVIEW**

- 3.1. The agenda for this meeting includes a decision on the Agreement for Lease with University College London and report back from Board Committees. There are separate items on the agenda relating to these matters.
- 3.2. Since the period covered by the last report, key highlights of activity include:
  - 3.2.1. The Smithsonian Institute's decision to open talks on creating a presence as part of Higher Education and Cultural District, as set out in section 5 below.
  - 3.2.2. E20 Stadium LLP's appointment of VINCI Stadium to operate the Stadium in a 25 year arrangement.
- 3.3. At the January meeting, the Board commented on the proposed new format and structure of officers' quarterly reporting to the Board. The new reporting format is intended to present performance information and key achievements in a new and engaging way, and will be introduced in the new financial year. The Quarterly Corporate Report for January to March 2015 will be the final report using the old format.

#### **4. STADIUM**

- 4.1. The Legacy Corporation, on behalf of E20 Stadium LLP (a joint venture between the London Legacy Development Corporation and Newham Council), 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.
- 4.2. When complete, the new Stadium roof will be twice the size of the original and at its deepest point it will be the longest cantilevered roof of its type in the world providing cover for every seat in the Stadium. Construction is on schedule but the programme remains challenging and is dependent on reasonably good weather conditions. A significant milestone was achieved recently with completion of the back roof; the first floodlight panel is due to be lifted in February. The Venue Hire Agreement with England Rugby has been signed for five Rugby World Cup 2015 matches taking place in the Stadium. A decision about whether to hold Diamond League athletics in Stadium in summer 2015 will be made soon.
- 4.3. The operator for the Stadium has been appointed: VINCI Stadium, operator of a network of venues including the Stade de France, will begin operating the Stadium ahead of the 2015 Rugby World Cup. VINCI Stadium will be responsible for running and managing the Stadium on a day to day basis as well as bringing in new events and activity. VINCI Stadium will also manage the London Marathon Charitable Trust Community Track and events on the south park lawn, below the ArcelorMittal Orbit. They will work with the E20 Stadium LLP to promote sport and healthy living in the local area and deliver mass participation events such as the Great Newham London Run. The partnership between Vinci and E20 Stadium LLP is for 25 years.

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

- 5.1. Good progress has been made to support delivery of the Mayor's 'Olympicopolis' vision, including the Smithsonian Institute's decision to open official talks with the Legacy Corporation on creating a new London base in the Park. This decision follows a series of meetings between the Smithsonian, the Mayor and LLDC. If negotiations are successful the Smithsonian would take up residence alongside the Victoria and Albert Museum, University of the Arts London and Sadler's Wells on the scheme on Stratford Waterfront. University College London (UCL) will also create a new university campus to the south of the ArcelorMittal Orbit.
- 5.2. Together these projects will create a world-class education and cultural district on the Park, bringing together outstanding organisations to showcase exceptional art, dance, history, craft, science, technology and cutting edge design. Olympicopolis is expected to deliver 3,000 jobs, 1.5 million additional visitors and £2.8 billion of economic value to Stratford and the surrounding area.
- 5.3. The international competition to appoint a design team for the Stratford Waterfront project has continued. Six teams have been shortlisted for the second stage, with an appointment to be made in spring 2015.
- 5.4. The procurement of a masterplanning team for the UCL site is progressing with five teams shortlisted following the Pre-Qualification Questionnaire stage. The Invitation to Tender was launched in January 2015 and the appointment is expected in April 2015.
- 5.5. Further updates can be found in a separate agenda item (containing exempt information).



## **6. SCHOOLS UPDATE**

- 6.1. The East Wick Primary School (Mossbourne Primary Academy School) is progressing with the reserved matters planning application submitted in November 2014 with determination expected in February 2015. The enabling works have started on site and the main building works are scheduled to start on site in March 2015. The school will begin a phased opening in September 2015 with a 30 place reception class to be located temporarily at Brook Community Primary School in Hackney. The school will open in its permanent location in September 2016.
- 6.2. The Legacy Corporation is also working with the Education Funding Agency to support the delivery of the Legatum Academy, a split-site all-through school consisting of a two form entry primary school at Sweetwater and a six form entry secondary school at Stadium Island, which will be operated by the David Ross Education Trust. The primary school building is due to open in September 2016. Discussions are ongoing between the Education Funding Agency and its proposed contractor. The aim is to conclude these discussions so that a planning application can be submitted in March. If this is achieved, the EFA is confident that they will achieve a September 2016 opening for the primary school. Given the longer build programme for the secondary school, the first Year 7 intake will be accommodated in the primary school building for the 2016/17 Academic Year as the build for the secondary school is unlikely to be completed by September 2016.

## **7. EASTWICK AND SWEETWATER**

- 7.1. At the November Board meeting, the Legacy Corporation selected the preferred bidder to be the development partner to take forward the next phase of new neighbourhoods on the Park at East Wick and Sweetwater to create up to 1,500 homes. LLDC is progressing with the legal agreements and financial due diligence with the preferred bidder and the decision for approval to enter into the Development Agreement was brought to the Investment Committee in February 2015 and Mayoral Consent (under Paragraph 4.5 of the LLDC Governance Direction 2013) is being sought. The announcement of the Developer will be made once the legal agreements have been signed.

## **8. PARK OPERATING AND EVENTS**

- 8.1. Visitors have continued to enjoy the Park attractions such as a special walking trail "Around Queen Elizabeth Olympic Park" which included seven bus sculptures installed on the Park as part of Transport for London and the London Transport Museum's Year of the Bus. All 60 Year of The Bus sculptures from the different trails across London were displayed around the Park on 24 and 25 January 2015.
- 8.2. Other events held on the Park included: London Lions basketball matches and Winter Revolution Track league cycling; a Tea Dance at the Copper Box Arena, with the next scheduled for 19 February; and a corporate event for Fiat in the Copper Box Arena.
- 8.3. Future events include:
  - Half Term and Easter Holiday community sports activity programme;
  - An exhibition of London inspired LEGO® models at ArcelorMittal Orbit from 15 to 22 February 2015;
  - East London Mini Marathon in the North of the Park with LB Waltham Forest; and
  - Polar Plunge charity fundraising event.

- 8.4. The main hall in the Copper Box Arena will be closing for planned maintenance on 29 June 2015 for three weeks. The Gym and Studios will remain open and this does not impact on the London Lions at it is the close season.
- 8.5. Works have started preparing the site for the Since 9/11 memorial artwork. The charity is on track for unveiling the artwork in March 2015.

## 9. PLANNING

- 9.1. The Legacy Corporation is a Charging Authority for the **Community Infrastructure Levy** (CIL) which will be levied on any developments which are granted planning permission to be applied towards off-site infrastructure requirements. Following consultation and submission to the Secretary of State for Communities and Local Government for examination, the Legacy Corporation's CIL charging schedule was approved at the January Board meeting. It will come into effect on 6 April 2015 which is the date on which new regulations come into force under the Community Infrastructure Levy Regulations (2010).

## 10. PARALYMPIC LEGACY

- 10.1. **Disabled Go** - The Accessibility and Inclusive Design team have been working with Disabled Go, a national access information provider, to create a series of access guides for both the Park and its venues. The guides cover everything from access levels within the venues and nearest blue badge parking areas to where lifts, kiosks and toilets can be found on the Park. The Disabled Go page is available on our Accessibility and Inclusion page on our website at: <http://queenelizabetholympicpark.co.uk/the-park/plan-your-visit/accessibility-and-inclusion>.
- 10.2. Google is 'mapping' the internal layout of the Copper Box and Aquatic Centre (they have already mapped the Velodrome) as we continue to update QEOP on Google maps and street view.
- 10.3. The team helped to select the winner of this year's Civic Trust Awards 'Selwyn Goldsmith Universal Design Award' as its sponsor. The winner will be announced at the Civic Trust Awards ceremony being held on Friday 6 March 2015.
- 10.4. Channel 4 filmed their new advert to encourage disabled people to train in roles related to TV production on the Park, as part of their Road to Rio programme.

## 11. COMMUNITY ENGAGEMENT

- 11.1. Work has continued on the **Go! Schools Network** which aims to connect 65 secondary schools in the four local boroughs to opportunities in the Park. 63 schools have signed up so far and the project has recently been extended to include 250 primary schools, particularly the 40 primary schools closest to the Park. 31 primary schools have signed up to date and the CEO attended the official launch of the Go! Schools network to Primary schools presenting Gainsborough Primary school with the first Go! plaque. The Go! schools network teacher forum was held at the Aquatics Centre with 45 school representatives in attendance, with the next one scheduled to take place in Spring for Primary school head teachers.
- 11.2. The **Hub 67**, based at 67 Rothbury Road, next to Frontside Skate Park has opened as a new focal point for residents, hosting events, classes and community groups. Its launch event was held successfully with over 200 local people attending, (including an Eastenders cast member who lives locally). The Hub has been used in some form every day since opening. A hub manager is in the process of being appointed and they will work with the community steering group already in place.

- 11.3. The Legacy Corporation spoke at a No. 10 Downing Street round table on **Sharing Economy** and contributed to and is cited in the recent Government report. A series of research mapping workshops is also underway with the Legacy Corporation, Echo and Nesta to develop and demonstrate the emerging role of the sharing economy within urban regeneration.
- 11.4. In January 2015 we launched ShareEast - [www.shareeast.co.uk](http://www.shareeast.co.uk) - a peer to peer community trading network connected to the Echo platform, across East Village and the Chandos area. The Newham Recorder covered the first community cookery class held at Chobham Academy with a very positive piece and there has been good social media activity. Already 60 members have joined and four group workshops have taken place.
- 11.5. **Hackney Wick neighbourhood centre** work is progressing with a research and mapping piece on existing community facilities. Public consultation has now launched and will continue until end of February.

## 12. JOBS AND SKILLS

- 12.1. **Construction workforce targets** to December 2014 can be found in Appendix 1, the quarterly Corporate Performance report. These figures demonstrate continued good performance with the majority of targets being met or exceeded.
- 12.2. **Apprentices:** The Legacy Corporation's apprenticeship scheme has seen 110 young people embark on apprenticeships in all areas of the Park including leisure operations, hospitality administration and a variety of construction roles such as scaffolding and engineering. 50 of these young people are currently working in and around the Park and the LLDC also now has its own in-house apprenticeship programme.
- 12.3. To celebrate the latest cohort of Legacy Apprentices LLDC is hosting its **Apprenticeship Awards** on Wednesday 4 March 2015 in GLA's Assembly chamber and London's Living Room. The awards will recognise the work of apprentices on the Park, highlight the Legacy Corporation's commitment to apprenticeship delivery and demonstrate the business benefits of employing apprentices. The awards are being supported by the production of a film which will include an interview with one of the Legacy Corporation's in-house apprentices.

## 13. SMART PARK WIFI

- 13.1. The Smart Park WiFi tender successfully completed and WiFi Spark have been chosen as LLDC's service provider; the planning, design and implementation phases are now underway. Three bids were received for the Smart Park App tender and Sports Revolution were appointed to develop and maintain the new App.

## 14. HEALTH AND SAFETY

- 14.1. **Queen Elizabeth Olympic Park:** there were no significant first aid issues in the Park or venues. The North Park riverside paths were closed to the public on 7 January due to flooding (high tide and closing of locks down river) and reopened the next day.
- 14.2. **FO3 Bridge:** a minor incident occurred - an operative injured his neck when he banged his head against a scaffold pole. He was wearing his hard hat which prevented further injury, one day off work by the operative before he returned to work. Routine health and safety inspections confirm that the site is well-managed.
- 14.3. **Development Works:** a good month during which there were no significant incidents. Site visits were carried out at both projects – Chobham Manor and HereEast as while the Developers' contractors are directly responsible for the works and the manner in which they are undertaken, LLDC has an overarching role

in encouraging best practice, and is pursuing this in a consistent, robust and positive way. There have been discussions with Taylor Wimpey at Chobham Manor to support exemplary H&S practice.

- 14.4. **Stadium:** All safety incidents have been investigated, corrective measures identified and closed out in the usual way, including an operative sustaining a burn to a hand when using an abrasive wheel, and a Mobile Elevating Work Platform (MEWP) collision with the stadium structure. The contractor's Senior Leadership Team has agreed to ensure that one team member is present at all inductions to promote the SLT commitment and vision. Further workshops have been planned to include first line supervisors and all employees and the leadership tours continue, seeking to identify good practice and share it across the works.
- 14.5. **Health:** There were fitness for work checks (282), safety critical medicals (111), well-being and lifestyle initiatives and health checks. Key prevention efforts have focussed on the way in which teams are working close to each other and risk management needs to address risks to "others adjacent". The drop-in service is being increasingly used, reflecting both the growth in site numbers and the awareness of operatives. Night work medicals were undertaken (12) with all staff found fit for work. January heralded the start of the annual Health and Wellbeing Programme. The Quarterly Theme is *New Year, new you* with the monthly campaign focussing on nutrition and cold weather working. Events were held on Stadium, at Here East and at LLDC. The promotion for Taylor Wimpey was deferred to February.
- 14.6. **Safety, Health and Environment Leadership teams (SHELT):** The SHELT meeting to encourage and exercise leadership across all works on the Park and adjacent was held on 5 February 2015.

## 15. APPENDICES

Appendix 1 – Corporate Performance Report – October to December 2014

Appendix 2 – Commercial update (exempt information)

Appendix 3 – Corporate dashboard (exempt information)

### List of Background Papers

- None

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**Appendix 1**

**London Legacy Development Legacy Corporation  
Corporate Performance: October to December 2014**



NOT PROTECTIVELY MARKED

## Purpose of the document

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

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

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

## Summary of progress in the quarter October - December 2014

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

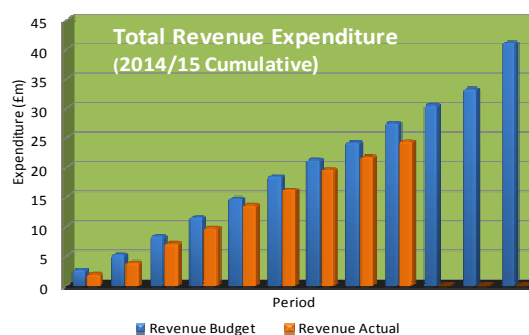
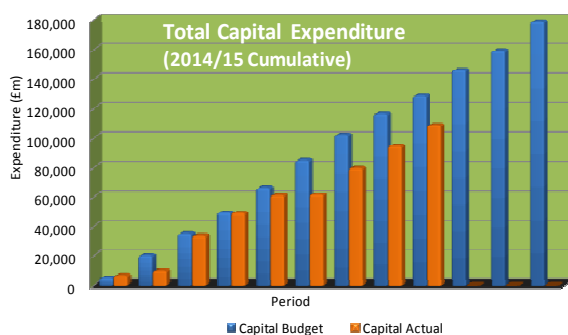
- Appointed Stadium plus Operator, subject to contract. Signed venue hire agreement for Rugby World Cup
- Submitted Olympicopolis Outline business case to Government. Received confirmation of £141m of government funding in the Autumn Statement
- Submitted Planning Application for East Wick School
- Closed Local Plan consultation
- Submitted planning application for Secondary school (all-through school).
- Commenced phased opening of the Canal Park
- Selected the preferred bidder for East Wick and Sweetwater neighbourhoods.
- Planning permission granted for Hackney Wick Station improvements
- Submitted the draft budget for 2015/16 and planned budget for 2016/17 to the GLA in November 2014
- First phase of Chobham Manor housing units all sold; reserved matter planning application approved
- Hub 67 community centre in Rothbury Road construction complete and opened to the public

Some of the key goals for LLDC for the period from January to March 2015 are to:

- Decision on whether to hold Diamond League athletics in Stadium in Summer 2015
- Agree delivery strategies for Bromley by Bow
- East Wick School planning approval granted and construction commences
- Legacy Careers – complete phase 2 programme in 15 secondary schools
- Progress on the procurement of the design team for the Stratford Waterfront ahead of the appointment in spring 2015; launch the Invitation to Tender for the University Quarter masterplanning (complete)
- Approval for the adoption of the Community infrastructure Levy charging schedule
- 2015/16 draft budget and 10 Year Business Plan approved
- Announce Stadium Operator and East Wick and Sweetwater developer

## Financial Performance Summary

£'000s	Year to date			Full Year to Mar 2015			
	Actual	Revised Budget	Variance	Forecast Outturn	Revised Budget	Revised budget vs. forecast	Original Budget
<b>Total Capital Expenditure</b>	<b>108,989</b>	<b>163,745</b>	<b>54,756</b>	<b>178,522</b>	<b>222,483</b>	<b>43,961</b>	<b>189,552</b>
Revenue - Income	(1,680)	(1,876)	(196)	(2,325)	(2,649)	(324)	(2,674)
Revenue - Expenditure	24,467	28,914	4,447	41,391	43,824	2,433	44,075
<b>Net Revenue</b>	<b>22,787</b>	<b>27,038</b>	<b>4,251</b>	<b>39,066</b>	<b>41,175</b>	<b>2,109</b>	<b>41,401</b>
<b>Trading net result</b>	<b>479</b>	<b>(23)</b>	<b>(502)</b>	<b>855</b>	<b>(252)</b>	<b>(1,107)</b>	<b>(252)</b>



## Capital

Capital expenditure is underspent by £54.8m (33.4%) for the nine months to December, which is expected to reduce to £44.0m (19.8%) by year-end against the revised budget. The total capital expenditure run rate is £12.0m per month to December, forecast to increase to £15.0m per month in January to March.

Park Operations and Venues is £4.8m underspent at December, mainly due to the re-profiled payment of £3.2m to Canals and Rivers Trust and slippage on the Parkwide paths goldtopping project.

Real Estate is £3.3m underspent to date - although works to the F03 Bridge have now commenced, other infrastructure projects such as the MSCP cladding works have experienced delays in procurement and planning and expenditure is likely to slip into 2015/16. Works on the utility connections at Stratford Waterfront have been delayed due to design changes required to accommodate the Olympicopolis project.

The procurement of planning and cost consultants for Hackney Wick has been delayed due to the requirements of the HCA Panel and so some of this expenditure will slip into 2015/16. The works on the Canal Park were completed in December 2014. The Twelvetrees Crescent ramp to the Leaway towpath and the Ecology Area projects are experiencing delays due to design changes and negotiating agreements with stakeholders which mean these projects are likely to slip further into 2015/16. Other minor infrastructure works are being instructed with a view to completion by the end of March.

**Stadium** Infrastructure stadium expenditure covers the capital injections made by LLDC into the E20 Stadium LLP joint venture. E20 is responsible for the work and accounts for the expense. The settlement agreement for additional works required on for compression truss strengthening has resulted in a revised and accelerated sequence of works on the roof construction, which will overlap other works required to achieve completion in May 2015.

Actual capital injections to date are currently £45.6m lower than revised budget due to the delays in scoping the compression truss work. Subject to weather conditions it is anticipated the costs will increase in the final quarter to match the acceleration of works.

Forecasts are currently under review but are likely to involve further underspends this financial year, which will be carried forward into 2015/16 where appropriate.

### **Revenue**

Revenue expenditure in the nine months to December is underspent by £4.5m partially due to facilities management costs running behind profile along with some savings. There have been higher than anticipated professional fees in Finance and Corporate Services, offset by underspends on staff, insurance and accommodation charges.

### **Trading**

3 Mills continues to outperform revenue expectations for year to date net income (however this is offset by lower than anticipated visitor numbers at the ArcelorMittal Orbit where net income is behind budget).



## 1. Park Operations and Stadium

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

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

### Progress against major milestones and targets

Milestones for completion in 2014/15 and early 2015/16	Estimated date and comment
Defects resolved for Aquatics Centre and Copper Box Arena	Defect works in both venues to be completed in Q3/Q4 2014/15
Hold Revolution track cycling	Revolution track cycling held at the Lea Valley VeloPark in December 2014, with another event in February 2015.
Complete installation of signage and wayfinding	Permanent installation of signage and wayfinding is completed in December 2014 with some legacy items to be completed in the next financial year.
Stadium: naming rights partner announced	Likely to slip into 2015/16
Appoint Park and Stadium events operator	Stadium+ operator appointed subject to contract.
Achieve and maintain Green flag status for the Park (2015/16)	Green flag status has been achieved, 1 year ahead of schedule.
Stadium complete for Rugby World Cup (1205/16)	Work on the Stadium conversion in this period continues on track for re-opening for the Rugby World Cup in summer 2015.

Targets and performance for 2014/15	Performance and Commentary
<b>Visitors:</b> Annual target of 3.5m visitor to the Park	3,034,681 (as of December) people have visited the park in 2014/5
Copper Box throughput	278,312 (as of November) people have visited the Copper Box Arena in 2014/15.
Aquatics Centre throughput	597,386 (as of November) people have visited the Aquatics centre in 2014/15.

### Commentary on key projects

The **south of the Park** opened to the public on Saturday 5 April 2014 for the first time since the London 2012 Olympic and Paralympic Games including the **ArcelorMittal Orbit** visitor attraction. The Park has been animated by a number of events, summarised in the section below.

The **ArcelorMittal Orbit** visitor attraction also opened in April 2014 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. Over 100,000 people had visited the attraction by the end of December.

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.

Since opening on 1 March 2014 almost 600,000 people have visited the **Aquatics Centre**: the 50 metre competition pool is available for lane and fitness swimming as well as family sessions. Over the summer it hosted National Paralympic Day and Invictus Games events. In 2016 will host the European Swimming Championships.

During this period, the **Copper Box Arena** hosted all London Lions home basketball matches, England Netball matches and a number of corporate events. The Arena is also open for use by the community including a sports hall for activities such as badminton, an 80 station gym and two studios, over 270,000 people have visited the arena in 2014/15.

**Events:** Visitors have continued to enjoy the Park attractions such as a special walking trail "Around Queen Elizabeth Olympic Park" which includes seven bus sculptures installed on the Park as part of Transport for London and the London Transport Museum's Year of the Bus. All 60 Year of The Bus sculptures from the different trails across London will be displayed around the Park from mid January until early February, with a family fun weekend scheduled for 24 and 25 January.

In November, the 2014 NEC Wheelchair Tennis Masters was hosted at the Lee Valley Hockey and Tennis Centre. This is the sport's most prestigious event outside of the four Grand Slam tournaments and is part of UK Sport's Gold Event Series.

Lee Valley VeloPark hosted the UCI World Cup in December with 22,000 people attending.

Following the promoter's decision not to proceed with Winter Kingdom, LLDC promoted the Park as a destination for December to support the existing operators' businesses. Areas of the Park were dressed with Christmas trees and festive lighting from early December into

the New Year, and LLDC teams came together to create a programmed weekend of activity on December 13 and 14.

Local choirs sang around the tree, the Legacy List ran craft workshops and created outsized Christmas cards, the Arts and Culture Local Programming delivered Skewbald Theatre's Fairytales After Dark, and the Park was animated with promenading costumed performers. Father Christmas came to the ArcelorMittal Orbit, along with two reindeer, and the contracted boat tour operator ran 'Santa cruises'. Over 8,000 people visited the Park on Saturday, and 7,000 on the Sunday.

**Future events:** events on the Park scheduled to take place in the next period (January - March) include:

- Holding the Winter Revolution Track league cycling
- Hosting all London Lions Basketball home games
- Corporate event for Fiat in the Copper Box Arena
- Tea Dance at the Copper Box Arena on 19 February 2015
- East London Mini Marathon in the north of the Park with LB Waltham Forest
- Polar Plunge charity fundraising event
- Half term and Easter holiday community sports activity programme

**Stadium:** 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 significant milestone was met in late November 2014 with the commencement of roof paneling work.

The roof will be split into two sections, a solid rear section and a translucent forward section. When complete the new roof will be twice the size of the original at around 45,000 square metres. At 84 metres at its deepest point it will be the longest cantilevered roof of its type in the world and will cover every seat in the Stadium, improving acoustics and the spectator experience for football matches, other sporting events and concerts. Work on the roof, and brand new floodlights that it will support, will be completed ahead of the five Rugby World Cup 2015 matches taking place in the Stadium. The Venue Hire Agreement for the Rugby World Cup matches to be held in the Stadium was signed in this period.

During this period the E20 LLP appointed the Stadium plus Operator, subject to contract. A decision will also be made in this period on whether to hold Diamond League athletics in Stadium in Summer 2015.

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

Willerby Landscapes were awarded with the Grand Award at the British Association of Landscape Industries **National Landscaping Awards** for their work on Park's south Park and Carpenter's Lock to transition these areas into legacy use. This work included extensive re-modelling of levels and grounds involving major engineering works, before undertaking the construction of hard landscape features across the entire area and constructing and installing decking and linear seating.

An update on LLDC's **Sport and Healthy Living** is given under Community Engagement in the Regeneration section of the report.

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

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

## 2. Real Estate and Regeneration

### Real Estate

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

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

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

### Progress against milestones

Milestones for completion in 2014/15 and early 2015/16	Estimated date and comment
Chobham Manor developer on site	Complete: Enabling works have been taking place and the developer started construction on site in Q2 2014/15. The first residents are due to move in Q3 2015/16.
East Wick & Sweetwater developer procurement complete	The procurement has been complete and preferred developer has been selected.
Olympicopolis development agreements complete	Heads of Terms with Sadler's Wells, UAL, UCL and V&A have been agreed.
Here East start on site to fit out Press & Broadcast Centres	Following the granting of the lease to Here East construction commenced in Q3 2014/15.
East Wick School - submit planning application	Complete – planning application submitted in Q3 2014/2015
East Wick School construction commences	On track for commencement in Q4 2014/15.
Legatum all through school: planning application submitted	Two planning submissions to be submitted, for both primary and secondary schools in Q4 2014
Delivery strategies for Bromley by Bow agreed	Contractors appointed to prepare a viability assessment of the design options and to produce a delivery strategy by Q4 2014/15.
Olympicopolis outline business case approval	The announcement was made on 3 December 2014 agreeing the funding for the Olympicopolis business case.

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

### Commentary on key projects

Cultural and Higher education district: It was confirmed in December as part of the Government's National Infrastructure Plan, that £141m will be committed to support delivery of the Mayor's 'Olympicopolis' vision. This will create a world class education and cultural district on Queen Elizabeth Olympic Park bringing together outstanding organisations to showcase exceptional art, dance, history, craft, science, technology and cutting edge design.

University College London (UCL) will create a new university campus to the south of the ArcelorMittal Orbit. The Victoria and Albert Museum and Sadler's Wells will establish a new cultural quarter on Stratford Waterfront opposite the Aquatics Centre. The Waterfront site will also house new locations for The University of the Arts London. The scheme is expected to deliver 3,000 jobs, 1.5m additional visitors and £2.8 billion of economic value to Stratford and the surrounding area. Heads of Terms with Sadler's Wells, UAL, UCL and V&A have been agreed.

Updated budgets for the project have been incorporated into Legacy Corporation's revised 10 Year Business Plan, and work is being undertaken to ensure that LLDC has the resources it needs to deliver this project. GLA cashflow funding has been agreed.

The international competition to appoint a design team for the Stratford Waterfront project has continued. Six teams have been shortlisted for the second stage, with an appointment to be made in spring 2015. The ITT launch for the University Quarter masterplanning will be launched in Q4 2014/15

**Chobham Manor development:** in November 2012 LLDC entered into a development agreement with Chobham Manor LLP (a joint venture between Taylor Wimpey and London & Quadrant). The development will contain 75% family housing (defined as 3 beds or more) as this is a planning requirement and will be supported by facilities including a nursery and community spaces.

The first units are due to be occupied from late 2015 onwards and all units in the first phase have been sold. The Chobham Manor Phase 2 reserved matters application was approved at planning committee on 25 November 2014.

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

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

**LCS Phase 2 – East Wick and Sweetwater:** The Legacy Corporation selected a preferred bidder to be the development partner to take forward the next phase of new neighbourhoods on the Park at East Wick and Sweetwater to create up to 1,500 homes. An announcement will be made in early 2015.

The Legacy Corporation is also working with partners towards the early delivery of two **Legacy Community Scheme schools:** The East Wick Primary School (Mossbourne Primary Academy School) is progressing with the reserved matters planning application submitted for determination in early 2015. The main building works are scheduled to start on site in March 2015. The school will begin a phased opening in September 2015 with a 30 place reception class to be located temporarily at Mossbourne Victoria Park (located 1 mile away from the permanent site). The school will open in its permanent location in September 2016. The Legatum Academy, a split-site all-through school consisting of a two form entry primary school at Sweetwater and a six form entry secondary school at Stadium Island, will be operated by the David Ross Education Trust and has a planned opening date of September 2016.

Improvements to **Hackney Wick Station** have been identified as a key factor in helping to unlock the full economic potential of Hackney Wick. LLDC has secured a loan of £8.5m from the London Enterprise Panel (LEP) for improvements to the station. The improvements include new routes to reduce journey-times between the station and HereEast and the Queen Elizabeth Olympic Park, a new and enlarged station concourse, the installation of lifts to the platforms, and the creation of a new north-south pedestrian route for both passengers and other pedestrians under the railway embankment. Work is ongoing with partners on the station design. Planning permission was granted on 23 September 2014.

Discussions are also progressing well with LB Hackney and other landowners relating to development of the neighbourhood centre in **Hackney Wick:** Following the approval of the business case, regular meetings have been held with LB Hackney in order to enter into a formal collaboration agreement. Landowner meetings and planning discussions were also held.

**F03 bridge** construction works: During this period the F03 temporary bridge section was successfully removed. Works continue to be on track for handover in July 2015. The **Canal Park**, the newest part of the Park began to open in December 2014. The Canal Park,

alongside the Lee Navigation canal on the west of the Park, will open in stages to allow for the planting in the area to fully bed in. Once fully open it will become new natural space, and an active waterfront for local residents and visitors to enjoy.

### Key Real Estate risks:

Summary	Impact	Mitigation
Red risk relating to the remaining major construction work inside and outside the Park in particular where dependent on external partners and funding.	Significant financial and reputational risks.	Working closely with delivery partners and funders.
Red risk that increased construction costs in London will impact on the Legacy Corporation's construction projects.	Financial implications, reduced scope for capital projects	Early cost reports, tight monitoring, value engineering where required.
Red risk that the higher education and cultural quarter – 'Olympicopolis' – will be delayed or costs will be more than anticipated.	Reputational damage, delays and cost overruns	Effective design management and coordination. Close work with partners. Effective management of progress.
Amber risks on design, programme and budget relating to the delivery of the All Through (Legatum) School.	Reduced design quality of the school, missed deadlines and financial impacts.	Close working with partners, budget and programme monitoring.
Amber risk relating to the funding and programme of East Wick School.	Significant financial and reputational impacts.	Close working with LB Hackney. Ensure contractors are brought in early and all surveys are undertaken early.
Amber risks relating to ensuring that there is funding in place to deliver Olympicopolis.	Significant financial and reputational impacts.	Early insight to funding requirements.
Amber risk that there are challenges to the ability of LLDC to return expected capital receipts.	Significant financial and reputational impacts.	Close working with GLA. Consider alternative deal structures to support increased receipts
Green risk that related development projects	Negative knock on effect on the success of the	Close work with partners to influence developments and



undertaken by other organisations are not successful.	Park.	monitor progress.
Green risk relating to the funding and programme of East Wick School	Significant financial and reputational impacts	Close working with LB Hackney. Ensure contractors are brought in early and all surveys are undertaken early.

## Regeneration and Community Partnerships

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

### Progress against major milestones

Milestones for completion in 2014/15 and early 2015/16	Estimated date and comment
Business Case approval for Hackney Wick development and delivery strategy	Business case approved in this period
ELMO evaluation and Arts Council report completed	An Arts Council evaluation and report on course to be complete in January 2015.
Rothbury Road Hub 67 build complete	Construction complete in Q3 2014/15.
Legacy Careers – complete Phase 2 Legacy Careers programme in 15 secondary schools	Phase 2 of Legacy careers in schools, programme due to completed in Q4 2014/15
NPD 2014 successfully held	NPD held on 30th August 2014, with 29,000 people in attendance.
Ensure future phases of LCS contribute to the LCS offset mechanism	All bidders have committed to using the offset mechanism for PDZs 4 and 5 This will be kept under review throughout the drafting of the development agreement.
Pudding Mill Lane: Masterplan complete and preferred option for Pudding Mill Lane agreed	The Masterplan is complete and preferred option agreed in Q2 2014/15.
Leaway: complete phase 1 (2015/16)	Due for completion in Q2 2015/6

Targets	Performance and commentary
<p><b>Construction</b> workforce targets:</p> <ul style="list-style-type: none"> <li>- 25% of the workforce have permanent residency in Host Boroughs</li> <li>- 10% of the workforce were previously unemployed</li> <li>- 25% of the workforce are from BAME groups</li> <li>- 5% of the workforce are women</li> <li>- 3% of the workforce are disabled</li> <li>- 3% of the workforce are apprentices</li> </ul>	<p>As of the end of December 2014 the majority of workforce targets have been met or exceeded:</p> <ul style="list-style-type: none"> <li>- 28% of construction employees working on the Park are Host Borough residents</li> <li>- 6% of the workforce were previously unemployed</li> <li>- 53% of the workforce are from BAME groups</li> <li>- 6% of the workforce are women.</li> <li>- 5% of the workforce are disabled</li> <li>- 3% of the workforce are apprentices</li> </ul>
<p><b>Copper Box Arena and Aquatics Centre</b> workforce targets:</p> <ul style="list-style-type: none"> <li>- 70% of the workforce have permanent residency in the Host Boroughs</li> <li>- 55% are from BAME groups</li> <li>- 50% are women</li> <li>- 3-5% are disabled</li> </ul>	<p>As of the end of December 2014 the workforce performance is shown below:</p> <ul style="list-style-type: none"> <li>- 70% workforce Host Borough residents</li> <li>- 38% workforce are BAME</li> <li>- 45% workforce are women</li> <li>- 3% workforce are disabled</li> </ul>
<p><b>Estates and Facilities</b> workforce targets:</p> <ul style="list-style-type: none"> <li>- 70% of the workforce have permanent residency in the Host Boroughs</li> <li>- 25% are from BAME groups</li> <li>- 30% are women</li> <li>- 5% are disabled</li> </ul>	<ul style="list-style-type: none"> <li>- 65% workforce Host Borough residents</li> <li>- 49% workforce are BAME</li> <li>- 29% workforce are women</li> <li>- 7% workforce are disabled</li> </ul>
<p>The Chobham Manor allowable solution programme will ensure zero carbon emissions for the development.</p> <p>A full list of <b>sustainability</b> targets can be found in the Sustainability Guide at <a href="http://www.londonlegacy.co.uk/media/LLDC_Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf">http://www.londonlegacy.co.uk/media/LLDC_Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf</a></p>	<p>The Chobham Manor allowable solution programme to be agreed in 2014/15.</p> <p>Performance against other sustainability targets to be measured and reported in the annual sustainability report.</p>

<p><b>Community Engagement:</b> By March 2016: 195 people supported to achieve training or qualification certificates through community projects</p> <p>Number of Echo members paying subscription fees from 2015 (at least 1000)</p>	<p>To date 110 arts awards have been achieved as follows; 20 achieved Silver Arts Awards – Voice of East London 90 achieved Arts Awards – Great British Carnival.</p> <p>13 achieving Level 1 My Guide qualification for sighted guide training as part of our Park Champions Volunteers 7 achieving Level 1 Cycle Mechanics from our Build a Bike Programme 2 achieving Level 2 Cycle Mechanics from our Build a Bike Programme</p> <p>The board has decided to delay member subscriptions until 2016 at the earliest.</p>
<p><b>Sport and Healthy Living and Paralympic Legacy:</b> 26,000 opportunities to participate in inclusive sports and physical activity delivered by 2015/16 as part of 'Motivate East' in partnership with Sport England.</p> <p>Recruitment of 60 Paralympic Legacy Ambassadors (now called Para-legacy agents) reaching 600 people over the three years.</p> <p>To March 2017: Engage 100,000 people in community sports project including Paralympic sports</p>	<p>Motivate East has reached 16,599 disabled people who have participated in the programme, exceeding the target for the first year of the project of 2874 participants</p> <p>The Bromley By Bow Centre has been appointed to recruit Para-legacy agents. 368 have been appointed to date.</p> <p>Paralympic Legacy figures are above; Active Park Active People sessions are being delivered and are exceeding targets: a throughput of 43,797 against a target of 28,358 to October 2014.</p>
<p><b>Arts and Culture:</b> Engaging directly with over 70,000 people (from 2013/14 to 2015/16) through activities with artists, cultural festivals, mentorship scheme, outdoor performances, creative workspaces, and Art in the Park</p> <p>Supporting 30 jobs in the arts by March 2016</p> <p>Delivering 20 events in the Park by March 2016</p> <p>Commissioning 15 new artworks on the Park by March 2016</p>	<p>The latest figures show direct engagement with 138,331 people. This figure does not include engagement through LLDC arts and culture projects at the Summer Events series, notably at National Paralympic Day 2014 and Open East in 2013.</p> <p>66 by December 2014 (quantified as either direct or indirect employment)</p> <p>66 by December 2014 (an 'event' classed as an organised event of more than 50 people attending)</p> <p>69 by Decembe 2014</p>

## Commentary on key projects

### Inclusion and Paralympic Legacy:

In celebration of the most successful Paralympic Games ever, the Legacy Corporation has continued to deliver its **Paralympic Legacy** programme. Following entries from hundreds of school children all over the country, a brand new variety of apple that will be grown at the Park has been officially named **Paradice Gold**. The apple will grow in Mandeville Place,

Paradise Gold combines the word Paralympic with the first letters of the Paralympic Values; Determination, Inspiration, Courage and Equality

As a part of that programme, the inclusive sport project **Motivate East** is exceeding participation targets. At the project's mid-way point, 16,559 opportunities have been provided for disabled people to participate in the programme, meaning the project is over 63% of the way to delivering its lifetime target of 26,000 opportunities. The overall lifetime 'unique participants' target of 4,955 participants has already been exceeded, with over 5,000 individuals so far taking part so far. The project is being used as an exemplar by Sport England and discussions are being held about extending the project beyond 2016 and adding an eighth borough to the scheme for the same price.

**National Paralympic Day (NPD):** the Legacy Corporation is in negotiations with British Athletics to look at the possibility of delivering NPD jointly with Sainsbury's Anniversary Games Para Athletics day on 26 July. This would be the first time since the Games that the public will be able to see elite Paralympic sport in the Stadium and the Aquatics Centre on the same day, complete with a free outdoor festival of disability arts and 'come and try' inclusive sports.

Wheelchair Rugby World Cup: the Legacy Corporation is advanced talks about holding an event at same time as Rugby World Cup. This would be first time that a world wheelchair sporting event has been held as part of a World Cup event.

#### **Socio Economic projects:**

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

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

#### **Community Engagement:**

The Legacy Corporation has been running a number of high profile community engagement projects with local residents including delivery of workshops and work with community clubs. Recent activities include: November Park Panel meeting held, attended by David Goldstone and Laing O'Rourke; a mobile garden project with Chobham Manor LLP started as part of Growing Links project; and Park Hotline procurement has continued.

The annual celebration event for our **Park Champions** to thank them for all their hard work in 2014 took place at the Timber Lodge on Thursday 23 October. Park Champions are our dedicated and enthusiastic volunteers who are building on the amazing success of the Gamesmakers who volunteered during the London 2012 Olympic and Paralympic Games.

Work has continued on the **Go! Schools Network** which aims to connect secondary schools in the 4 local boroughs to opportunities in the Park. 63 schools have signed up so far and the aim is to engage with all 65 schools by the end of the year. The project has recently been extended to include primary schools, 250 schools from the 4 local boroughs have been approached, but in particular the project is targeting the 40 schools closest to the Park. 31 primary schools have signed up to date and the Legacy Corporation aims to increase this in Spring 2015. The Go! schools network teacher forum was held at the Aquatics Centre with

45 school representatives in attendance, with the next one scheduled to take place in January 2015 at the Copper Box.

LLDC has continued to support the **Echo** timebanking scheme. Echo has been established as a communities interest company and has a board in place. Echo staff have relocated to LLDC's offices and this has helped to ensure closer working with Park partners to encourage take up of the scheme. Membership of the scheme is now over 500 businesses members (and 507 individual members). The Legacy Corporation spoke at a No 10 round table on Sharing Economy, and contributed to the government report.

**Interim Uses:** The Legacy Corporation is developing smaller scale interim uses projects on the Park, focussing on establishing a Chobham Manor Mobile Community Garden. The brief for the design team has been established and the aim is to open to the public in the summer.

Construction has completed on the community centre, known as **Hub 67**, based at 67 Rothbury Road, next to Frontside Skate Park which has opened as a new focal point for residents, hosting events, classes and community groups.

### **Physical Regeneration:**

The project to provide a new station entrance at **Stratford Regional Station** from the Carpenters Estate is being developed. The design team and the project management team have both been appointed and project is progressing well. Procurement of contractors will take place ahead of the anticipated start date of March 2016.

Work is continuing on the **Hackney Wick Neighbourhood Centre**, planning consultant procurement has now commenced and appointment should be complete by end of December. ITQs for development of identified Connectivity Projects have been returned and evaluated. Delivery and funding to be identified in order to progress project delivery. Work continues on improvements at Hackney Wick Station, construction options are being investigated and the scheme is due to complete in spring 2016.

### **Arts and Culture:**

Carpenters Lock artwork has completed its two month long event programme raising awareness of the history of the lock, generating very positive reviews in the press, from the Canal and River Trust and from Park visitors.

The Arts and Culture team has been working to develop cultural stakeholder relations for 'Olympicopolis' the development of a higher education and cultural quarter on the Park.

### **Sustainability:**

The Legacy Corporation has made good progress over the last quarter in its approach to compiling an approach to offset solutions, focussing in particular on Hackney Wick as a potential area for focussed offset solution funding, to align with the masterplanning activity for this area and the forthcoming investment that will be made available as part of the Eastwick and Sweetwater development. Carbon calculation methodologies have now been received and we will start to apply them to the list of projects we have potentially identified for offset solutions.

The asset disposal programme is going well, with assets now generating revenue and over 90% of assets disposed to date.

Work is close to completion on the Legacy Corporation's environmental engagement strategy and work is ongoing with a team of postgraduate students through the University of Cambridge's Management of Technology & Innovation project to examine the problem of quantifying carbon savings associated with behaviour change.

**Key regeneration risks:**

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

## Planning Policy and Decisions

### Progress against major milestones

Milestones for completion in 2014/15	Estimated date and comment
Local Plan: Complete publication local plan consultation	Consultation closed on 6 October.
Local Plan: Complete modifications following consultation and preparation of documents for submission	Completed Q3 2014/15
Local Plan: Submission of Local Plan	The Local Plan was submitted to the Secretary of State on 21 November as scheduled and the Planning Inspectorate have appointed inspector Jill Kingaby to hold the Examination into the Local Plan.
Section 106: submit annual monitoring report to Board	On track to finalise report Q4 2014/15
Draft CIL Charging Schedule	The CIL Charging Schedule has been completed for adoption and is on the agenda for Approval at the January 2015 Board meeting.

### Targets

Targets	Performance and commentary
At least 70% of applications determined in time	Targets met in each month in this period (October 87%; November 83%; December 79%)
Number of enforcement cases closed per month	0 cases closed in this period, 38 open to the end of December

### Commentary on key projects

The London Legacy Development Corporation has prepared its **Local Plan** and, following the last round of consultation between 18 August and 6 October 2014 (on the Publication Local Plan). It has now been submitted to the Secretary of State on 21 November 2014 for independent examination. An independent inspector has been appointed to conduct the examination to determine whether the Local Plan is sound. Further details are available on the Legacy Corporation's website: <http://queenelizabetholympicpark.co.uk/our-story/transforming-east-london/local-plan/examination-of-the-legacy-corporation-local-plan>

Legacy Corporation's Community Infrastructure Levy (CIL) charging schedule has been completed for adoption, which is on the agenda for this meeting.

**The Development Management** team is experiencing an increase in enforcement case work but progress continues to be made on complex enforcement casework (regularising) which will allow a number of enforcement cases to be closed in the first quarter of 2015. Planning Decisions Committee in this period considered a number of planning applications including Chobham Manor phase 2 detailed design, mixed use development at Roach Road in Fish Island, and a new 279 bed hotel off Great Eastern Road in Stratford town centre



**Key Planning Policy and Decisions Team risks:**

<b>Summary</b>	<b>Impact</b>	<b>Mitigation</b>
Amber risk about any delays to the programmes to develop the Local Plan and the Community Infrastructure Levy (CIL).	Negative financial and reputational impacts for the Corporation.	A programme of activities including evidence gathering, consultation and independent examination has been adopted for both the Local Plan and the CIL programme, to be monitored regularly by the LLDC Board.

## 4 Corporate

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

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

### Corporate

#### Progress against milestones

Milestones for completion in 2014/15	Estimated date and comment
Unqualified Audit Opinion	The Legacy Corporation received unqualified accounts for 2013/14. The accounts were approved by the Board in September 2014.

Targets and performance for 2014/15	Performance and Commentary
<p><b>Health and safety:</b> Targets are to complete transformation without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked</p>	<p>No fatal injuries on site to date. There have been two RIDDOR incidents in this period making a total of three RIDDOR incidents between March and November 2014. Current figures show that Stadium construction has an accident frequency rate (AFR) of 0.25 and Real Estate construction projects have an AFR of 0.71. These are not meeting the target as even a very few incidents can mean the target is missed. However, adopting such a challenging target is appropriate and in practice great efforts are made to learn from any incident - especially when they impact on members of the public using the Park - and the Real Estate and Stadium programmes are robust and appropriately focused on preventing further accidents to reduce rates back towards the target.</p>

#### Commentary on key projects

In November an updated 10 year plan was approved by Board for inclusion in the budget submission to GLA. The 2015/16 draft budget with indicative figure for 2016/17 was then submitted to GLA in December.

The Smart Park WiFi tender was a success and WiFi Spark have been chosen as LLDC's service provider; the planning, design and implementation phases are now underway. Three bids were received for the Smart Park App tender and Sports Revolution were appointed to develop and maintain the new App.

Following Jonathan Dutton's departure, Gerry Murphy, took up her position as the new Executive Director of Finance and Corporate Services in December 2014. The finance team has also been strengthened by a new Financial Controller, Richard Irish.

**Key corporate support risks:**

<b>Summary</b>	<b>Impact</b>	<b>Mitigation</b>
Red risk of changed VAT recovery rate for the Legacy Corporation.	Significant financial implications.	Ongoing discussions with HMRC.
Green risk that the Corporation does not have the capacity to deliver on areas of activity, particularly after the current comprehensive spending review period.	Impacts on the legacy programme, damage to the Corporation's reputation and increasing costs.	Ensure efficient use of available resources and continue to review organisational design. 10 year plan approved by Board and Mayor.

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**Subject:** Report of the meeting of the Regeneration and Communities Committee held on 20 January 2015  
**Meeting date:** 24 February 2015  
**Report to:** Board  
**Report of:** Andrew Mawson, Chair of the Regeneration and Communities Committee

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1. This paper is the formal report to the Board the meeting of the Committee on 20 January 2015. As this meeting took place after the statutory deadline for the dispatch of papers for the January Board meeting, a verbal update was given at that meeting.

**2. RECOMMENDATION**

- 2.1 The Board is invited to note this report.

**3. ISSUES DISCUSSED AT THE 20 JANUARY MEETING**

**Executive Director's report**

- 3.1. The Committee considered a report on activities related to the remit of the committee including an update on employment targets and the Legacy Corporation's work in community engagement and place-making.
- 3.2. Following a positive resolution to exclude members of the press and public, the Committee considered a proposed new format for future reporting including a timeline of the regeneration programme and output tables. The Committee provided feedback on the proposed format and this will be introduced at the next meeting

**4. LEGAL IMPLICATIONS**

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

**5. LIST OF APPENDICES TO THIS REPORT**

- 5.1. None

**List of Background Papers**

Papers for the meeting of the Regeneration and Communities Committee on 20  
January 2015

**Report originator:**

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**Subject:** Report of the meeting of the Audit Committee held on 20 January 2015  
**Meeting date:** 24 February 2015  
**Report to:** Board  
**Report of:** Keith Edelman, Chair of the Audit Committee

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1. This paper is the formal report to the Board of the meeting of the Committee on 20 January 2015. As this meeting took place after the statutory deadline for the dispatch of papers for the January Board meeting, a verbal update was given at that meeting.

**2. RECOMMENDATION**

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

**3. ISSUES DISCUSSED AT THE 20 JANUARY MEETING**

- 3.1. The Committee considered the following items at its meeting on 20 January 2015:
- a) The Committee considered a report from the Executive Director of Finance and Corporate Services' update on activities related to the remit of the Committee including an update on tax, trading, finance improvements including the implementation of the new finance system, external audit plan, write off of bad debts and treasury management strategy.
  - b) The Committee noted the process for submission of a draft budget for 2015/16 and indicative figures for 2016/17 to the Greater London Authority, including draft figures, deliverables and a draft of the revised 10 Year Business Plan.
  - c) The Committee noted reports on progress against the 2014/15 internal audit including internal audit reports on finance systems. All of these reports received better overall RAG ratings than when internal audits were undertaken in late 2013/14 but some weaknesses were reported and the Committee noted work being carried out to address these.
  - d) The Committee noted reports and update on progress against internal audit recommendations and future internal audit work, including the handover process between the Corporation's current internal auditors, Moore Stephens, and the incoming internal auditors, the Mayor's Office for Policing and Crime, who were appointed as part of the Mayor's shared service agenda and will take on this role from April 2015.

- e) The Committee noted reports on insurance and risk management and internal control.

#### **4. LEGAL IMPLICATIONS**

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

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

- 5.1. None

<b>List of Background Papers</b>
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| <ul style="list-style-type: none"><li>• Papers for the meeting of the Audit Committee on 20 January 2015</li></ul> |
|--|

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**Subject:** Report of the meeting of the Planning Decisions Committee held on 27 January 2015  
**Meeting date:** 24 February 2015  
**Report to:** Board  
**Report of:** Philip Lewis, Chair of Planning Decisions Committee

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1. This paper provides an update to the Board on the meeting of the Planning Decisions Committee held on 27 January 2015.

**2. RECOMMENDATION**

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

**3. ITEMS CONSIDERED ON 27 JANUARY 2015**

- 3.1. The Committee granted approval for an application to temporarily relocate the walkway, known as **'The Stitch'** between Westfield Avenue and Queen Elizabeth Olympic Park, in order to facilitate early development works on plots S5 and S6 in The International Quarter (TIQ). Approval was delegated to the Director of Planning Policy and Decisions to issue the planning permission on completion of a s.106 legal agreement covering a number of heads of terms including the phasing of the development, improved crossing facilities on Westfield Ave, wayfinding, review of operation, event management, visitor centre and public art.
- 3.2. The Committee unanimously approved reserved matters details for the **TIQ – Substructures S5 and S6 and underground services and utilities** to allow early works on plots S5 and S6 on the site, subject to finalisation of the recommended planning conditions, approval delegated to the Director of Planning Policy and Decisions to finalise and issue the permission .
- 3.3. The Committee noted a report of the Director of Planning Policy and Decisions which set out the list of all decisions made under delegated powers between 1 December 2014 and 30 December 2014.

**4. LEGAL IMPLICATIONS**

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

**5. LIST OF APPENDICES TO THIS REPORT**

- 5.1. None

**List of Background Papers**

Papers for the meeting of the Planning Decisions Committee on 27 January 2015

**Report originator:**

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**Subject:** Report of the meeting of the Chairman's Committee held on 4 February 2015  
**Meeting date:** 24 February 2015  
**Report to:** Board  
**Report of:** Neale Coleman, Deputy Chair

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1. This paper provides an update to the Board on the meeting of the Chairman's Committee held on 4 February 2015.

**2. RECOMMENDATION**

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

**3. ISSUES DISCUSSED**

**CEO's objectives**

- 3.1. The Committee considered a report on the CEO's objectives for 2015/16 and agreed to take further comments on these and agree them outside of the meeting.

**Cultural and higher education quarter (Olympicopolis) resourcing update**

- 3.2. The Committee considered a report on the Legacy Corporation's resourcing arrangements for the cultural and higher education quarter (Olympicopolis). Following a positive resolution to exclude members of the press and public, the Committee considered a further report containing exempt information and agreed the recommendations in the report in the Part 2 of the agenda.

**Annual remuneration review**

- 3.3. The Committee considered a report on the annual staff salary review which sought approval of an uplift to the pay table. Following a positive resolution to exclude members of the press and public, the Committee considered a further report containing exempt information and agreed the recommendations in the report in the Part 2 of the agenda.

**4. LEGAL IMPLICATIONS**

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

## 5. LIST OF APPENDICES TO THIS REPORT

### 5.1. None

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

- Papers for the meeting of the Chairman's Committee on 4 February 2015

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**Subject:** Report of the meetings of the Investment Committee held on 14 January 2015 and 10 February 2015  
**Meeting date:** 24 February 2015  
**Report to:** Board  
**Report of:** David Edmonds, Chair of the Investment Committee

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1. This paper provides the formal report to the Board of the meeting of the Committee on 14 January 2015. As this meeting took place after the statutory deadline for the dispatch of papers for the January Board meeting, a verbal update was given at that meeting. This paper also provides a formal report to the Board of the meeting of the Committee on 10 February 2015.

**2. RECOMMENDATION**

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

**3. ISSUES DISCUSSED AT THE 14 JANUARY 2015 MEETING**

**E20 Stadium Limited Liability Partnership project update**

- 3.1. The Committee considered a report on the ongoing work being undertaken by, and on behalf of, the E20 Stadium Limited Liability Partnership in relation to the stadium transformation works. Following a positive resolution to exclude members of the press and public, the Committee agreed the recommendations in the report.

**Cultural and higher education quarter (Olympicopolis)**

- 3.2 The Committee considered an update report on the development of the cultural and higher education quarter (Olympicopolis) following the announcement of Government funding in the Autumn Statement. Following a positive resolution to exclude members of the press and public, the Committee noted a further report containing exempt information relating to the project.

**Strategy for fundraising structures**

- 3.3. The Committee considered a report on the proposals for the fundraising arrangements for Olympicopolis. Following a positive resolution to exclude members of the press and public, the Committee considered a further report containing exempt information and recommended the fundraising strategy to the Board for approval.

## **ArcelorMittal Orbit**

- 3.4. The Committee considered a report on the plans to enhance the visitor experience at the ArcelorMittal Orbit. Following a positive resolution to exclude members of the press and public, the Committee considered a further report containing exempt information relating to business case for the proposed enhancements and agreed that further work would be undertaken before the business case was considered by the Committee.

## **Fees and charges**

- 3.5. The Committee considered a report on the proposed new commercial fees and charges in advance of the new financial year. Following a positive resolution to exclude members of the press and public, the Committee considered a further report containing exempt information and agreed that a further report setting out the charging policy be submitted to the 10 February 2015 meeting of the Committee, this is now being considered at the 3 March 2015 meeting.

## **4. ISSUES DISCUSSED AT THE 14 JANUARY 2015 MEETING**

### **East Wick and Sweetwater Development Partner Procurement**

- 4.1 The Committee considered a report on the procurement of a developer partner for East Wick and Sweetwater and approved that the Chief Executive be given delegated authority to enter into the Development Agreement and associated documents subject to Final Project Approval and subject to Mayoral consent under Paragraph 4.5 of the LLDC Governance Direction 2013.

### **Olympicopolis – Disposal of Long Leasehold to UCL**

- 4.2 The Committee considered a report on the disposal of a long leasehold to UCL for the University Quarter site and recommended that the Board gives approval to enter into an Agreement for Lease with UCL subject to Mayoral consent under LLDC Governance Direction 2013.

## **5. LEGAL IMPLICATIONS**

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

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

- 6.1. None.

### **List of Background Papers**

- Papers for the meeting of the Investment Committee on 14 January 2015
- Papers for the meeting of the Investment Committee on 10 February 2015

**Report originator:**  
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**Subject:** Planning Decisions Committee Membership  
**Meeting date:** 24 February 2015  
**Report to:** Board  
**Report of:** David Goldstone, Chief Executive

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report seeks approval of the appointment of a new substitute member for the London Borough of Waltham Forest to the London Legacy Development Corporation's Planning Decisions Committee (PDC).

## **2. RECOMMENDATIONS**

- 2.1 **The Board is asked to approve the appointment of the new substitute member for the London Borough of Waltham Forest, Councillor Stuart Emmerson, to the PDC, subject to the agreement to the re-appointment by the Mayor of London under the Localism Act 2011.**
- 2.2 **Subject to approval above, the Board is asked to delegate authority to the Chief Executive to issue an appointment letter.**

## **3. BACKGROUND**

- 3.1. At its meeting in July 2012, the Board agreed the structure and membership of Planning Decisions Committee, comprising six members from the Board and five nominated by the local boroughs, to be established when the Legacy Corporation became a planning authority on 1 October 2012. At its September 2012 meeting the Board agreed to the six Board members and five members from the local boroughs as well as three substitute Board members and substitutes for the local borough members.
- 3.2. Subsequently, it was agreed at the December 2012 Board meeting to amend the structure of the Committee to three Board members, five members nominated by the local boroughs and four independent members. The members were agreed at the March 2013 meeting.
- 3.3. The borough representatives and their substitutes were appointed from 1 October 2012 until 1 May 2014 to coincide with the approximate timing of the Local Government elections. As the timing of these elections changed to late May 2014, at the April 2014 meeting, the Board agreed to appoint the borough representatives on an interim basis from 2 May 2014. The representatives from the London Boroughs of Hackney, Newham and Waltham Forest were subsequently reappointed on 12 June 2014 following the Local Government elections and following receipt of Mayoral consent under the Localism Act 2011. The representative from the London Borough of Tower Hamlets was appointed on 8 August 2014.

- 3.4. The term of appointment for the borough representatives is until 1 May 2018, or until the expiry of their term of office as an elected councillor, or until fourteen days after the Legacy Corporation and the representative is notified in writing that the borough wants to appoint another named elected member in their place; whichever is the sooner.
- 3.5. The London Borough of Waltham Forest's members appointed on 12 June 2014 were Councillor Terry Wheeler and his substitute Councillor Peter Barnett.
- 3.6. On 4 February 2015 the London Borough of Waltham Forest wrote to the Legacy Corporation to inform it that at its Council Meeting on 29 January 2015, the Council had changed the substitute member to Councillor Stuart Emmerson. The appointed member remains Councillor Terry Wheeler.
- 3.7. The Legacy Corporation informed the London Borough of Waltham Forest that this would be subject to approval of the Legacy Corporation Board and subject to Mayoral consent.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1. The borough members on the Planning Decisions Committee are unremunerated.

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

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

#### **6. Appendices**

- Appendix 1 – Current membership of the Planning Decisions Committee.

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

- Report to Board 17 July 2012 – Membership of the Planning Decisions Committee
- Report to Board 27 September 2012 – Planning Functions
- Report to Board 5 December 2012 – Governance Review
- Report to the Board 26 March 2013 - Planning Decisions Committee, Membership and amended Terms of Reference
- Report to the Board 26 March 2013 - Planning Decisions Committee, Membership and amended Terms of Reference
- Report to the Board 30 April 2014 - Planning Decisions Committee Membership

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**Appendix 1 – Current membership of the Planning Decisions Committee (as at 24 February 2015)**

- Philip Lewis (Chairman) - Legacy Corporation Board member
- Lord Andrew Mawson - Legacy Corporation Board member
- Nick Bitel - Legacy Corporation Board member
- Councillor Geoffrey Taylor – LB Hackney (substitute Cllr Guy Nicholson)
- Councillor Lester Hudson – LB Newham (substitute Cllr Forhad Hussain)
- Councillor Ian Corbett – LB Newham (substitute Cllr Ken Clark)
- Councillor Terry Wheeler – LB Waltham Forest (substitute nominee Cllr Stuart Emmerson\*)
- Councillor Rabina Khan – LB Tower Hamlets (substitute to be confirmed)
- Dru Vesty - Independent member
- Joanne Moon - Independent member
- Lynda Addison - Independent member
- Piers Gough - Independent member

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

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**Subject:** Olympicopolis – Disposal of Long Leasehold to UCL  
**Meeting date:** 24 February 2015  
**Report to:** Board  
**Report of:** Rosanna Lawes, Executive Director of Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This paper seeks approval to enter into the Agreement for Lease with the University College London (UCL) as part of Olympicopolis, the new cultural and higher education district on Queen Elizabeth Olympic Park.
- 1.2. 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).
- 1.3. At its meeting on 22 July 2014, the Board agreed the principal terms of Head of Terms with UCL, subject to the inclusion of a clause relating to any overage resulting from future sales within a defined period. The Heads of Terms were agreed on 1 September 2014. Since agreement of the Heads of Terms, there have been no significant changes besides the negotiation of the overage provision.
- 1.4. The Investment Committee considered this in detail at its meeting on 10 February 2015 and recommended it to Board for approval.
- 1.5. A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

## **2. RECOMMENDATIONS**

- 2.1. **The Board is invited to:**
  - 2.1.1. **Note this report and agree the recommendations in the report on Part 2 of the agenda to give approval to enter into an Agreement for Lease (AfL) with UCL on the basis of the Part 2 report; and**
  - 2.1.2. **Note that Mayoral consent will be requested in accordance with the London Legacy Development Corporation Governance Direction, July 2013.**

## **3. BACKGROUND**

- 3.1. Since December 2013, the Legacy Corporation has been working closely with UCL, the Victoria & Albert Museum (V&A), the University of the Arts London, Sadler's Wells and other cultural partners to develop an Outline Business Case (OBC) for Olympicopolis for submission to Government in October 2014. The Outline Business Case was approved in November 2014 and, in December 2014, the Chancellor of the Exchequer confirmed in his National Infrastructure Plan that he would provide up to £141 million funding for this project.

#### 4. FINANCIAL AND LEGAL IMPLICATIONS

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

#### 5. PROGRAMME

5.1. Key target dates are shown below.

<b>Milestones</b>	<b>Target Dates</b>
Board Approval	24 February 2015
Enter into Agreement for Lease, following Mayoral consent	March 2015
Appoint Masterplanner	end April 2015
Planning Submission (masterplan and academic facilities)	Autumn 2016
Grant Lease, following planning approval	Spring 2017

#### 6. PRIORITY THEMES

6.1. The Legacy Corporation has worked with UCL counterparts to finalise a series of "Priority Theme Statements" that sets out the shared ambitions and objectives for the project. These statements have formed the basis of the scope of services for the procurement of the Masterplanner and will be used for the upcoming design contracts. They will also form the foundation of future requirements contained within procurement processes and contractual documentation for the construction, fit-out and occupation phases to ensure that Priority Themes remain core to the development.

#### 7. APPENDICES

7.1. None

##### **Background papers**

Papers for the meeting of the Investment Committee on 10 February 2015 (exempt information).

Papers for the meeting of the Board on 22 July 2014 (exempt information).

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