

Meeting of the Board of the London Legacy Development Corporation

Meeting Date: Thursday 27 February 2014

Time: 10.00 am

Venue: LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

Members of the Board of the London Legacy Development Corporation are hereby notified and requested to attend the meeting of the Board at 10.00 am on Thursday 27 February 2014 to transact the business set out below.

Board Members:

Boris Johnson (Chairman)
Neale Coleman CBE (Deputy Chairman)
Sonita Alleyne OBE
Nicholas Bitel
Nicky Dunn
Keith Edelman
David Edmonds CBE
David Gregson
Baroness Tanni Grey-Thompson DBE
Philip Lewis
Lord 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 26 November 2013 (Pages 1 - 6)

The Board is asked to agree the minutes of the meeting held on 26 November 2013.

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

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

5 Chief Executive's Report (Pages 9 - 38)

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 includes the Quarterly Report for October to December 2013.

6 Report of the Meeting of the Planning Decisions Committee Held on 26 November and 28 January 2014 (Pages 39 - 42)

The Board is asked to note the report.

7 Report of the Meeting of the Investment Committee held on 19 and 26 November 2013 and 30 January 2014 (Pages 43 - 46)

The Board is asked to note the report.

8 Report of the Meeting of the Chairman's Committee held on 3 December 2013 (Pages 47 - 48)

The Board is asked to note the report.

9 Report of the Meeting of the Park Opening and Operations Committee held on 16 December 2013 (Pages 49 - 50)

The Board is asked to note the report.

10 Report of the Meeting of the Audit Committee held on 20 January 2014 (Pages 51 - 52)

The Board is asked to note the report.

11 Revised Local Development Scheme and Authority Monitoring Report (Pages 53 - 102)

The Board is asked to agree the revised Local Development Scheme and to note the Authority Monitoring Report for the period 1 October 2012 to 30 September 2013.

12 Transformation Quarterly Report to 31 December 2013 (Pages 103 - 108)

The Board is asked to note the report and good progression made with the transformation programme and the good health and safety performance to date.

13 Park Opening, Operations and Events Update (Pages 109 - 126)

The Board is asked to note the report and approve the draft sponsorship policy and outdoor events application guidelines attached as appendices to the report.

14 Corporate risk and issues update (Pages 127 - 132)

The Board is asked to note the report.

15 9/11 London Project Foundation (Pages 133 - 142)

The Board is asked to note the report.

16 Date of Next Meeting

The next meeting of the London Legacy Development Corporation Board is due to be held on Thursday 25 March at 2.00pm at LLDC's offices.

17 Any Urgent Business

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

18 Exclusion of the press and public

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

19 Minutes of the previous meeting held on 26 November 2013 that contain exempt information (Pages 143 - 148)

The Board is asked to agree the minutes of the meeting held on 26 November 2013 that contain exempt information.

20 Exempt information relating to item 5- Appendix 2- Commercial Update (Pages 149 - 152)

The Board is asked to note the appendix.

21 Exempt information relating to item 5- Appendix 3- Transformation Monthly Programme Dashboard (Pages 153 - 158)

The Board is asked to note the Transformation Monthly Programme dashboards.

22 Exempt information relating to item 12- Transformation Quarterly Report (Pages 159 - 164)

The Board is asked to note the report.

23 Exempt information relating to item 18- Park Opening and Events Update (Pages 165 - 168)

The Board is asked to note the appendix.

24 Exempt information relating to item 14- Corporate Risk and Issues Registers (Pages 169 - 174)

The Board is asked to note the appendix and corporate risk and issues registers.

25 Exempt information relating to item 15- 9/11 London Project Foundation (Pages 175 - 198)

The Board is asked to note the report.

MINUTES



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

Date: Tuesday 26 November 2013
Time: 1.45 pm
Venue: Committee Room 4, City Hall, The Queen's Walk, London, SE1 2AA

Present: Boris Johnson (Chairman) (for part)
Neale Coleman CBE (Deputy Chairman)
Sonita Alleyne
Nicholas Bitel
Nicky Dunn
Keith Edelman
David Edmonds (for part)
David Gregson
Baroness Grey-Thompson DBE
Philip G Lewis
Lord Mawson OBE
Jayne McGivern
David Ross
Jules Pipe, Mayor, London Borough of Hackney
Lutfur Rahman, Mayor, London Borough of Tower Hamlets (for part)

In Attendance: Dennis Hone, CBE, Chief Executive
Jonathan Dutton, Executive Director of Finance and Corporate Services
Sir Edward Lister, Chief of Staff and Deputy Mayor, Planning, GLA (for part)
Colin Naish, Executive Director of Infrastructure
Jan Boud, General Counsel
Victoria O'Byrne, Director of Communications and Public Affairs
Michelle Reeves, Mayor's Observer, GLA
Rachel Massey, Secretariat
Ed Williams, Head of Committee & Member Services, GLA
Sue Riley, Secretariat, GLA

1 Apologies for absence

- 1.1 Apologies for absence were received from Councillor Chris Robbins, London Borough of Waltham Forest and Sir Robin Wales, Mayor, London Borough of Newham.

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. There were no additional declarations of interest.

3 Minutes of previous meeting on 29 October 2013

- 3.1 **It was agreed that the minutes of the meeting of the Board held on 29 October 2013 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.

- 5.2 The following areas were highlighted by the Chief Executive:

- a) The Agitos, symbolising the Paralympic Games, had been installed in the Park and the Olympic Rings would be installed at the end of the year.
- b) The Legacy Corporation's Job and Apprenticeship targets had been exceeded and the organisation had now become an accredited London Living Wage employer.
- c) The Zonal Masterplan for Chobham Manor was progressing well and the Planning Development Committee was meeting today to consider further applications for the first phase of homes.

- 5.3 **The Board noted the report.**

6 Report of the meeting of the Planning Decisions Committee held 22 October 2013

- 6.1 The Chair of the Planning Decisions Committee introduced the report, which provided an update on the meeting held on 22 October 2013.

- 6.2 **The Board noted the report and verbal update.**

7 Report of the meetings of the Investment Committee held on 22 October and 19 November 2013

- 7.1 In the absence of the Chair of the Investment Committee, the Deputy Chairman introduced the report which provided an update on items discussed at the meetings held on 22 October, 19 November and 26 November 2013.
- 7.2 It was reported that the Committee had met two times to consider the Stadium Tier 1 contractor procurement process, which had been discussed in detail. A separate item on the agenda related to this matter.
- 7.3 The Board noted the report.**

8 Three Year Budget and Business Plan

- 8.1 The Chief Executive introduced the report seeking Board approval for the Legacy Corporation's submission draft of its three year business plan for the period 2014/15-2016/17.
- 8.2 The draft would support the Legacy Corporation's budget submission to the GLA to meet the GLA's deadlines, but would be updated and formally adopted by the Board in March 2014, alongside a draft Ten Year Plan and one year budget for 2014/15.
- 8.3 The revenue budget challenges in 2015/16 were highlighted and discussions with the GLA had been held to address this issue. It had been agreed that the GLA would support a provision additional revenue contribution of £8m in 2015/16 and £4.3m in 2016/17.
- 8.4 A capital budget deficit of £9m had been identified in 2015/16 and additional cash flow funding was being sought from the GLA, which had been agreed in principle. The outcome of the discussions around the funding of the Stadium Tier 1 contract would be reflected in the draft budget submitted to the GLA on 29 November 2013.
- 8.5 The most significant difference between the current budget and business plan and the previous version was the deferral of receipts on Chobham Manor but that the anticipated receipts on the Chobham Manor estate had increased in value and were continuing to rise.
- 8.6 The Board:**
- a) approved the Three Year Business Plan at Appendix 1 to the report as the basis for the Legacy Corporation's budget submission to the GLA, subject to amendments arising from discussions on Part 2 of the agenda;**
 - b) noted the background information attached in Appendix 2 to the report on Part 2 of the agenda.**

9 Three Mills Power of Attorney

- 9.1 General Counsel presented the report seeking Board approval for the Legacy Corporation to enter into a Power of Attorney in favour of Deloitte LLP, regarding the Legacy Corporation's property at Three Mills.
- 9.2 It was confirmed that the work required to execute the documents placed an administrative burden on the Legacy Corporation and was not considered to be cost effective to keep it in house. The proposed power of attorney arrangements applied to occupying tenants, which fell outside of the Landlord and Tenant Act 1954.
- 9.3 The Board agreed to defer the report to allow for further discussions outside of the meeting.**

10 Transformation Quarterly Report

- 10.1 David Edmonds and Mayor Lutfur Rahman joined the meeting during this item.
- 10.2 The Executive Director of Infrastructure presented the Transformation Quarterly Report on works to the end of September 2013 on safety, governance, change control, programme risk and priority themes of the Transformation programme.
- 10.3 The Board:**
- (a) noted that good progress continued to be made with all required works on track for completion of the Aquatics Centre, South Park Hub and Landscape for the planned South Park opening in Spring 2014, and handover of the Velopark to the Lee Valley Regional Park Authority at the end of January 2014;**
 - (b) noted the good Health and Safety performance to date.**

11 Stadium Tier 1 Contract

- 11.1 The Executive Director of Infrastructure presented the report providing an update on the Stadium Tier 1 contractor procurement.
- 11.2 The Board:**
- (a) noted the contents of the paper;**
 - (b) endorsed the recommendations of the Tier 1 tender evaluation report, which were presented in Part 2 of the meeting.**

12 Date of next meeting

12.1 The next Board meeting was due to be held on 30 January 2014 at 1.30pm at City Hall.

13 Any other business the Chairman considers urgent

13.1 There was no urgent business.

14 Exclusion of the press and public

14.1 It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraph 3 of Schedule 21A to the Local Government Act 1972 (as amended), in order to consider the exempt papers. Each of these papers contained information relating to the financial or business affairs of a person or authority.

15 Minutes of previous meeting on 29 October 2013 containing exempt information

15.1 It was agreed that the minutes of the meeting of the Board held on 29 October 2013 containing exempt information be signed by the Chairman as a correct record.

15.2 The Chairman indicated that he would take agenda item 20 next.

16 Exempt Information Relating to Item 11: Stadium Tier 1 Contract (agenda item 20)

16.1 The Executive Director of Infrastructure introduced the update on the Stadium Tier 1 contractor procurement and gave a presentation on the procurement process.

16.2 The Board noted that the Investment Committee had discussed the tender submissions in detail and a final decision would be made by the E20 LLP Board on 10 December 2013.

16.3 The Board agreed the recommendations as set out in the report.

16.4 The Chairman left the meeting at this point and Neale Coleman chaired the remainder of the meeting.

16.5 Sir Eddie Lister joined the meeting during this item.

17 Exempt information relating to Item 5: Appendix 1 - Transformation Monthly Programme dashboards (agenda item 16)

17.1 The Executive Director of Infrastructure presented the exempt appendix to the CEO's report on the Transformation monthly programme dashboards for October 2013.

17.2 The Board noted the Appendix.

18 Exempt information relating to Item 5: Appendix 2 - Commercial Update (agenda item 17)

18.1 The Chief Executive introduced the exempt Appendix to the Chief Executive's report on Part 1 of the agenda.

18.2 The Board noted the Appendix.

19 Exempt information relating to Item 8: Appendix 1 - Three Year Budget (agenda item 18)

19.1 The Chief Executive presented the Appendix to the Three Year Budget and Business Plan on Part 1 of the agenda.

19.2 The Board noted the Appendix.

20 Exempt information relating to Item 10: Transformation Quarterly Report (agenda item 19)

20.1 The Executive Director of Infrastructure presented the Transformation Quarterly Report to the end of September 2013.

20.2 The Board noted the report.

20.3 The meeting closed at 3.10pm

Chair

Date

Board Actions List (reported to the meeting on 27 February 2014)

Outstanding Actions from the Last Meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
9.3	Three Mills power of attorney Defer the report to allow for further discussions outside of the meeting	Jan Boud	25 March 2014	In progress

Outstanding Actions from the previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
26/11/13 Item 15.2	Transformation dashboard Investigate whether the procurement process for the appointment of an operator for the stadium can be shortened.	Jan Boud	26 November 2013	Closed. Process with the shortest appropriate timescale launched.
17/09/13 Item 5.4	Chief Executive's report Consider the relocation of the 9/11 sculpture to the Park at a future meeting Update provided October CEO's report	Board	2014 date (TBC)	On agenda for this meeting

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Subject: Chief Executive's report to the LLDC Board
Date: 27 February 2014
Report to: Board
Report of: Dennis Hone, Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. This report provides progress updates on the activities of the London Legacy Development Corporation (LLDC). Further progress updates on LLDC's programmes are set out in the attached Corporate Performance Report (appendix 1) which covers the October to December 2013 quarter and includes an overview of key achievements, a financial report and an update on progress against milestones from the LLDC's Three Year Business Plan. A further commercial update on projects is provided at appendix 2 (exempt information).
- 1.2. This report also presents the Health and Safety update which is provided to every Board meeting.

2. RECOMMENDATION

- 2.1 The Board is invited to note this report.

3. TRANSFORMATION AND PARK OPENING

- 3.1. LLDC's Transformation works, to Clear, Connect and Complete the Park have continued and this is on track for Park opening in Spring 2014. See appendix 3 for additional information about the transformation programme and the stadium transformation programme (exempt information).
- 3.2. The opening dates of 5 April for the south of the Park and the ArcelorMittal Orbit and 1 March for the Aquatics Centre were announced to the media, who were invited to the Park and to the London Assembly during the Mayor's plenary on legacy on 15 January. This was covered by BBC Breakfast, BBC London, ITV London, Sky News, LBC, national print media and Time Out. There is a separate item on Park opening, operations and events on the agenda for this meeting.

4. FUTURE DEVELOPMENTS

- 4.1. The Mayor of London, the Chancellor and LLDC have agreed to work together on this ambitious plan that would potentially see world class institutions such as University College London and Victoria and Albert Museum (V&A) build facilities on the Park on land between the Stadium and Stratford station to create a major new higher education and cultural district on the Park. The Chancellor of the Exchequer pledged to support the project in the National Infrastructure Plan.
- 4.2. The LLDC launched its procurement to identify a development partner to take forward the next phase of new neighbourhoods on the Park at East Wick and Sweetwater. The developer is scheduled to be appointed in Q4 2014. The PPQ stage closed on 23 January and shortlisted applicants will be invited to the next stage of the tender process.
- 4.3. On 3 February 2013, LLDC submitted a planning application to amend the Legacy Communities Scheme (LCS) in relation to the elements shown below. It is expected that the application will be considered at the April PPDT Committee:
 - Earlier delivery of development within Planning Delivery Zones (PDZs) 4 and 5 than envisaged in the permission
 - Changing the proposed tenure mix to include private rented housing
 - Removing the planning condition to set-back the “Crescent” by 15m and increase the proportion of family housing
 - Looking at the viability of the scheme in relation to affordable housing

5. iCITY UPDATE

- 5.1. In order to secure a long-term use for the Broadcast Centre and Press Centre, the LLDC started this process in 2010. The first requirement was to understand if there was interest in the market to take on over 1m square feet of commercial space. LLDC therefore undertook an Expressions of Interest exercise in 2010. A formal procurement exercise then followed in October 2011 and ten formal submissions were received. Stage Two of this disposal process lasted a further nine months, with three bids shortlisted which met LLDC’s objectives. The objectives approved by the Board were: Financial Viability, Employment, Deliverability and Timing. iCITY was appointed as Preferred Bidder in July 2012 when the LLDC Board made the decision that their vision and delivery approach showed the capacity to achieve our objectives.
- 5.2. A major step for the future of iCITY was securing BT Plc in November 2012 as a tenant for part of the Broadcast Centre to broadcast the new BT Sport channels as well as signing a 40-year agreement for lease with Loughborough University and a 25-year agreement for lease with Infinity. The Agreement for Lease with iCITY was signed in May 2013.
- 5.3. iCITY submitted their planning application on 14 November 2013 after finalising their detailed design which included changing architects to

Hawkins Brown. S106 negotiations are well under way. The LLDC car park application for the facade and the management of the car park was submitted in December. Both applications will be determined at the Planning Committee on 25 February 2014.

- 5.4. The grant of Lease will occur mid to late May 2014, subject to planning permission on 25 February 2014, completing the required 2 week GLA review period and a 6 week Judicial Review period together with the necessary notice period.
- 5.5. The iCITY construction period is expected to commence in July 2014 (currently 3 contractors shortlisted) and last for c. 18 months followed by tenant fit outs and phased occupation. Full occupation is expected by December 2018.
- 5.6. iCITY has shown a strong commitment to meeting and incorporating LLDC's corporate policies into its own. iCITY will contribute towards LLDC's aim to regenerate east London by creating employment in the local boroughs, with the promise of c. 5,300 jobs within iCITY (which is c. 1,000 more than LLDC predictions) and a further 2,200 in the surrounding area and working with SMEs creating a unique environment within the area. iCITY has also shown a commitment to delivering apprenticeships through the construction and end-use phases of the development.

6. CHOBHAM MANOR UPDATE

- 6.1. On 28 January 2014 Chobham Manor received planning approval for the Phase One for 259 homes which features a mix of one to five-bedroom apartments and houses which will go on sale in May 2014, with residents moving in from late 2015.
- 6.2. Seventy-five per cent (194) of the 259 homes will be family homes with three or more bedrooms. Twenty-eight per cent of homes across the whole Chobham Manor development will be affordable homes with the first phase delivering 31 per cent (79) of this type of property, including social rented, affordable rented and intermediate housing.
- 6.3. The first phase of building also includes retail space, play areas and communal gardens, and all homes have been designed to a Lifetime Homes standard with wheelchair adaptable and multi-generation homes both available, the latter designed to comfortably accommodate extended families.
- 6.4. Chobham Manor LLP took on the LLDC Transformation works for their development parcel which are now well underway. The western road construction which is required for the opening of the VeloPark is also well advanced and is due to be complete on 7 March 2014. The marketing suite which is located in the south west corner of Chobham Manor is also being constructed and will open in May 2014.
- 6.5. Phase Two planning application is due to be submitted summer 2014 with construction of Phase Two expected to start in the summer of 2015, the exact timing will be dependent on the sales of Phase One.

- 6.6. Phase Three planning application is due to be submitted early 2015, Chobham Manor LLP is keen to have the planning approval in place so that construction of the latest phase can start as and when it is required also dependent on sales of the earlier phases.

7. STAKEHOLDER EVENTS

- 7.1. Planning is underway to hold a conference for media and political, business, community and commercial stakeholders on the Park later this year. The objective of the conference will be to build support for the vision of the park, promote partnership working and attract new investment. The feasibility of using the Copper Box Arena and Press and Broadcast Centre is being explored, as well as financial support from park partners. The ambition is to hold two plenary sessions with the Mayor and the Chancellor, as well as panel discussions on key issues related to the success of the Park.

8. HEALTH AND SAFETY

- 8.1. Work is continuing on the plan for health and safety for LLDC looking at the relationship with risk management, with HR, Park Operations and construction activities (including E20 Stadium LLP). It is now clear that 2014/15 will be a transitional year towards establishing the longer-term set of arrangements.
- 8.2. On the Park the biggest challenge has been the weather, with strong winds affecting tree stability. Reviews have taken place of the ways in which different teams, internal and in the supply chain, are addressing perceived risks – in the case of Tumbling Bay this has generated various suggestions and meetings will take place on site with experts to agree a coherent approach. Meanwhile, the Marketing Team is arranging for the Park website to carry the “philosophy” of an exciting Park that balances risks with the benefits of young people facing challenge.
- 8.3. Transformation works continue to progress with a very good safety performance – the accident rate remains at the historically low 0.08 (equivalent to a reportable accident for every 1,200,000 hours worked). The holiday closure and re-start has gone smoothly, although full mobilisation lies ahead. The occupational health programme is now hosted by Cofely GDF Suez (formerly Balfour Beatty Workplace) and will transfer to the Stadium contractor shortly. Work is underway on the Stadium Induction film. H&S documentation is being developed to populate the files of the newly formed E20 Stadium LLP.
- 8.4. Real Estate has a Legacy Communities Scheme Health & Safety Standard that is being used for future developments, and is in use for the East Wick and Sweetwater bidding process.
- 8.5. The management system is almost complete, but will be delayed slightly so that it may be published as a fully integrated Health, Safety and Environment management system.

9. ONE ORGANISATION

- 9.1. The Corporation is delivering its 'One Organisation' programme to develop its culture and values and bring together four organisations as one. This has included a review of pay and benefits and the appraisal process. An action plan has been agreed which is being delivered by the senior team and monitored by the Chief Executive. The programme is on track including the introduction of a new vision and culture and values and the conclusion of a pay and grading review. Consultants were appointed in August 2013 to undertake the review to introduce a transparent and legally compliant pay and grading scheme for LLDC and to review employee benefits. Following consultation with the Chairman's Committee and with the GLA, is implementing the recommendations of the review which will take effect from the start of the 2014/15 financial year.

10. DIRECTOR OF COMMUNICATION AND PUBLIC AFFAIRS

- 10.1. Victoria O'Byrne will be leaving the role of Director of Communications and Public Affairs at the end of February to take up a new role of Group Corporate Affairs Director for Virgin. We are currently recruiting for a replacement.

11. APPENDICES

Appendix 1 – LLDC Corporate Performance Report October to December 2013

Appendix 2 – Commercial update (exempt information)

Appendix 3 – Transformation Monthly programme dashboards (exempt information)

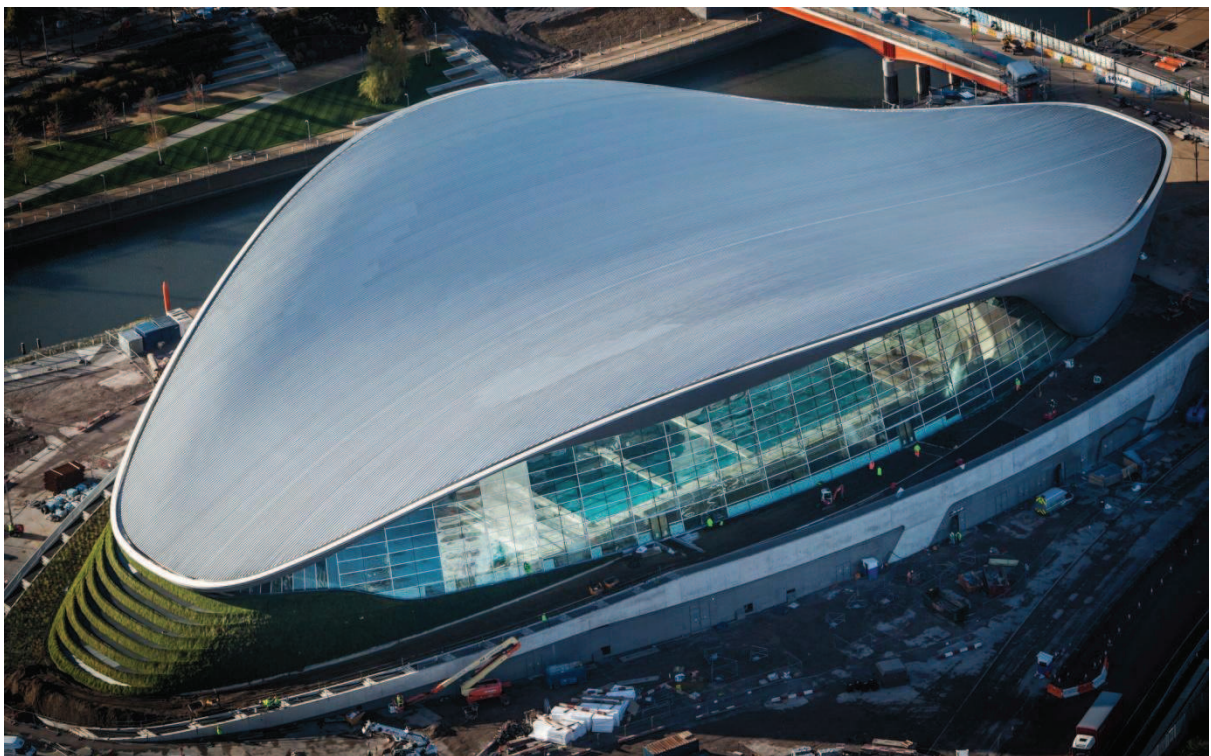
List of Background Papers

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**London Legacy Development Legacy Corporation
Corporate Performance: October - December 2013**



NOT PROTECTIVELY MARKED

Purpose of the document

This is a quarterly report that provides an update on progress in the work areas and against the milestones in the London Legacy Development Legacy Corporation's (LLDC, the Legacy Corporation) Business Plan for 2013/14 – 2015/16 and sets out information about the Legacy Corporation's financial performance. The Business Plan can be found on the LLDC's website: <http://www.londonlegacy.co.uk/media/Report-10-Three-year-business-plan-including-annex-A.pdf>

The first section provides information about **financial performance**. Subsequent sections are grouped by theme: **Park Opening and Operations**; **Real Estate and Regeneration**; **Planning Policy and Decisions**; and **Corporate**. Each section includes progress against milestones, commentary on major projects and key risks. Where relevant the sections also include monitoring information about the Legacy Corporation's performance against targets; the measurement of targets commences as projects start to be delivered. Note that milestones are listed by quarter within calendar years (i.e. Q1 2014 refers to January - March 2014).

Summary of progress in the quarter October - December 2013

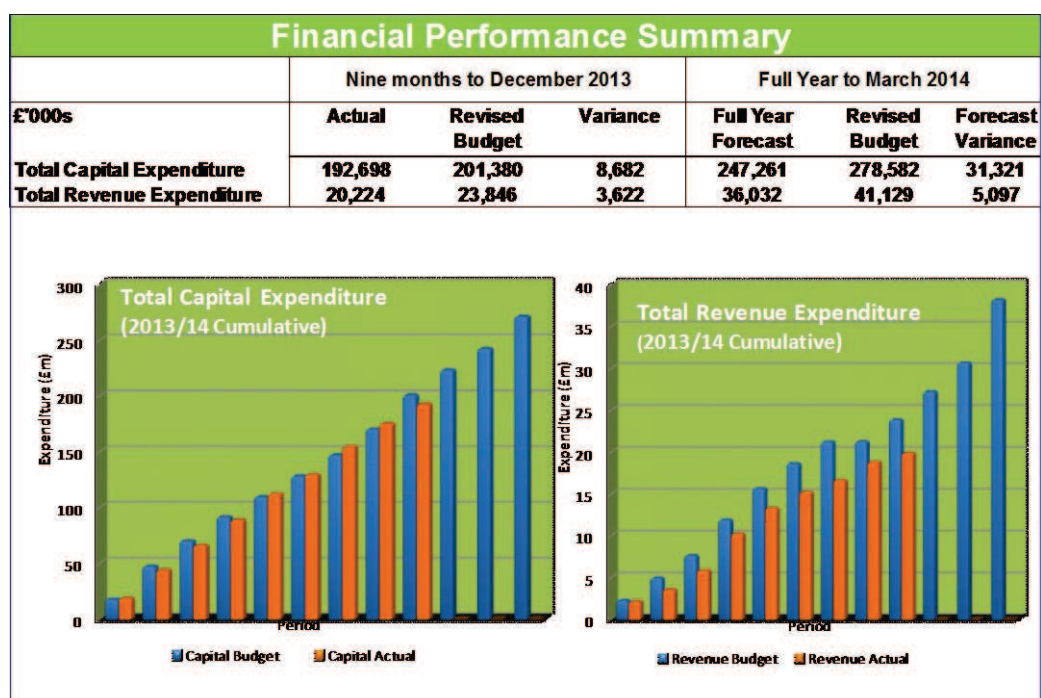
LLDC's major achievements during this period are set out below. Further details can be found in the body of the report:

- Good progress made on the Olympicopolis project to create a major new higher education and cultural district in the Park: the Chancellor of the Exchequer pledged to support the project in the National Infrastructure Plan.
- Commenced procurement to appoint a delivery partner for LCS phase 2 housing developments in East Wick and Sweetwater.
- Submitted draft Local Plan consultation document to Planning Decisions Committee and Board and commenced public consultation.
- Submitted Chobham Manor Reserved Matters application for planning approval.
- Submitted planning approval for Press and Broadcast Centre.
- Appointed a Young Poet Laureate for London.
- Received a positive decision from London Enterprise Panel (LEP) on £8.5m loan funding for Hackney Wick Station.
- Completed installation of glass panels on the Aquatics Centre.
- Appointed the Stadium tier 1 construction contractor.

Some of the key goals for LLDC for the period from January to March 2014 are to:

- Launch procurement for the operation and event management of the Stadium and south of the Park (this was launched on 6 Jan 2014)
- Continue progress in development of the Olympicopolis project.
- Continue Park Transformation, construction and mobilisation works to allow the South Park hub and plaza, the Aquatics Centre and ArcelorMittal Orbit to open and Park infrastructure to be in place for opening on 5 April 2014; complete wayfinding and signage to support this.
- Completion and handover of Lea Valley Hockey and Tennis Centre
- Complete Press and Broadcast Centre construction; iCITY receive planning approval.
- Hold Sports Relief 2014 event in the Park.
- Complete public Local Plan consultations.
- Gain approval for the 2014/15 budget and business plan.

1. Financial summary and commentary



Capital

Capital expenditure at the end of the third quarter was £192.7m against a budget of £201.4m, an underspend of £8.7m (4.3%). The Corporation is forecasting to spend £54.6m in the final quarter of the year mainly within the Infrastructure Directorate as activities to facilitate the Park Opening target intensify..

Revenue

Total Revenue expenditure at the end of the third quarter at £20.2m is 15% behind the year to date budget of £23.8m. The underspend is across all Directorates with the most significant being Park Operations and Venues (£1.1m, 14%) mainly as a result of the focus on the summer events series and the Directorate re-shaping and Planning Policy and Decisions (£0.5m) due to significantly more income received than planned from large scale developments. Management have exercised tight budgetary control making significant efforts to reduce expenditure, ensure value for money and focus resources into the medium term when funding pressures across the Corporation are at their greatest.

Trading

At the end of the third quarter, the deficit at 3 Mills Studios is £443k following a further deficit of £107k recorded in December. Whilst trading conditions for the Studios continue to be challenging, the operators are aiming for a break-even final quarter. LLDC has made a cash injection of £0.8m to fund the financial pressures due largely to a light order book inherited by the new operator.

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

The South Park is not yet opened to the public and no further income is expected on AMO this year. The full year net deficit is forecast at £739k although this includes all mobilisation costs ahead of the re-opening in April 2014.

A more detailed breakdown is presented below.

£'000s	Nine months to December 2013			Full Year to March 2014		
	Actual	Revised Budget	Variance	Full Year Forecast	Revised Budget	Forecast Variance
Capital Expenditure						
Infrastructure	169,043	175,105	6,061	203,589	227,646	24,057
Park Operations and Venues	2,218	2,914	696	4,566	4,841	275
Real Estate	3,594	4,455	861	9,102	13,276	4,174
Regeneration	1,369	1,712	343	3,082	3,082	0
Corporate	16,186	16,787	600	26,635	29,293	2,657
	192,411	200,972	8,561	246,974	278,137	31,163
Revenue Expenditure						
Park Operations and Venues	6,772	7,893	1,121	12,055	11,637	(418)
Real Estate	185	524	339	1,148	2,377	1,229
Regeneration	1,557	1,907	350	2,877	2,877	0
Planning Policy and Decisions	(201)	303	504	(216)	496	712
Corporate	12,486	12,783	297	20,743	23,306	2,563
	20,799	23,410	2,611	36,608	40,693	4,086
£'000s	Nine months to December 2013			Full Year to March 2014		
	Actual	Revised Budget	Variance	Full Year Forecast	Revised Budget	Forecast Variance
Summer Event Series						
Income	3,685	2,194	1,491	3,685	2,194	1,491
Expenditure	3,397	3,038	(359)	3,397	3,076	(321)
Net surplus/(deficit)	288	(844)	1,132	288	(881)	1,170
	Actual	Revised Budget	Variance	Full Year Forecast	Revised Budget	Forecast Variance
Trading						
3 Mills Studios net (deficit)	(443)	(9)	434	(483)	(792)	(309)
AMO trading net (deficit)	(209)	(218)	(9)	(739)	(997)	(258)
Copperbox net surplus	29	29	0	57	0	(57)
Total Net surplus/(deficit)	(622)	(198)	424	(1,166)	(1,789)	(567)

Capital Expenditure

Infrastructure

At the end of the third quarter, the performance within the All Park workstream has continued to improve as the Corporation seeks to recover from delays experienced earlier in the year. Although currently spending £5.68m ahead of budget, overall the project remains behind schedule due to delays in 2012/13. A limited amount of work will slip into 2014-15. Good progress has continued with works on the Velopark, Eton Manor and BMX track. Eton Manor landscaping works are due to be completed on 26th January and the War Memorial on 10th February 2014. The Velopark and BMX track are almost complete with the cycle circuit surface course asphalt laid in early January. The Veloplaza works are in progress, the contractor is forecasting completion in mid-March 2014 but a review is underway to target an earlier completion on 28th February 2014.

Good progress has continued on the H10 lift but due to earlier difficulties with uncharted utilities completion of these works will not be achieved until 31st January. Works to the external area of the Aquatics Centre are progressing well.

Other Projects workstream is £4.4m behind budget. The South Park landscaping works remain behind programme and the previous delays have yet to be recovered. Delays have occurred on site due to the requirement to re-design the drainage services to avoid clashes with obstructions in the ground. Works in the Room in a Room, City Mills Terrace, and Climbing Wall, have been rescheduled for later than originally planned including the

installation of final furniture. Most of the trees running along the promenade have been planted but those due to be planted near the F10B Bridge are being delayed to facilitate access for the works to the bridge. Good progress has been made with the top soiling of the southern events lawn, 87% of which has been completed. The planting works at Carpenters Lock are substantially complete.

Cladding and glazing works to the South Park Hub and Kiosk have been delayed due to delayed procurement. The installation of the photovoltaic panels is incomplete and the testing and commissioning of the power supply to the kiosks has been delayed due to the late completion of UKPN works.

Parkwide Services is currently £1.3m behind budget to date. The installation of CCTV cameras in the Velopark and Eton Manor has been delayed due to the late completion of infrastructure works at these sites. No cameras have yet been installed in the Velopark and the planned completion date of 20th January may not be achieved. Progress with the installation of the North Park Railings is being adversely affected by changing requirements in various areas which is putting significant pressure on completion of the works by the contracted date

The Aquatics Centre was completed and handed over to the operator on 9th December. There remain a significant number of snagging items to be resolved and the final account is in the process of being agreed with the contractor.

Park Operations and Venues

At the end of the third quarter, the Directorate was 24% underspent on its budget of £2.9m. The key underspends were within the Asset Protection and Management (APM), Aquatics and Copperbox and Wayfinding workstreams. The APM variance (£220km underspend) is due to a change in stadium APM requirements. The initial budget provided for full stadium APM services continuing until the end of September but due to events usage and early hand over to stadium project, the cost of APM services was reduced for August and September. Aquatics Centre and Copperbox Arena workstream also has an underspend (£227k). The mobilisation costs submitted by GLL are now being checked and agreed and the full year budget is expected to be utilised. Wayfinding workstream is still having its business case finalised and this has contributed £139k to the underspend to date but is expected to breakeven at the end of the year.

Real Estate

Real Estate has a 19% year to date underspend predominantly driven by the Infrastructure Delivery and Waterways workstreams. Within Infrastructure, the project to create a pedestrian and cycle route at underpass U13 has been delayed due to difficulties in gaining access to land owned by other landowners to undertake survey work. The survey work has now been completed and design works have commenced. These delays mean that planning approval to undertake this project will not be sought until January 2014, and so the majority of construction works will now take place in 2014/15. A request to transfer £1.8m budget from this year to 2014/15 will be presented to the January Change Board meeting.

An updated Business Case has been agreed by EMT with a view to reaching agreement with the Canal & River Trust for surface water drainage discharge and maintenance of the waterways in January 2014. The outturn expenditure on this project is dependent on the nature of the agreement that is reached but it is likely that there will be a significant underspend in this financial year.

Regeneration

The Regeneration Directorate is £0.3m under the year to date budget of £1.7m mainly due to the Community and Business Engagement, Arts and Culture and Physical Regeneration workstreams. Community and Business Engagement underspend (£0.2m) to date has been driven by slippage and savings on the Dents in the Fence projects. Within the Arts and Culture workstream (£0.1m underspent), delays in establishing the size and boundary of the hoardings has impacted on the Artists' ability to commence the Capital design work. The underspend in the Physical Regeneration workstream (£0.1m) has been mainly due to slippage on the Fish Island Tow Path lighting and Leeway design projects.

Corporate

The underspend of £0.6m (4%) in Corporate is mainly due to Corporate Capital IT where a critical review of requirements has been carried out. Following the review, it is likely that not all of the budget will be required and this has been reflected in the forecast accordingly.

Revenue Expenditure

Park Operations and Venues

This Directorate was underspent at the end of the third quarter by 14% against its revenue budget. This was driven by the focus on the Summer Event series programme and impact of the re-shaping and review of its activities and priorities. The key underspends were within the Park Opening and Operations (£0.2m), EFM (£0.3m), Park Marketing (£0.2m) and Security (£0.2m).

Real Estate

The year to date underspend of £0.3m (65%) within Real Estate has been driven by the Press and Broadcast Centre workstream where expenditure has been less than the profiled budget as a result of the transformation works being undertaken. These transformation works have affected the timings of payments for utility consumption which have not been in line with the planned expenditure. There will also be an increasing requirement for legal and property advice as the date for the signing of the lease in April 2014 gets closer.

Regeneration

The Regeneration Directorate's underspend to date of £0.4m (18%) has been predominantly within the Socio-Economic workstream as a result of delays in grant payment for the Employment Skills Training and Fit for Legacy Schemes and also on the Sustainable Energy workstream which had been adversely impacted by delays in its first phase.

Planning Policy and Decisions

The net underspend within Planning Policy and Decisions has been driven by the planning application fees receipts which have been £0.4m higher than anticipated due to the receipt of fees for some large-scale developments.

Corporate

At the end of the third quarter, Corporate was underspent by £0.3m on a budget of £11.1m. There remains significant pressure on the Insurance budget which is currently overspending by 23% and as the Corporation is yet to get a full quote for all its liabilities. A prudent estimate of £1.1m has been advised which has been reflected in the full year forecast.

2. Park Opening and Operations

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

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

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

Progress against major milestones and targets

Milestones	Target date	Estimated date and comment
First area of Park (North Park) open (including Copper Box Arena, North Park Hub/Timber Lodge)	Q3 2013	Complete
Park HQ construction complete	Q2 2013	Complete
Greenway construction works complete	Q2 2013	Complete
Warm up track construction complete	Q2 2013	Re-scheduled to complete in Q4 2013
Operator appointment for the South Park Lawn, Pavilion, Stratford Waterfront and South Park Plaza	Q2 2013	For 2014/15 LLDC is looking at hirings of the available space by event organisers
Removal of Basketball Arena complete	Q3 2013	Complete
Cycle track transformation complete	Q4 2013	Completion of the cycle track has slipped slightly and is due to complete in early Q1 in 2014.
South Park Hub and Plaza works complete	Q1 2014	On schedule
Aquatics Centre transformation and fit out complete	Q1 2014	On schedule
ArcelorMittal Orbit mobilisation and training complete	Q1 2014	On schedule
South Park re-opens	Q2 2014	On schedule
Stadium: procurement of operator commences	Q2 2013	A stadium plus park operator procurement is being taken forward with a view to appointing in Q3 2014.
Stadium: construction work commences	Q3 2013	Complete, construction work has commenced.
Completion of Eton Manor construction	Q4 2013	Eton Manor Sports Centre & Hockey Pitches are completed in this period, however, the surrounding area (also called Eton Manor), will be completed in the next period.
Signage and wayfinding installation complete	Q1 2014	On schedule

Olympic Bell reinstated in Park	Q1 2014	Deferred this until 2015/16 because the site identified is Stadium Island which will not be landscaped until this date.
Major commercial partnerships in place	Q1 2014	Due to the change in sponsorship approach the target for securing a Naming Rights partner to the Stadium, Aquatics Centre and the Copper Box is Q1 2015 – the rights will be packaged collectively in order to maximise value.

Targets for 2013/14	Performance and Commentary
<p>Health and safety: Targets are to complete transformation without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked</p>	<p>No fatal injuries on site to date. There have been no life-changing injuries sustained in accidents, and no reportable work-related ill health. Reportable accident rate has remained at 0.08 per 100,000 hours worked, which equates to c 1,200,000 hours worked for each reported accident. Programmes in place to help prevent injury and ill health, being developed to lead into post-Transformation works.</p>
<p>Environmental: By 2014, all venues will re-open to BREEAM Excellent standard and venues will be monitored event by event against a set of sustainability standards.</p>	<p>On track to meet this target. Internal training delivered for a team of ISO 14001 internal auditors. Each large scale event in Summer 2013 was monitored by internal auditors for sustainability issues.</p>
<p>Visitors: Park visitor numbers: from 29 July to 31 December 2013 there were 1,071,000 visitors to the Park; during this reporting period (October to December 2013) the Park had 177,000 visitors. The target for visitors in 2013/14 is 1,500,000.</p>	

Commentary on key projects

Park Handover and Transformation: LLDCs **Transformation** works to commence, to Clear, Connect and Complete the Park have continued and is on track. Work was completed on a new footbridge from Hackney Wick into the Park, connecting Wallis Road to Waterden Road. The bridge will become fully accessible in the next period when the installation of a lift will be complete.

Aquatics Centre: The 628 panes of glass and external doors have all been installed in the Zaha Hadid designed Aquatics Centre. Construction works of the completed outside of the Aquatics Centre include removing the temporary seating stands, which held 17,500 seats for Games-time and installing 2,800m² of glass and eight doors along the sides of the centre allowing lots of natural light into the pool. The internal works and final landscaping will be completed next year ahead of the opening to the public in the spring 2014.

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

The **Copper Box Arena** opened on 27th July 2013. During this period it hosted a number of events including the Badminton Grand Prix, International Handball matches, Boxing and Great Britain's Men's Basketball as well as all of the London Lions Basketball home games. The Arena was a host venue for the first National Paralympic Games and London Youth Games. The Arena is also open for use by the community including a sports hall for activities such as badminton, an 80 station gym and 2 studios. Visitor throughput for period 27 July – 30 November at the Copper Box was 93,598. Events in the first quarter of 2014 include international fencing and London Lions matches.

Events: The Legacy Corporation has confirmed that Sport Relief 2014 is coming to the Queen Elizabeth Olympic Park in the form of the first ever Sainsbury's Sport Relief Games. The event will showcase some of the Park's iconic venues, including the Aquatics Centre and the VeloPark. On Sunday 23 March, members of the public will have the chance to: run one, three or six miles; swim 1.5km, 2.5km or 5km; or Cycle three, 25 or 50 miles

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

South Park opening: The Park Opening plan monitors and coordinates the workstreams needed to deliver South Park opening from spring 2014; LLDC is currently on schedule to meet these Park opening milestones. Venues and attractions opening on 5 April 2014 include: The **Aquatics Centre**; the **ArcelorMittal Orbit** visitor attraction; and The **South Park Plaza and Hub** including 11.3 acres of Parkland situated in the south of Park in the area between ArcelorMittal Orbit, the Aquatics Centre and the Stadium. The plans include a dynamic, landscaped area dedicated to entertainment and cultural activities, a 12m wide tree-lined promenade, an interactive 'labyrinth' fountain, performance and play spaces. Construction has continued on a park hub adjacent to the ArcelorMittal Orbit housing its box office, a café and roof-top pavilion with views across the Park

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

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

Procurement has commenced for the operation and event management of the Stadium and south of the Park, an operator is scheduled to be appointed in Q4 2014.

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

Key Park Opening and Operations risks:

Summary	Impact	Mitigation
Risk that the Park opens later than has been announced on 5 April 2014.	Significant reputational, operational and financial impacts.	Defined and established work programmes and milestone achievement regularly reviewed at Executive and Board levels. Park Opening Programme monitoring progress of key projects.
Risk that the Park re-opens in spring 2014 without the facilities to deliver a high quality visitor experience due to (for example) access issues, quality of Parklands, ongoing construction works and insufficient resources.	Significant reputational impacts.	Establish areas for re-opening and deliver a clear communication plan, resolve access issues.
Risk that the Park opens without the facilities (including events, attractions and venues) to encourage people to visit the Park in large numbers.	Significant reputational and financial impacts	Delivery of the events programme and interim uses strategy for visitor attractions including large scale concerts and events held in summer 2013. Mobilisation of operators for venues and attractions on the Park. Communications around expected visitor numbers. Park Opening Programme monitoring progress of key projects.
Risk that Stadium budget will not be sufficient to carry out construction work or the programme will be delayed	Stadium opening will be delayed leading to financial and reputational impacts for the Legacy Corporation.	Running efficient procurement processes for contracts. Budgets compiled with reasonable contingencies.
Risk about the impacts of serious accidents or episodes of significant ill health on site	The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage	A comprehensive health and safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its Project Management Partner.
Risk that there will be issues relating to anti-social behaviour on the Park including criminal activity.	Undermining the reputation of the Park as safe and secure, and deterring potential or repeat visitors.	Security programme including railings, CCTV, hostile vehicle mitigation, signage and wayfinding, security staff and police presence being delivered. Crime figures on the Park are relatively low; there was no reported crime in December 2013.

3. Real Estate and Regeneration

Real Estate

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

Progress against milestones

Real Estate milestones	Target date	Estimated date and comment
Granting of 200 year lease to iCITY and commencement of Press Centre and Broadcast Centre fit out	Q2 2014	Construction to commence once iCITY has obtained planning permission (which was submitted in this period) and the 200 year lease has been granted to iCITY in Q2 2014
Chobham Manor, site handed over to developer	Q1 2014	Chobham Manor LLP will begin the development works following the decision of the planning committee in February 2014 and the completion of the Judicial Review period. The handover is scheduled for Q2 2014.
U13/14 underpass construction complete	Q1 2014	This is likely to complete in Q2 2014 following delays related to level surveys.
Commence procurement to appoint a developer for the next phase of housing on the Park	Q4 2014	Complete: procurement has commenced
Hackney Wick Station design and funding in place	Q3 2013	Successful applications to OPTEMS for funding. A loan from LEP of £8.5m has been secured (in October 2013). Outline designs agreed.
Set up of Estates Management body	Q1 2014	LLDC's Investment Committee endorsed the Estates Management Strategy principles, subject to undertaking further work on benchmarking, management structures with developers. This milestone is unlikely to be met until later in 2014.
LCS: complete submission of pre-commencement conditions to PPDT	Q3 2013	Complete.
LCS: approval for pre-commencement conditions	Q4 2013	The majority have been submitted and approved but completion delayed due to delays in submission of Estate Wide Management Strategy and Construction Quality Scheme. Estimated completion date is Q1 2014.

Commentary on key projects

Olympicopolis: This is a new project which aims to create a major new higher education and cultural district on Queen Elizabeth Olympic Park. Good progress has been made in this period, in particular the Chancellor of the Exchequer pledged to support the project in the National Infrastructure Plan. The Mayor of London, the Chancellor and LLDC have agreed to work together on this ambitious plan that would potentially see two world class institutions – University College London and Victoria and Albert Museum (V&A) – build new sites adjacent to the Stratford waterfront, on land between the Stadium and Stratford station. It's projected that the cumulative effect of these plans could generate an extra 10,000 jobs in the Park and

an extra £5.2 billion of economic value from the area, contributing an additional £99m in tax revenue per year. Discussions between the parties are continuing and masterplanning work has commenced.

Press Centre and Broadcast Centre: LLDC and iCITY signed the Agreement for Lease for the Press and Broadcast Centre. iCITY will invest more than £100million to make an attractive and vibrant location where creative and digital companies will locate, creating over 4,500 jobs in the building and around 2,000 more in the local area.

The first tenant for the Broadcast Centre, BT Sport, commenced broadcasting in early August 2013. Other confirmed tenants include Loughborough University, Infinity (data centre services), and Hackney Community College which will establish a new digital apprenticeship programme at iCITY.

Transformation works on the buildings are taking place, and iCITY submitted its planning application in November 2013; completion of transformation works and planning approval will allow commencement of fit out by iCITY early in the new financial year.

Legacy Communities Scheme: The Legacy Communities Scheme planning application to deliver comprehensive mixed use development on the Queen Elizabeth Olympic Park was granted outline planning permission in September 2012. Work is ongoing to ensure that LLDC monitors and discharges its planning obligations relating to the LCS. LLDC has completed the majority of submissions of pre-commencement discharge of S106 and conditions to the planning authority, approvals are expected to be complete by Q1 2014.

LCS Phase 2 – East Wick and Sweetwater: The LLDC launched its procurement to identify a development partner to take forward the next phase of new neighbourhoods on the Park. The neighbourhoods of East Wick and Sweetwater will consist of up to 1,500 new homes, including much needed private rented housing and affordable homes. The Legacy Corporation expects the first residents to move in at the end of 2016 with the development completed in 2023 – six years ahead of the original masterplan. The developer is scheduled to be appointed in Q4 2014.

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

The Zonal Masterplan for development was approved by the Planning Decisions Committee in October 2013; the reserved matters application for the first phase of the development was submitted in the same month. Transformation of the site resumed in this period to allow the developer to commence build in summer 2014, for the first homes to be occupied from 2016.

In this period LLDC launched a call for interest to identify parties interested in occupying space within **Hackney Wick** as it is developed. The vision for Hackney Wick is that it will be a vibrant, mixed-use place, retaining its character and heritage and supporting the activities of those people and organisations already in the area, while becoming an exciting and attractive location for new businesses and residents. Further information can be found at www.hackneywick-E9.co.uk.

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

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

Key Real Estate risks:

Summary	Impact	Mitigation
Risk about successful completion of deal with iCITY for Press and Broadcast Centre, including planning and technical issues.	Negative impacts on jobs created, reduced financial returns and damage to LLDC's reputation	Close working with iCITY including technical support, discussions around planning issues.
Risk that related development projects undertaken by other organisations are not successful.	Negative knock on effect on the success of the Park.	Close work with partners to influence developments and monitor progress.

Regeneration and Community Partnerships

The work in this area in 2013/14 includes developing a range of projects to help deliver regeneration and convergence in the Park and its surrounding area. These include socio economic projects around jobs, skills and business engagement; projects to promote equalities and inclusive design, engagement with the local community; projects promoting arts and culture; and projects relating to design and public realm improvements inside and outside the Park.

Progress against major milestones

Regen. and Community Partnerships milestones	Target date	Estimated date and comment
Canal Park phase 1 works complete	Q1 2014	Following conclusion of design developments the scheme is now out to tender with anticipated completion date of Q4 2014.
Complete delivery of Emerging East which supports and funds 14 design-led creative projects	Q3 2013	Complete
Completion of Twelve Trees Crescent access improvement works	Q4 2013	The milestone was based on delivery of the LTGDC scheme. LLDC has subsequently decided, following its own appraisal of the scheme and with input from TfL, LB Newham and LB Tower Hamlets, to redesign the scheme to remove the lift and to introduce a ramp. The redesign is underway but will need a new planning permission. The scheduled completion date is therefore now mid-2015. Partners are content with this approach.

Targets for 2013/14	Performance and commentary
Sport and Health living: Take 12 programme to increase physical activity levels in the Growth Boroughs to reach 12,000 people;	This project is now complete and exceeded its target, engaging with over 14,500 people.
Make A Splash programme to reach 1,000 children through a residency at The Score Centre, Leyton,	Exceeded: the Make a Splash project completed with over 1,200 participants taught to swim in the 12-week programme.
Transformation Construction workforce targets: <ul style="list-style-type: none"> - 25% of the workforce have permanent residency in Host Boroughs - 10% of the workforce were previously unemployed - 25% of the workforce are from BAME groups - 5% of the workforce are women - 3% of the workforce are disabled - 3% of the workforce are apprentices 	<p>As of the end of November 2013 the majority of workforce targets have been met or exceeded:</p> <ul style="list-style-type: none"> - 30% of Transformation employees working on the Park are Host Borough residents - 14% were previously unemployed, - 60% of the workforce are from BAME groups - 6% are women. - 2% are disabled - A total of 30 apprentices were working on the Park which is 3% of the workforce. <p>Whilst the performance against targets are still broadly positive, as the Transformation works come to an end and the workforce reduces in size and the work required becomes more specialised the figures are likely to continue a downwards trend.</p>

<p>Copper Box and Aquatics workforce targets:</p> <ul style="list-style-type: none"> - 70 % of the workforce have permanent residency in the Host Boroughs - 55% are from BAME groups - 50 % are women - 3-5% are disabled 	<p>As of the end of November 2013 the majority of workforce targets have been met or exceeded:</p> <ul style="list-style-type: none"> - 90 % of Copper Box and Aquatics Centre employees have permanent residency in the Host Boroughs - 55% are from BAME groups - 50% are women - 1% are disabled
<p>EFM workforce targets have been set and will be monitored once the contract is fully mobilised from April 2014</p>	
<p>The Chobham Manor allowable solution programme will ensure zero carbon emissions for the development.</p> <p>A full list of sustainability targets can be found in the Sustainability Guide at 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</p>	<p>The Chobham Manor allowable solution programme to be agreed and payment made at the end of 2013/14 or early 2014/15.</p> <p>Performance against other sustainability targets to be measured and reported in the annual sustainability report in March 2013.</p>
<p>Community Engagement: Installation of four Dents in the Fence totems;</p> <p>10 local tour guides qualified.</p> <p>Over 300 primary and secondary school pupils engaged per year through 2 projects: curriculum-based and Learning Trails.</p> <p>30 young people per year attaining a arts award qualification through the Legacy Youth Radio project</p> <p>Annual cohort of 30 recruits for the Legacy Youth Panel per year.</p>	<p>Following the completed feasibility study and borough engagement this programme has been changed to install three (potentially four) launch pad sites (which also work as a pilot for community grass- roots interim uses), due for completion by Q2 2014, route markers and enhanced support for and links with community centres.</p> <p>18 local guides employed and trained as part of Park in Progress visits. Five guides (to meet demand) recruited and used to deliver public bus tours programme. These guides and two others were also training to support the Boat tours programme.</p> <p>Engagement complete with 180 pupils through curriculum based projects; Learning Trails programme commenced in September 2013 (expected to engage another 600 primary and secondary school children). A further 1,200 school children took part in dedicated Orbit schools visits in June.</p> <p>30 young people on the existing programme who are gaining credits towards an Arts Award. Have commenced recruitment for the next tranche of 30.</p> <p>Complete: 30 recruits on the Legacy Youth Panel.</p>
<p>Inclusion and Paralympic Legacy: 26,000 opportunities to participate in inclusive sports and physical activity delivered by 2015/16 as part of 'Motivate East' in partnership with Sport England.</p> <p>Recruitment of 60 Paralympic Legacy Ambassadors (now called Para-legacy agents) reaching 600 people over the three years.</p>	<p>Motivate East has reached 2,743 people (1,304 of whom were disabled) who have participated in the programme, exceeding the target for the first six months of the project of 1560 participants. Figures for the next 6 months will be available from January 2014 and included in the next update.</p> <p>The Bromley By Bow Centre has been appointed to recruit Para-legacy agents. 12 have been appointed to date.</p>

<p>Arts and Culture: Engaging directly with over 70,000 people surrounding the Park through activities with artists, cultural festivals, mentorship scheme, outdoor performances, creative workspaces, and Art in the Park</p>	<p>Figures to end of December 2013 show direct engagement with 43,324 people. This figure does not include engagement through LLDC arts and culture projects at the Summer Events series, notably at National Paralympic Day and Open East.</p>
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Commentary on key projects

Inclusion and Paralympic Legacy: LLDC's has continued to deliver its Paralympic legacy programme, and has now agreed a Business Case to invest £1.7m over the coming three years, to be matched by a £3m funding from external partners. As a part of that programme inclusive sport project Motivate East (which is funded by LLDC and with match from Sport England and other partners including the Host Boroughs, Lee Valley Regional Park Authority, Greenwich Leisure Limited, the University of East London, ProActive East London and Wheelpower) is meeting initial targets relating to throughput, supported by the appointment of Para-legacy agents to promote the programme.

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

Procurement has begun for a design team to re-imagine Mandeville Place, the central public open space between Carpenters Lock and the Belvedere, as an area of Paralympic recognition, meeting our commitments to the International Paralympic Committee. This interpretation will include a tactile map and will be retrofitted after Park opening.

Socio Economic projects:

Apprenticeship Awards: more than 60 apprentices have been honoured for their hard work in transforming Queen Elizabeth Olympic Park at an awards ceremony at City Hall on Wednesday 18 December. London's largest group of apprentices on a single site were recognised for their accomplishments at the London Legacy Corporation's inaugural Apprenticeship Awards. Close to 200 people attended the event to see the awards presentation which was preceded by a special video message from the Mayor of London and followed by a rendition of 'Legacy', a poem written and performed by Jolade Olunsanya, who was shortlisted for the Young Poet Laureate for London. The Queen Elizabeth Olympic Park Apprentice of the Year 2013 was awarded to Newham resident Leanne Doig who also received a special recognition for her commitment to health and safety. A short film to celebrate the apprenticeship scheme has been produced:

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

Legacy Careers Project: On the 2 December 2013 pupils from five east London schools went head to head in a Dragon's Den style competition presenting business plans for a new service for Queen Elizabeth Olympic Park to a panel of industry experts as the 'Big Challenge' finale event of the Legacy Careers Project. St Angela's Ursuline School from Newham came out the victors when they presented their Change4Life Adventure Playground business proposition as a way of cutting down childhood obesity and getting the whole family engaged in healthy activities in Queen Elizabeth Olympic Park. The event was the culmination of the Legacy Careers Project which has engaged fifty business volunteers from LLDC and its partners, including L&Q, Greenwich Leisure Limited, Reds10 and Mace to raise awareness of employment opportunities coming forward from the Park and help almost 800 pupils aged 12-14 years 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. The Project has also provided leadership training to a group of seventy sixth form pupils to fulfil a mentoring role within the Project.

Work in the next period includes supporting recruitment for people to work on jobs relating to venues and the Park for South Park opening in spring 2014, to ensure that employment targets are met around apprenticeships, local people, BAME, women, disabled people and people who were previously unemployed. Senior level meetings have been held with iCITY about apprenticeship and skills, including advice on shaping PQQs for their procurement exercises to help to ensure that there are significant employment opportunities for local people

Education and schools: The Legacy Corporation has progressed its work to deliver the Legacy Communities Scheme schools and to facilitate additional capacity in the Legacy Corporation's area.

Community Engagement:

The Legacy Corporation has been running a number of high profile community engagement projects with local residents including delivery of workshops community roadshow in the 4 boroughs, work around maps and routes and working with community clubs. In this period activities included: completion of Growing Links project with final event at Timber Lodge attended by circa 600 people; thank you event held for summer events Park champion volunteers (255 attendees) at Timber Lodge; completion of Finding North project with final event and photo wall unveiled; and internal launch of EcHo timebanking programme. Community engagement work will continue for full Park opening in spring 2014, including launch pads for Warton Road and Rothbury Road for enhanced viewing of the Park.

Delivery has continued on '**Active People, Active Park**', a pilot programme of sport and physical activity opportunities targeting those that are the least active capturing the interest generated by the Games, enriching the lives of local communities and of Queen Elizabeth Olympic Park. It will form the basis of the future Park programme, and has had over 2,000 participants to date.

Arts and Culture:

Good progress has been made on the **SPOKE** project, a poetry and spoken word programme offering people in East London an opportunity to watch, perform and develop careers in spoken word and performance poetry in and around the Park. A New Direction, Apples and Snakes and Spread the Word continued work to deliver a poetry and spoken word project in and around the Park. As part of this project Warsan Shire was named the first ever Young Poet Laureate for London. Warsan will produce a series of commissions creating work that reflects on our ever-changing capital, culture and society. This started with a residency at the Houses of Parliament itself. She will be supported in her role by London's writer development agency, Spread the Word.

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

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

the GLA's 'Big Green' fund to support the project in this period and is in discussions with other potential funders, including TfL.

LLDC is progressing plans for a **Canal Park** which will be a linear park on the western side of the Queen Elizabeth Olympic Park along the Lea Navigation Canal will be the final piece in creating world class parklands on the Queen Elizabeth Olympic Park. LLDC has commenced procurement and submitted the planning application and reserved matters for the scheme. Determinations of these submissions are due to be made in the next period and construction work is due to be completed by the end of 2014.

Key regeneration risks:

Summary	Impact	Mitigation
Risk about site management and communications between Games-time and Park opening.	Negative impacts on the Legacy Corporation's reputation with local residents (including new residents in the East Village from 2013) and prospective visitors.	Develop interim uses, Park tours and controlled events. Implement considerate construction programme and good communications with residents.
There is a risk of failing to deliver regeneration and convergence impacts of the Park for local communities.	A reduction of the regenerative and convergence impact of the Olympic Park for local communities.	Implement socio-economic policy; agree strong targets in contracts (EFM, Transformation and venue operator contract targets already agreed).

4 Planning Policy and Decisions

Progress against major milestones

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

Commentary on key projects

The Planning Policy and Decisions Team (PPDT) have continued its work to develop the Local Plan and Community Infrastructure Levy. **The Local Plan** Consultation document was submitted to the Planning Decisions Committee and then Board on 22 and 29 October respectively. Board approval for public consultation was obtained subject to minor changes to the vision to ensure that this aligned with the emerging corporate vision. The Local Plan consultation document and a summary consultation leaflet has now been produced along with other consultation materials and reports. The consultation is now underway, running from 2 December to 7 February 2014, with those on the consultation database and statutory consultees notified. Further evidence base work is being commissioned, including a Retail and Leisure study and an Employment and Industrial Land Study to feed further evidence into the next stage of the plan development.

The Community Infrastructure Levy: following the close of the Preliminary Draft Charging Schedule consultation in September, analysis of consultation responses has been undertaken and viability consultants, BNP Paribas, are undertaking additional evidence base work, while work to develop a S106 and CIL Supplementary Planning Document is also now underway. In the next period work will begin on producing the CIL Draft Charging Schedule and the CIL and S106 SDP will continue to be progressed.

For **Development Management**, during the period October-mid December PPDT determined 99 planning applications, with 75% within the required statutory timescales across the period as a whole.

Significant planning applications considered at the Planning Decisions Committee at their meetings in November included the mixed use redevelopment of Neptune Wharf (c 500 residential units, commercial space and 0.44 ha primary school site) and Monier Road in Fish Island, both subject to the completion of s.106 legal agreements. Reserved matters approval was resolved to be granted for residential towers in the International Quarter at Stratford City Zone 2 and a decision on a proposed residential tower at Great Eastern Road in Stratford was deferred pending further work on the design quality of the proposed building. There was no Planning Decisions Committee meeting in December.

On planning enforcement, PPDT has 26 current cases of reported planning breaches at the end of the period (a reduction from 31 at the end of the previous reporting period). These

cases are at various stages of formal investigation and action, with measures being coordinated with relevant Host Borough regulatory services where relevant.

PPDT has consulted from mid December on proposals to extend the boundary of the **Hackney Wick and Fish Island Conservation Areas**. In light of the comments received, PPDT is going to allow for a further period of consultation on the proposed conservation area extension character appraisals during late January and February. A report will be prepared for the Planning Decisions Committee in February and for the Board meeting in March which, subject to PPDT’s detailed review of the consultation comments received, will recommend designating the conservation area extension.

Key Planning Policy and Decisions Team risks:

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

5 Corporate

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

Corporate

Progress against milestones

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

Commentary on key projects

Individual Legacy Corporation Directorates have undertaken a series of budget meetings with the GLA to review revenue spending plans, ensuring the budgets are robust and identifying areas where savings could be made and/or additional income generated. This fed into senior level discussions with the GLA and has informed the Legacy Corporation's draft 3 year business plan submission which was approved by LLDC's Board and submitted to the GLA in November 2013.

LLDC has nearly completed its re-shaping exercise to ensure that the Legacy Corporation has the resources it requires to move to its operational phase. The Legacy Corporation has continued to deliver a 'One Organisation' programme to develop its culture and values and bring together four organisations as one. This has included a review of pay and benefits and the appraisal process.

Work has continued to implement the **Park Wide IT** strategy which sets out a plan to address requirements for information and technology on the Park after Games and link in with corporate IT requirements. This ensured the delivery of the Park IT Infrastructure in the Park for re-opening in summer 2013 and work is ongoing to ensure that full Park opening from spring 2014 runs smoothly. Both programmes of work are on schedule to support this: specification for the Park technology and design of the IT information and security system.

During this period LLDC became an accredited London Living Wage employer, committing that all its direct employees, including interns and contractors, are paid the London Living Wage.

Key corporate support risks:

Summary	Impact	Mitigation
Risk that the Legacy 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 Legacy Corporation's reputation and increasing costs.	Negotiations with GLA in the three year budget round. Ensure efficient use of available resources.
Risk that there will be uncertainty	A significant reduction in	Ensuring good internal

relating to organisational change.	staff morale leading to reduced productivity and reputational risks.	communications to keep staff updated.
Risk that there will be assets transferred to LLDC without warranties.	A reduction in the value of assets and LLDC's ability to realise value for them	Determine scope of the possible exposure through negotiations with suppliers of key assets.

Corporate

Commentary on key projects

Public Affairs: The team has continued to build on its stakeholder mapping work which identified and prioritised target audiences for the organisation. The VIP engagement programme undertaken during the summer events series enabled the organisation to hone its key contacts and engage more effectively with business and political leaders, the community sector, host boroughs, potential sponsors and operational partners. Engagement with key stakeholders is now tracked across the organisation to ensure the most can be made corporately of all opportunities.

Political engagement during the quarter has focused on cementing relationships with Host Borough MPs and key parliamentarians. Four political briefings were held for Diane Abbott MP, Meg Hillier MP, Margaret Hodge MP and David Willetts MP.

Scrutiny work focused on appearances before the GLA's Regeneration Committee followed by the Budget and Performance Committee. A formal response to the House of Lords' report on legacy, *Keeping the Flame Alive*, was submitted following the Mayor, Neale Coleman, Dennis Hone and Paul Brickell appearing before the committee to give evidence.

Ten park tours or visits were arranged for Assembly Members, parliamentarians and delegations from Abu Dhabi, France, China, Vietnam, the Northern Ireland Assembly and the Mayor of Philadelphia's office.

Media relations: The team's focus this quarter has been to maintain relationships with key contacts, proactively promote opportunities with partners and to ensure an efficient service to protect and enhance the Legacy Corporation's reputation. Coverage continued at a high level with 4,045 pieces of coverage generated during the quarter.

Favourability ratings during the quarter remained high with 68 per cent positive, 11 per cent balanced and two per cent negative. The two per cent related to the Budget and Performance Committee's press release highlighting concerns over the LLDC's funding gap post 2015.

Our main proactive media moment covered the removal of the first light paddles on the Stadium in November 2013. A press conference held in the Stadium with West Ham United and LB Newham secured extensive London regional broadcast coverage alongside significant reports in most national newspapers. Working with GLA press colleagues the team also secured significant coverage for the Mayor's announcement of the Olympicopolis initiative, which was featured in the Chancellor's Autumn Statement generating significant media interest in mid-November.

Support was also provided to local community events such as the first Young Poet Laureate for London, Light Nights in November and the Christmas Market and Apprenticeship Awards in December.

Digital and social: Proposals for the next phase of the Queen Elizabeth Olympic Park website development, which will include combining the current separate corporate and consumer sites, were agreed and progressed, with delivery on track for February 2014. Over 90,000 people visited QueenElizabethOlympicPark.co.uk and over 27,000 visited londonlegacy.co.uk. Gradually increasing social media activity attracted 735 new Twitter followers, 748 new Facebook fans, 754,000 impressions, 546 @mentions and 239 retweets.

Internal, site and community communications: The autumn/ winter edition of *Park Life*, our publication for those working on site, was distributed to 1,500 workers in October 2014 while work started to publish January's edition of *Park News*, our publication for local residents living around the park. LLDC internal communications focused on supporting One Organisation, developing and sharing our vision, mission and purpose.

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Subject: Report of the meeting of the Planning Decisions Committee held on 26 November 2013 and 28 January 2014

Meeting date: 27 February 2014

Report to: Board

Report of/by: Philip Lewis, Chair of Planning Decisions Committee

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Board on the meeting of the Planning Decisions Committee held on 26 November 2013 and 28 January 2014.
- 1.2. The Planning Decisions Committee scheduled for 17 December 2013 did not take place.

2. RECOMMENDATION

- 2.1 The Board is invited to note this report.

3. ISSUES DISCUSSED ON 26 NOVEMBER 2013

- 3.1. The items considered for decision at the 26 November 2013 Planning Decisions Committee were: the Lighting Strategy for the Legacy Communities Scheme development pursuant to condition LCS0.33; Proposed student accommodation in a development at 206-214 High Street Stratford; A proposed residential tower development (33 storeys) by Telford Homes at Great Eastern Road, Stratford; A Reserved Matters application for residential towers at plots S7 and S8 of the International Quarter, Stratford City Zone 2; Predominantly residential redevelopment at Monier Road, Fish Island; and an outline planning application for mixed use redevelopment at Neptune Wharf, Fish Island.
- 3.2. The Lighting Strategy for the Legacy Communities Scheme development was resolved to be approved by the Committee subject to the conditions and informative set out in the report.
- 3.3. On 206 – 214 Stratford High Street, it was agreed by the Committee that in accordance with the recommendation in Update report that the application be deferred in order for further discussions to take place with the GLA on strategic housing need for student accommodation and negotiations to

take place with the applicant on the draft Heads of Terms of a s.106 legal agreement.

The Telford Homes application for full planning permission for the erection of a 33 storey residential tower (with a maximum height of plus 109.43m AOD (above ordnance datum)) to provide 182 dwellings, was debated in detail by the Committee. Following extensive discussion the Committee resolved to defer consideration of the application in order for officers to obtain more details about: (i) how the application would enhance the public realm; and (ii) the external materials to be used on the building to assess whether the design was exceptional. For Stratford City Zone 2 (The International Quarter Plots S7/S8) the Committee resolved to approve the Reserved Matters for two residential buildings, of 30 storeys and 17 storeys in height respectively comprising 333 residential units, together with the details of a new public open space (Balcony Park). Approval was granted by Committee subject to conditions, including additional ones relating to the management of the bins and the landscaping of the car parking and the completion of a s.106 legal agreement, the completion of which was delegated to the Director of Planning Policy and Decisions.

- 3.4. The Monier Road scheme proposed the erection of three blocks ranging from four storeys to part six and part seven storeys, which would provide 71 residential units, including 15 affordable housing units on the ground level as family units. Some 483 sq.m of commercial and business floorspace also formed part of the development. The Committee resolved to grant planning permission subject to the satisfactory completion of a s.106 legal agreement and the conditions contained within the report and update report.
- 3.5. The Committee considered the proposal for a comprehensive mixed use redevelopment of a site known as Neptune Wharf in up to four phases / zones containing up to 18 buildings to provide for a mix of land uses. The proposal would provide up to 522 new residential units, new business and commercial floorspace, public open space and the provision of 0.44 hectares of land for a primary school

Following a lengthy debate about the merits of the scheme, the Committee resolved to grant permission for the proposal subject to the conditions set out in the update report and subject to:

- (a) Referring the application to the Mayor of London and any direction of the Mayor of London;
- (b) The satisfactory completion of a legal agreement under s.106 of the Town and Country Planning Act 1990; and;
- (c) A condition restricting the height of Block Q to eight storeys;

The Committee further resolved that the detailed Heads of Terms of the section 106 legal agreement should be referred to it for approval.

4. ISSUES DISCUSSED ON 28 JANUARY 2014

- 4.1. The Head of Planning Policy requested the Committee note the Annual Monitoring Report and the revised Local Development Scheme (LDS), which updated the programmes for the work related to the LLDC Local Plan and Community Infrastructure Levy (CIL). Both documents will be submitted to the Legacy Corporation's Board in March 2014 with a recommendation to approve the revised Local Development Scheme and annual Authority Monitoring Report.
- 4.2. The Committee Members considered a report on Telford Homes Residential for 182 dwellings, including 25 three bedroom units, which had been considered by the Committee at its meeting on 26 November 2013. Consideration of the application was deferred in order for officers to obtain more details about: (i) how the application would enhance the public realm; and (ii) the materials to be used, in order to assess whether the design was exceptional, noting that the quality of the architecture concerned the design itself, not just the materials to be used. The Committee were briefed by the architect for the scheme on 17 December 2013, addressing the design process. Officers view in relation to design quality and the impact on the public realm was that it is of the highest quality and meets the planning policy tests set out in the London Plan

Resolved (five votes cast in favour, two against and one abstention): That permission be granted for the reasons given in the report to the Committee, subject to the conditions and informatives set out below and subject to:

- (a) Referral to the Mayor of London;
- (b) The completion of a S106 agreement to secure the measures set out in the Committee report, including affordable housing, off site transport enhancements and local employment obligations;

- 4.3. The Committee Members considered a report and update report on Chobham Manor LCS Planning Delivery Zone 6, Stratford E20. Approval was sought for the reserved matters of layout, scale, appearance, access and landscaping for the first phase of development to be undertaken at Chobham Manor. The application contained details of 259 dwellings in a mix of unit sizes and tenures. Over 75% of the dwellings would be family homes with three or more bedrooms and 30% of the dwellings would be provided as affordable/ social rented and intermediate units. . Officers considered that the development proposed in the submission for approval of reserved matters would contribute towards the establishment of a sustainable, high quality, family focussed neighbourhood at Chobham Manor.

Committee resolved (unanimously) that the application be approved and that authority be delegated to the Director of Planning Policy and Decisions to issue the decision notice at the expiry of the reconsultation period, subject to him being satisfied that there are no new material objections arising out of the reconsultation on the amended plans.

- 4.4. The Committee also noted reports which listed all the applications which had been decided by officers under delegated authority from 1st October 2013 to 31st December 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 meetings of the Planning Decisions Committee on 26 November 2013 and 28 January 2014

Report originator(s): Anthony Hollingsworth
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Subject: Report of the meetings of the Investment Committee held on 19 and 26 November 2013 and 30 January 2014
Meeting date: 27 February 2014
Report to: Board
Report of: David Edmonds, Chair of the Investment Committee

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides is the formal report to the Board on the meeting of the Investment Committee on 19 November 2013 following the verbal update that was provided to the November Board meeting. This paper also provides an update to the Board on the meeting of the Investment Committee held on 26 November 2013 and 30 January 2014.

2. RECOMMENDATION

- 2.1 The Board is invited to note this report.

3. ISSUES DISCUSSED AT 19 NOVEMBER 2013 MEETING

E20 Stadium Limited Liability Partnership update

- 3.1. The Committee considered a report that provides an update on matters being considered by the E20 Stadium Limited Liability Partnership (LLP) including an update on the Stadium operator strategy and naming rights, the status of the transformation works.
- 3.2. Following a positive resolution to exclude members of the press and public, in accordance with Part 1, paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) the Committee also considered a report that contained exempt supplemental information.

E20 Stadium Limited Liability Partnership governance arrangements

- 3.3. The Committee considered a report that provides an update on governance arrangements for the E20 Stadium Limited Liability Partnership (LLP).

- 3.4. Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt supplemental information. The Committee approved that the LLDC enters into a Deed of Variation of the LLP Members Agreement to allow the LLP Board to delegate matters to officers of the LLDC and the associated Scheme of Delegations which was being developed by the LLDC and Newham Legacy Investments. The Committee also agreed to delegate to the Chair of the Investment Committee the final wording of the Scheme of Delegations on behalf of the LLDC and also approved that the LLP amends its first accounting reference date from 31 July 2012 to 31 March 2013.

Stadium Tier 1 procurement

- 3.5. The Committee considered a report on the procurement of a stadium tier 1 contractor. Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt supplemental information. The Committee approved the recommendations in the report and agreed to hold an extraordinary meeting on 26 November 2013 preceding the LLDC Board meeting to consider further information relating the evaluation process.

4. ISSUES DISCUSSED AT THE 26 NOVEMBER 2013 MEETING

- 4.1. The Committee considered a report on the procurement of a stadium tier 1 contractor. Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt supplemental information. The Committee noted the contractor tender returns endorsed the recommendation of the Tier 1 tender evaluation report for approval to the Board, subject to formal confirmation from the GLA of the funding agreement.

5. ISSUES DISCUSSED AT 30 JANUARY 2014 MEETING

E20 Stadium Limited Liability Partnership update

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

Waterways Project business case

- 5.2. The Committee considered a report seeking approval of the Waterways Project business case which recommended entering into a commercial and legally binding agreement, the Olympic Waterways Legacy Agreement

(OWL), with the Canal and River Trust for management of waterways in and around the Queen Elizabeth Olympic Park. The Committee approved the business case and agreed to the Legacy Corporation signing the Heads of Terms for the OWL agreement and to subsequently entering into the agreement, subject to final negotiations and final project approval. The Committee also agreed to the Legacy Corporation publishing the jointly produced Olympic Legacy Waterways Framework. Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt supplemental information.

Update on East Wick and Sweetwater procurement

- 5.3. The Committee considered a report which provided an update on the procurement process and proposed planning application for the new neighbourhoods of East Wick and Sweetwater. Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt supplemental information relating to the draft evaluation criteria.

6. LEGAL IMPLICATIONS

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

7. LIST OF APPENDICES TO THIS REPORT

- 7.1. None

List of Background Papers

- Papers for the meeting of the Investment Committee on 19 November 2013
- Papers for the meeting of the Investment Committee on 26 November 2013
- Papers for the meeting of the Investment Committee on 30 January 2014

Report originator(s): Rachel Massey
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Subject: Report of the meeting of the Chairman's Committee held on 3 December 2013
Meeting date: 27 February 2014
Report to: Board
Report of/by: Neale Coleman, Deputy Chair

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Board on the meeting of the Chairman's Committee held on 3 December 2013.

2. RECOMMENDATION

- 2.1 The Board is invited to note this report.

3. ISSUES DISCUSSED

Terms of reference

- 3.1. The Committee considered a report on the Committee's terms of reference.

One Organisation – pay and grading

- 3.2. The Committee considered a report which provided an update on the 'One Organisation' programme which aims to develop the Legacy Corporation's culture and values, review its appraisal process and its pay and grading. The Committee also considered the outcome of the pay and grading review.

- 3.3. Following a positive resolution to exclude members of the press and public, in accordance with Part 1, paragraphs 3 and 4 of Schedule 12A of the Local Government Act 1972 (as amended) the Committee considered a further report on the pay and grading review which contained exempt information. Following consultation with the Chairman's Committee and with the GLA, LLDC will implement the recommendations of the review which will take effect from the start of the 2014/15 financial year.

Shared Services with the GLA Group – Update

- 3.4. The Committee considered a report which provided an update on progress made by the Legacy Corporation working with other members of the GLA group on improving efficiencies through sharing services.
- 3.5. Following a positive resolution to exclude members of the press and public, in accordance with Part 1, paragraphs 3 and 4 of Schedule 12A of the Local Government Act 1972 (as amended) the Committee considered a report which contained exempt information. The Committee noted the approach the Legacy Corporation is taking in relation to internal audit and insurance services and approved in principle the approach for sharing legal services, subject to a more detailed report being submitted to the meeting on 27 February 2014.

4. LEGAL IMPLICATIONS

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

5. LIST OF APPENDICES TO THIS REPORT

- 5.1. None

List of Background Papers

- Papers for the meeting of the Chairman's Committee on 3 December 2013

Report originator(s): Rachel Massey
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Subject: Report of the meeting of the Park Opening and Operations Committee held on 16 December 2013
Meeting date: 27 February 2014
Report to: Board
Report of/by: Nicky Dunn, Chair of the Park Opening and Operations Committee

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Board on the meeting of the Park Opening and Operations Committee held on 16 December 2013.

2. RECOMMENDATION

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

3. ISSUES DISCUSSED

Executive Director of Park Operations and Venues' update

- 3.1. The Committee considered a report which provided an update on activities related to the remit of the committee including an update on North Park operations, the naming rights process, the work underway to successfully re-open the South Park in spring 2014, events and programming for 2014 and the stadium and south park operator procurement.
- 3.2. Following a positive resolution to exclude members of the press and public, in accordance with Part 1, paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) the Committee considered a report containing exempt information relating to the Park membership scheme and Park opening dates and Park events 2014.

4. LEGAL IMPLICATIONS

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

5. LIST OF APPENDICES TO THIS REPORT

5.1. None

List of Background Papers

- Papers for the meeting of the Park Opening and Operations Committee on 16 December 2013

Report originator(s): Rachel Massey
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Subject: Report of the meeting of the Audit Committee held on 20 January 2014

Meeting date: 27 February 2014

Report to: Board

Report of/by: Keith Edelman, Chair of the Audit Committee

FOR INFORMATION

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Board on the meeting of the Audit Committee held on 20 January 2014.

2. RECOMMENDATION

- 2.1 The Board is invited to note this report.

3. ISSUES DISCUSSED

2013/14 External Audit

- 3.1. The Committee noted the external auditors' proposed timeline for the audit of the accounts for 2013/14 which would be complete for Audit Committee review in September 2014. It was agreed that the full audit plan report to the March 2014 Audit Committee should include a proposed timetable for the following year, to a tighter schedule.

Internal Audit 2013/14

- 3.2. The Committee noted that two audits had been undertaken in 2013/14: on Park Transformation (rated amber green) and Operational Activities (rated amber).
- 3.3. Audits were scheduled before the end of the 2013/14 financial year on payroll, high level accounting controls, ordering receipt and payment and records management. The audit of high level accounting controls would be conducted in discussion with the external auditors.

Internal Audit provision from 2013/14

- 3.4. The Audit Committee considered options relating to the provision of Internal Audit services from 2014/15, including sharing Internal Audit services with the GLA (through MOPAC) or going to market to identify appropriate provision.
- 3.5. The Audit Committee agreed to retain current LLDC's current internal auditors, Moore Stephens, for 2014/15, subject to confirmation that this was permissible in terms of OJEU regulations, and seek to appoint MOPAC as internal auditors from 2015/16; and to delegate this decision to the Chairman once clarification had been obtained.

Risk Management

- 3.6. The Audit Committee carried out a review of corporate risks and issues and made suggestions about changes that could be made individual risks and additional risks to be considered for inclusion on the risk register.

4. LEGAL IMPLICATIONS

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

5. LIST OF APPENDICES TO THIS REPORT

- 5.1. None

List of Background Papers

- Papers for the meeting of the Audit Committee on 20 January 2014

Report originator(s): Oliver Shepherd
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**Subject: Revised Local Development Scheme and Authority
Monitoring Report**

Meeting date: 27 February 2014

Report to: Board

Report of: Alex Savine, Head of Planning Policy & Decisions

This report will be considered in public

1. SUMMARY

- 1.1. This report contains two items, the first is the revised Local Development Scheme (LDS). This updates the programmes for the work related to the LLDC Local Plan and Community Infrastructure Levy. Changes in programme for these work streams require a formal update as the Legacy Corporation is legally required to publish and keep up to date its LDS.
- 1.2. The changes in programme take into account changes in government regulations and accompanying formal guidance and also the need to allow additional time to fully consult and engage with stakeholders and members of the community. The programme changes may also allow for concurrent examinations for both Local Plan and CIL, leading to potential resource and cost savings. The Board is asked to agree the revised programme.
- 1.3. The second item is the first annual Authority Monitoring Report, which the Legacy Corporation in its role as Local Planning Authority is required to publish. It reports on progress in preparing the Local Plan and Community Infrastructure Levy Charging Schedule, it summarises development activity within the reporting year within the LLDC area and sets out information relating to S106 legal agreements, including the financial aspects of those agreements. The Board are asked to note the Authority Monitoring Report for the period 1st October 2012 to 30th September 2013.

2. RECOMMENDATIONS

The Board members are invited to:

- 2.1 Agree the revised Local Development Scheme; and
- 2.2 Note the Authority Monitoring Report for the period 1 October 2012 to 30 September 2013.

3. TIMING

- 3.1. Board agreement of the revised LDS and noting of the Authority Monitoring Report are considered **URGENT** as the Legacy Corporation is required by law to keep the former up to date and publish the latter on an annual basis.

4. BACKGROUND

Local Development Scheme

- 4.1. Local Planning Authorities (LPA's) are required to prepare a Local Development Scheme by Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended) ("the 2004 Act"). The Local Development Scheme is essentially a project plan for the Local Plan. Under s15(2) of the 2004 Act it must specify the following:

- The local development documents which are to be development plan documents;
- The subject matter and geographical area to which each development plan document is to relate;
- Which development plan documents (if any) are to be prepared jointly with one or more other local planning authorities;
- Any matter or area in respect of which the LLDC have agreed (or propose to agree) to the constitution of a joint committee under section 29 of the 2004 Act;
- The timetable for the preparation and revision of the development plan documents
- Such other matters as may be prescribed. (No additional matters are prescribed in the Town and Country Planning (Local Planning) (England) Regulations 2012 ("Local Plan Regulations")).

Development plan documents are the specified local development documents which form part of the statutory development plan. Planning decisions must be taken in accordance with the development plan unless material considerations indicate otherwise. The Local Plan Regulations refer to development plan documents as "local plans" as this term is more readily understood and this expression is used in this report to denote documents which will form part of the statutory plan.

- 4.2. The Board agreed the original Local Development Scheme at its meeting of October 2012. As a result of resource and staffing constraints during the early stages of preparation and a need to ensure that sufficient time is allowed for effective consultation and engagement with stakeholders and with the local communities and business interests within the LLDC area, revisions have been made to the programme originally proposed.
- 4.3. In the case of the Community Infrastructure Levy, additional changes to the Regulations governing CIL that are expected to come into force in January 2014 also need to be taken into account. It is considered beneficial to allow some additional time in preparation of the Local Plan

and CIL Charging Schedule to ensure that these are sufficiently robust at the respective examination stages to avoid significant challenge and subsequent delay.

- 4.4. The Local Plan is currently subject to a non-statutory stage of public consultation which started on 2nd December 2013 and ends on 7th February 2014. The formal 'Publication Stage' consultation is now planned for the summer of 2014, with the aim of reaching the Examination stage in late 2014. This would enable the Local Plan to reach adoption stage by May 2015. This is approximately six months later than the timescale set out in the previous Local Development Scheme. While this represents a change in the date at which there would be an adopted Local Plan in place, this change helps to ensure that the current masterplanning work for Hackney Wick and for Bromley-by-Bow can be taken into account. This also allows to fully consult with stakeholders and members of the community. The additional time will also help to ensure that a potentially sound Plan is submitted for Examination, decreasing the opportunity for delay in the later stages of plan preparation.
- 4.5. The Community Infrastructure Levy Preliminary Draft Charging Schedule underwent its Preliminary Draft Charging Schedule consultation between 15th July and 9th September 2013. The original Local Development Scheme identified January 2014 as the milestone for the CIL Examination stage.
- 4.6. The revised timescale allows additional time for resolving issues arising from the Preliminary Draft Charging Schedule stage and takes account of changes to the CIL Regulations that the Government intends to bring into force in January 2014. These include a change to the timeframe, by one year to April 2015, by which Planning Obligations will no longer be able to pool financial contributions toward off-site infrastructure provision. The delay to the programme in its latter stages of approximately one year in comparison to the original LDS timescale will allow continued operation of the existing S106 regime for financial contributions for a longer period, allowing greater flexibility in the approach to s106 agreements in securing infrastructure or pooled contributions to infrastructure during this extended period of time. It may also allow a concurrent examination of the Local Plan and CIL Charging Schedule which would be likely to reduce the resources and cost associated with these when compared to those necessary for two entirely separate examinations.
- 4.7. The revised Local Development Scheme is set out in draft at Appendix 1 to this report. The Board is asked to agree the revised document.

Authority Monitoring Report

- 4.8. The Planning and Compulsory Purchase Act (2004) as amended and the Town and Country Planning (Local Planning) (England) Regulations 2012 require that local planning authorities produce and publish an "Authorities Monitoring Report" annually. This report must include information on progress of preparation of any Local Plan, Neighbourhood Plan or Community Infrastructure Levy that is being prepared for its area and,

where a Local Plan has been adopted, include monitoring information for that plan and in the case of an adopted CIL the amount of CIL monies collected and allocated/spent within that year.

- 4.9. This is the first annual Authority Monitoring Report for the Legacy Corporation in its role as a Local Planning Authority; this is set out at Appendix 2 to this report. It sets out the progress to date in preparation of the Local Plan and the CIL Charging Schedule. It also includes monitoring information in relation to S106 Legal Agreements and the associated financial contributions collected and allocated within the year.
- 4.10. Once the Local Plan is adopted and the Community Infrastructure Levy adopted and its CIL charges introduced, future reports will include additional monitoring information.
- 4.11. This Authority Monitoring Report covers the period from 1st October 2012, the point at which the LLDC took its planning powers, to 30th September. Some additional information is provided to provide context to the information for that year, however, any relevant planning decisions and financial contributions received or granted to projects from 1st October 2013 will be reported in full in the next Authority Monitoring Report.
- 4.12. A summary of the monitoring information for the report period can be found at Paragraph 5.4 (page 10) of Appendix 2. Summaries of the S106 'Ring Fenced' and 'Pooled' funds received and allocated can be found on Page 20 and 21 of Appendix 2.
- 4.13. The Board is asked to note the contents of this part the report, in particular the contents of Appendix 2.

5. FINANCIAL IMPLICATIONS

- 5.1. The changes to the timescales for the Local Plan and the Community Infrastructure Levy Charging Schedule have been taken into account and continue to be met through the existing planned budgets for each. There may be scope for some minor cost savings should it become possible to achieve a concurrent examination for both.
- 5.2. The Authorities Monitoring Report represents the formal annual public reporting of financial activity related to S106 Legal Agreements associated with relevant planning permissions within the Legacy Corporation area. Once a CIL charging schedule has been adopted and is in operation, future Authority Monitoring Reports will also include information on CIL monies received and allocated.

6. LEGAL IMPLICATIONS

- 6.1. The publication of an up to date Local Development Scheme is required by the Planning and Compulsory Purchase Act 2004 (as amended). Likewise the annual publication of an Authority Monitoring Report is

required by the Act and the provisions of the Town and Country Planning (England) Regulations 2012.

7. PRIORITY THEMES

7.1. Each of the five themes including Promoting convergence and community participation; Championing equalities and inclusion; Ensuring high quality design and Ensuring environmental sustainability is integral to the purpose of the Local Plan and the outcomes that will be achieved through implementation of a Community Infrastructure Levy. The Local Development Scheme sets out the timescale of achieving an adopted Local Plan and for implementing a CIL charge that will help to achieve the objectives of the themes.

8. Appendices

8.1. The following appendices accompany this report

- **Appendix 1 – Draft amended Local Development Scheme**
- **Appendix 2 – Authority Monitoring Report for period from 1 October 2012 to 30 September 2013.**

List of Background Papers:

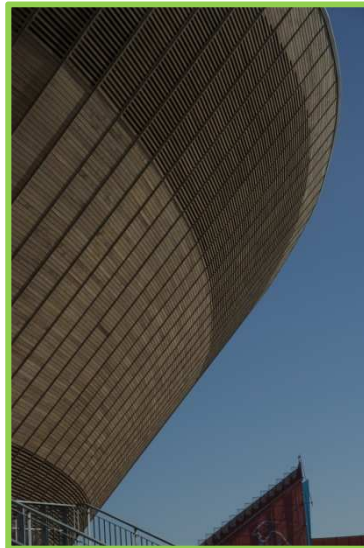
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Revised Local Development Scheme

January 2014



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1. Introduction

1.1 What is the Local Development Scheme?

This Local Development Scheme (LDS) is the London Legacy Development Corporation's (Legacy Corporation) two-year project plan for the production of the Local Plan¹. The purpose of the Local Development Scheme (LDS) is to describe the progress of the Local Plan and other planning policy documents the Legacy Corporation is preparing and to provide up to date information so that interested parties will know when they will have an opportunity to participate in the plan-making process. This LDS includes:

- A brief description of the local planning documents to be prepared by the Legacy Corporation, including the identification of which of these documents will be development plan documents, and the content and geographic area to which they will relate;
- A list of which policies and proposals of the existing development plans which cover the area will be replaced and which will be saved;
- An explanation of the relationship between the existing and proposed local planning documents;
- Details of any joint documents to be prepared with one or more local planning authorities;
- The planned timetable for preparation and revision of each development plan document and the key milestones to be achieved;
- An explanation of progress against the LDS e.g. publication, submission and adoption dates, together with the local planning authority's approach to reviewing the LDS;
- Identification of the resources required, constraints and milestones.

This LDS also sets out the project plan for the preparation of non-development plan documents which will support the Local Plan, including the Statement of Community Involvement.

Although not formally part of the Development Plan, this LDS also sets out the project plan for the preparation of the Community Infrastructure Levy Charging Schedule.

1.2 What is the status of this document?

This LDS has been prepared in accordance with the requirements of section 15 of the Planning and Compulsory Purchase Act 2004 (as amended).

¹ A Local Plan may comprise one or more Development Plan Documents (DPD)

This LDS, updates and replaces the LDS adopted by the Legacy Corporation in October 2012 and will take effect from [date of decision made]. This LDS will be submitted to the Mayor's Office and to Planning Inspectorate (PINS).

Section 19 of the Planning and Compulsory Purchase Act 2004 (as amended) requires Development Plan Documents (DPDs) to be prepared in accordance with the LDS. As such, progress made against the LDS will be monitored, and a report, known as the Authority Monitoring Report (AMR), will be published annually to coincide with the monitoring of Community Infrastructure Levy obligations and receipts. The Legacy Corporation will review this LDS as necessary based on the information contained in the AMR.

Further information about this LDS can be obtained from the Planning Policy and Decisions Team via the website: <http://www.londonlegacy.co.uk/planning-policy-and-decisions/>

1.3 What is the background and purpose of the Legacy Corporation?

In February 2012 the Mayor of London announced his formal decision to create a Mayoral Development Corporation to be responsible for the regeneration legacy from the 2012 Olympic and Paralympic Games. The Legacy Corporation came into being on 9th March 2012.

On 1st October 2012, the London Legacy Development Corporation (Planning Functions) Order 2012 came into force giving the Legacy Corporation a range of planning functions that would normally be available to a local planning authority, including plan making powers.

The Legacy Corporation also has powers which allow it to become a Community Infrastructure Levy (CIL) charging authority.

In becoming a local planning authority the Legacy Corporation has subsumed the planning functions of the Olympic Delivery Authority (ODA), the London Thames Gateway Development Corporation and the London Boroughs of Hackney, Newham, Tower Hamlets and Waltham Forest for the land within its area. A map of the Legacy Corporation area is provided at **Appendix 1**.

The purpose of the Mayoral Development Corporation is:

“To promote and deliver physical, social, economic and environmental regeneration in the Olympic Park and surrounding area, in particular by maximising the legacy of the 2012 Olympic and Paralympic Games, by securing high-quality sustainable development and investment, ensuring the long-term success of the facilities and assets within its direct control and supporting and promoting the aim of convergence”

The Legacy Corporation aims to achieve its goals by:

- Working in partnership with the Mayor of London and the Greater London Authority, Central Government, the Olympic Host Boroughs, residents in neighbouring local communities, local organisations, businesses and regeneration agencies and other partners in both the public and private sector, including national and international sporting, cultural and leisure organisations;
- Leveraging our public assets to attract and secure private investment for the development of the Park;
- Setting and maintaining standards for quality of design, construction and urban planning, to ensure a sustainable and enduring legacy for the Park.

Four priority themes have been developed that reflect the purpose of the Legacy Corporation. These are:

- Promoting convergence and community participation;
- Championing equalities and inclusion;
- Ensuring high quality design; and
- Ensuring environmental sustainability.

1.4 Legacy Corporation Planning Powers and responsibilities

The Legacy Corporation's planning powers and responsibilities are primarily drawn from the following:

- Town and Country Planning Act 1990 (as amended)
- Planning and Compulsory Purchase Act 2004 (as amended)
- The Planning Act 2008 (as amended)
- Town and Country Planning (Local Planning) (England) Regulations 2012
- Town and Country Planning (Development Management Procedure) (England) Order 2010 (as amended) and other statutory instruments made under Part III of the 1990 Act
- London Legacy Development Corporation (Planning Functions) Order 2012
- The Community Infrastructure Levy Regulations 2010 (as amended)

2. The Legacy Corporation Local Plan

2.1 What is the Local Plan?

The Planning and Compulsory Purchase Act 2004 (as amended) requires local planning authorities to prepare local development documents for their area. These include the development plan documents which will comprise the statutory Local Plan.

The National Planning Policy Framework (NPPF) is the primary source of Government policy relating to the planning system. The NPPF states that local plans must be prepared with the objective of contributing to the achievement of sustainable development and be consistent with the policies in the NPPF, including the presumption in favour of sustainable development. It advocates that local plans should address the spatial implications of economic, social and environmental change, set out the opportunities for development and clear policies on what development will or will not be permitted and where. It requires that local planning authorities set out their strategic priorities for the area including strategic policies to deliver:

- The homes and jobs needed in the area;
- The provision of retail, leisure and other commercial development;
- The provision of infrastructure for transport, telecommunications, waste management, water supply, waste water, flood risk and energy;
- The provision of health, security, community and cultural infrastructure and other local facilities; and
- Climate change mitigation and adaptation, conservation and enhancement of the natural and historic environment, including landscape.

The NPPF also states that Local Plans should:

- “Plan positively for the development and infrastructure required in the area to meet the objectives, principles and policies of this Framework;
- Be drawn up over an appropriate time scale, preferably a 15-year time horizon, take account of longer term requirements, and be kept up to date;
- Be based on co-operation with neighbouring authorities, public, voluntary and private sector organisations;
- Indicate broad locations for strategic development on a key diagram and land-use designations on a proposal’s map;
- Allocate sites to promote development and flexible use of land, bringing forward new land where necessary, and provide detail on form, scale, access and quantum of development where appropriate;
- Identify areas where it may be necessary to limit freedom to change the uses of buildings, and support such restrictions with a clear explanation;
- Identify land where development would be inappropriate, for instance because of its environmental or historic significance; and

- Contain a clear strategy for enhancing the natural, built and historic environment, and supporting Nature Improvement Areas where they have been identified.”

2.2 Local Plan scope and programme

Changes in legislation since the Coalition Government came into power in May 2010 has resulted in local planning authorities being able to take a flexible approach to the preparation of their local plans. A local plan may comprise one or more Development Plan Documents (DPD).

The Legacy Corporation will prepare a single Local Plan rather than a number of individual LDDs, which will have DPD status. The programme for Local Plan preparation is set out in **Table 1**.

Legacy Corporation Local Plan	
Geographical scope	Legacy Corporation area-wide
Status	Development Plan Document (DPD)
Summary	<ul style="list-style-type: none"> • An outline of the key issues facing the area (often referred to as a ‘spatial portrait’). • A realistic vision for how the area should look in 2030, with strategic level supporting objectives. • The strategic direction of future growth in the area, including the identification of strategic sites which are key to the delivery of the vision, and a suite of place-based policies which will describe how key locations will be expected to change over time. • A set of issues-based policies which will be used in the determination of planning applications, covering issues such as design and affordable housing requirements. • A delivery and monitoring strategy which will address implementation as well as the Legacy Corporation’s approach to managing risks and contingencies.
Chain of conformity	<ul style="list-style-type: none"> • Conformity with the National Planning Policy Framework • Conformity with the London Plan • Influenced by existing local planning policy documents, community plans and other relevant local strategies • Any subsequent supplementary planning documents or neighbourhood plans must be in conformity with the Local Plan.
Legislation	<ul style="list-style-type: none"> • Planning and Compulsory Purchase Act 2004 (as amended) • Planning Act 2008 (as amended) • Localism Act 2011 • Town and Country Planning (Local Development) (England) Regulations 2012

Key milestones	
25 November – 31 January 2012	Notification of preparation (6 weeks informal consultation)
February 2013 to 4 th March 2013	Consultation on the scope of the Sustainability Appraisal
2 nd December 2013 to 7 th February 2014	Consultation on a Draft Local Plan (10 weeks informal consultation)
7 th July to 1 st September 2014	Publication (8 weeks formal consultation)
October 2014	Submission of Local Plan to the Secretary of State
January to February 2015	Independent Examination
May 2015	Adoption

Table 1: Programme for preparation of the Local Plan

2.3 Supplementary Planning Documents (SPD)

In order that there may be flexibility in the planning system to respond to changing circumstances, it is not a requirement to include detailed information about what SPD will be prepared and when in a LDS. However, the Legacy Corporation may prepare SPD to support the implementation of local plan policies, which may address issues such as affordable housing and design.

2.4 Statement of Community Involvement (SCI)

Local planning authorities are required to prepare a SCI which sets out how the community will be involved in the preparation of local planning policy documents and in the processing and determination of planning applications. The SCI has the status of a special (Non Development Plan) LDD.

The Legacy Corporation's Draft SCI was approved for consultation which took place between 26 October and 7 December 2012. The Statement of Community Involvement was formally adopted by the Legacy Corporation on 25th March 2013.

2.5 The Legacy Corporation's approach to neighbourhood planning

The Localism Act 2011 made provision for the preparation of Neighbourhood Plans by communities. These plans can set planning policies to guide future development in a defined neighbourhood area. Neighbourhood Plans must be in conformity with national policy as well as any Development Plans (e.g. the Local Plan) that have been adopted by the local planning authority.

Neighbourhood Plans are to be subject to a local referendum and examined by an independent inspector.

At the time that this LDS came into effect, no applications for designation of a neighbourhood area have made to the Legacy Corporation under the Neighbourhood Planning (General) Regulations 2012. The Legacy Corporation is not currently aware of any community groups within the area wishing to do so in the near future, in order to prepare neighbourhood plans.

Should any applications be made under the above Regulations the Legacy Corporation will support communities in the preparation of Neighbourhood Plans. This will include helping to define the geographical scope of neighbourhoods, providing advice on the preparation of the plans throughout their key stages and validating plans to ensure that they meet all the necessary requirements.

2.6 The Community Infrastructure Levy (CIL)

The Planning Act 2008 and the Community Infrastructure Levy Regulations 2010 (as amended) provide local planning authorities with the power to prepare and adopt a CIL for their areas.

The adoption of a CIL allows local authorities in England and Wales to raise funds from developers undertaking new build projects in their area. The money can then be used to help fund a wide range of infrastructure that is needed as a result of development including road schemes, flood defences, schools, hospitals and other health and social care facilities, park improvements, green spaces and leisure centres.

Although not formally part of the Development Plan for the area, CIL will be a key delivery mechanism, by helping to ensure that new infrastructure is provided in a timely way in order to support the level of growth that is being planned for. An Infrastructure Delivery Plan will also be prepared as part of the evidence base for the CIL and the Local Plan.

In London, the Mayor has already introduced a CIL which came into force on 1 April 2012, which will be used to provide finance towards the delivery of Crossrail. Once a CIL Charging Schedule has been adopted, the Legacy Corporation CIL will be collected in addition to the Mayoral CIL.

The Legacy Corporation's programme for preparation of the CIL Charging Schedule is set out in **Table 2**.

Legacy Corporation Community Infrastructure Levy	
Geographical scope	Legacy Corporation area-wide
Status	Not part of the Development Plan. Prepared under separate legislation.
Summary	<ul style="list-style-type: none">Charging schedule sets the levy that will be charged for new

	<p>development. This will be supported by an infrastructure schedule.</p> <ul style="list-style-type: none"> • Supported by a procedural note on implementation. • Timetable to complement Local Plan preparation and consultations.
Chain of conformity	<ul style="list-style-type: none"> • None, however it must be consistent with the Local Plan
Key milestones	
October 2012– March 2013	Evidence gathering and early stakeholder consultation
August 2013 to 9 th September 2013	Consultation on Preliminary Draft Charging Schedule
April 2014	Consultation on Draft Charging Schedule
July 2014	Submission of Draft Charging Schedule to the Secretary of State
September/October 2014	Independent Examination
January 2015	Adoption

Table 2: Programme for preparation of the CIL Charging Schedule

2.7 Management and Resource Issues for Local Plan and CIL Charging Schedule

Management arrangements	<ul style="list-style-type: none"> • Organisational Lead: Director of Planning Policy and Decisions • Influenced by Member and officer working groups • Board approval.
Community engagement	<ul style="list-style-type: none"> • Meet requirements of Duty to Co-operate • Wide-ranging community engagement in-line with the methods described in the Statement of Community Involvement and individual Consultation Plans
Resources	<p>People:</p> <ul style="list-style-type: none"> • The Planning Policy Team, with input from Planning Decisions Team, where appropriate. • Administrative Support • Support and input from other Legacy Corporation teams (including community engagement, regeneration, design, IT, etc). <p>Financial costs associated with:</p>

	<ul style="list-style-type: none"> • Employment of specialist expertise and evidence documents • Preparation of a Policies Map (Local Plan only) • Publicity, design, production and circulation • Examination process – appointment of a Programme Officer, PINS fee, legal and administrative costs.
<p>Risks</p>	<p>Staff levels and turn-over. The Planning Policy Team is currently staffed by the Chief Planner for Policy and Partnerships, two Senior Planning Policy Officers, a Planning Policy Officer and a Planning Policy Executive. There is also a Planning Intern who will provide input into planning policy work. Planning Officers from the Planning Decisions Team will also input to work on specific policy areas, where appropriate. Administrative support is available from within existing staff resource.</p> <p>Capacity of PINS and other agencies to cope with demand nation-wide. While this is not within the Legacy Corporation's control an early warning of the Council's programme will be sent to PINS and the statutory consultees. The April 2015 deadline for CIL may place additional pressure on PINS prior to this.</p> <p>Soundness. The Legacy Corporation will minimise the risk of the Local Plan and CIL Charging Schedule being found unsound by working closely with key partners and PINS at all milestone stages. Soundness and legal compliance self-assessment toolkits will be utilised to minimise risk to the Local Plan.</p> <p>Legal Challenge. The Legacy Corporation will minimise the risk of legal challenge by ensuring that the Local Plan is prepared within legal frameworks and found sound. Specialist legal advice will be sought where necessary and will be sought in conjunction with General Counsel.</p> <p>Major community / stakeholder opposition. The risk of this occurring will be minimised by effective community engagement with key community/ stakeholders in all stages of the Local Plan and CIL processes, in accordance with the methods set out in the Statement of Community Involvement (SCI)</p> <p>Secretary of State/ Mayoral intervention. The associated risk will be minimised through addressing soundness of the Local Plan preparation process and addressing conformity with the NPPF and London Plan.</p> <p>Political buy-in. Local plan documents and consultation stages will be subject to Legacy Corporation Board approvals. Wider engagement will be in accordance with the methods set out in the SCI.</p> <p>Duty to Co-operate. Appropriate structures for liaison and</p>

	<p>consultation with surrounding boroughs and other specified bodies will help to ensure appropriate levels of cooperation are achieved.</p> <p>Neighbourhood Planning. Applications for Neighbourhood Areas, Forums and Plans will impact upon available staff resources.</p> <p>Changes to Legislation. Any changes to government policy and guidance could impact upon requirements and timescales.</p>
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2.7 Monitoring reports

Under the Town and Country Planning (Local Planning) Regulations, 2012 Local planning authorities are required to monitor the targets and indicators associated with the policies and proposals within their Local Plan, as well as progress against the milestones set out within the LDS. While there is no longer a requirement that a monitoring report be produced on an annual basis and submitted to the Government, as CIL Regulations 2010 set out that receipts and spending should be publicised for each reporting year, the Legacy Corporation will combine both requirements within the Authority Monitoring Report. This will be produced annually, and will include:

- Progress on the timetable and milestones identified for the preparation of the Local Plan;
- The performance against relevant targets and indicators associated with the Local Plan, when adopted;
- Performance against specific core output indicators (including housing delivery);
- Provide any relevant update on the delivery of infrastructure identified within the Infrastructure Delivery Plan; and
- Report on the CIL monies collected and that spent in providing infrastructure, once the Legacy Corporation's CIL has been adopted.

2.8 Register on our Consultation Database

The best way to stay informed about the progress of the Local Plan and the CIL Charging Schedule is to be registered on the consultation database. This way, you will receive direct notification of all upcoming consultation events.

You can register on the database by contacting the Planning Policy Team on 0208 288 8820. Please also contact us if you would like your details amended or you would like to be removed from the list.

3. Existing planning policy within the Legacy Corporation area

As a result of the transitional provision of the Planning Functions Order, existing LDDs adopted before 1st October 2012 remain in place as the relevant local planning policy for the Legacy Corporation area until such time as the Legacy Corporation has adopted its own Local Plan.

Existing LDDs that apply to the Legacy Corporation area are as follows:

3.1 London Borough of Hackney

Planning policies for the Hackney area are available through this link: <http://www.hackney.gov.uk/ep-planning-policy.htm> . Policies are contained within:

- Core Strategy (2010)
- Hackney Wick Area Action Plan
- Planning Contributions SPD
- Affordable Housing SPD
- Residential Extensions and Alterations SPD
- Saved Unitary Development Plan Policies (prior to 1st October 2012)

3.2 London Borough of Newham

Newham Planning Policies are available through the following link: <http://www.newham.gov.uk/Pages/ServiceChild/Planning-policy-documents.aspx> They include:

- Core Strategy (2012)
- Joint Waste DPD (2012)
- Saved Unitary Development Plan Policies (prior to 1st October 2012)

3.3 London Borough of Tower Hamlets

Planning policies for the Tower Hamlets area are available through this link: http://www.towerhamlets.gov.uk/lgs/451-500/494_th_planning_guidance/local_plan.aspx Policies are contained within:

- Core Strategy (2010)
- Fish Island Area Action Plan (2012)
- Planning Obligations SPD (2012)
- Bromley by Bow Masterplan SPD
- Saved Unitary Development Plan Policies (prior to 1st October 2012)

3.4 London Borough of Waltham Forest

Planning policies for Waltham Forest are contained within the planning policy documents below, and are each available through the following link: <http://www.walthamforest.gov.uk/Pages/Services/planning-local-plans.aspx?l1=100002&l2=200074> .

- Core Strategy (2012)
- Saved Unitary Development Plan Policies (prior to 1st October 2012)

An up-to-date list of relevant planning policy within the Legacy Corporation area will be available on the Legacy Corporation website. Where this has been produced by and is owned by one of the Legacy Corporation boroughs, a link to the relevant web-pages and documents will be provided.

3.5 The London Plan

The London Plan (2011) is also part of the development plan for the Legacy Corporation area. The Legacy Corporation's Local Plan must be in conformity with the contents of the London Plan. In August 2013 the Independent Inspector published his findings to the Revised Early Minor Alterations to the London Plan. This is due to be adopted by the Mayor of London shortly. Information for documents is available at the following location. <http://www.london.gov.uk/priorities/planning/londonplan>

In July 2012 the Mayor published his Olympic Legacy Supplementary Planning Guidance (OLSPG) document which provides further guidance to London Plan policies as these affect the Legacy Corporation area. This is available at this link: <http://www.london.gov.uk/publication/olympic-legacy-supplementary-planning-guidance>

3.6 Lee Valley Regional Park Authority, Park Development Framework

The Lee Valley Regional Park Authority Park Development Framework while not a formal part of the Development Plan, is a statutory plan that sets out the blueprint for the regional park, part of which falls within the Legacy Corporation area. <http://www.leevalleypark.org.uk/en/content/cms/corporate/enhancing-the-valley/park-development-framework/>

3.7 Chain of conformity

The following tables demonstrate the chain of conformity of planning policies within the area at present (Figure 1) and when the Legacy Corporation's Local Plan has been adopted (Figure 2).

Figure 1- Current chain

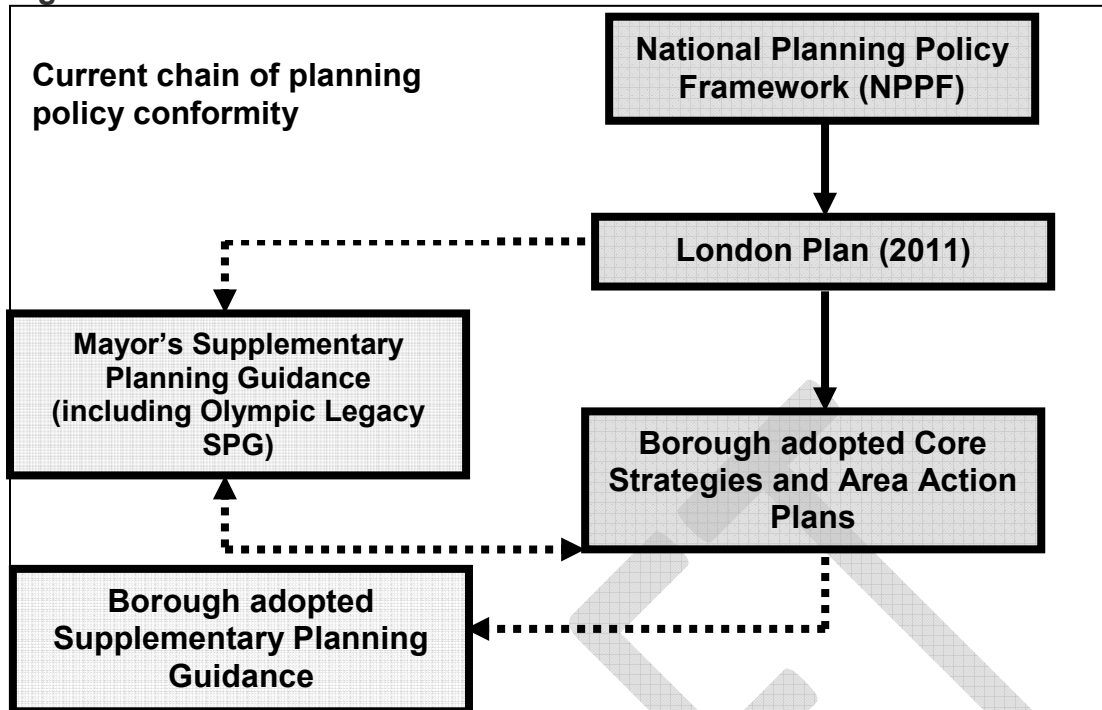
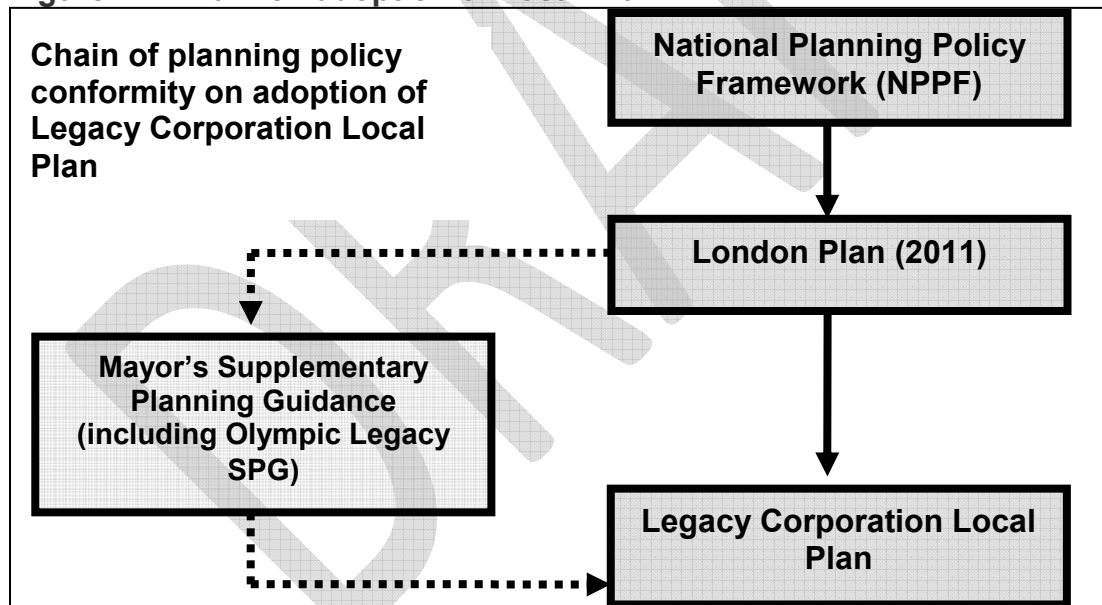


Figure 2 – Chain on adoption of Local Plan



Appendix 1 – Glossary of key terms

Adopted Policies Map: The Adopted Proposals Map illustrates all the policies contained in local plan documents, together with any policies for the areas. It is revised as each new Development Plan Document is adopted, and it should always reflect the up-to-date planning strategy for an area. Suggested changes to the adopted proposals map should accompany submitted development plan documents.

Adoption: The formal approval or acceptance of local planning documents by the Legacy Corporation.

Authority Monitoring Report (AMR): A report published by the Legacy Corporation assessing progress on - and the effectiveness of - the Local Plan.

Area Action Plans (AAPs): Document for key areas of change or conservation which focuses on proposals for the area and their implementation.

Community: Usually refers to those living within a specific area but can be any group with shared needs or interests living in the Legacy Corporation boundary, as well as those with business interests and the working population.

Community Infrastructure Levy (CIL): standard charge determined by the local planning authority and levied on new development (an amount per square metre). The monies raised will be used to pay for infrastructure.

Departure Applications: An application for planning permission for a development which breaches policies of the development plan.

Development: Development, as defined under the 1990 Town and Country Planning Act is “the carrying out of building, engineering, mining or other operation in, on, over or under land, or the making of any material change in the use of any building or other land.” Most forms of development require planning permission.

Development Management: The process whereby the local planning authority receives, and considers the merits of, planning applications - and whether they should be given permission – having regard to the development plan policies and all other material considerations. More recently known as ‘**Development Management**’ which advocates a more positive and proactive approach to planning decisions.

Development Plan Documents (DPDs): Development Plan Documents are prepared by local planning authorities to outline the key development goals of their Local Development Frameworks. They can be presented in several different forms – such as diagrams, maps and text – and should include: Core Strategy; Site Specific Allocations; Adopted Proposals Map; Area Action Plans and other documents. All DPDs must be subject to rigorous community involvement, consultation and independent examination- and adopted only after receipt of an inspector’s report. Once adopted, development control decisions must be made in accordance with

them – unless there is good reason for them not to. DPDs will form part of the Local Plan for the area.

Examination: Formal examination of the Local Plan by an independent inspector appointed by the Secretary of State.

Hard to reach groups: May include: Groups representing those with disabilities; Gypsies, Travellers and Travelling Showpeople; Minority ethnic groups; Socially excluded elderly people; Under 45s with families – often under-represented as they have little spare time to get involved; Young people – under 18s; Those who work full-time, particularly those who work outside the area.

Inspector's Report: A report issued by a planning inspector regarding the planning issues debated at independent examinations held into development plans or planning inquiries.

Local Development Documents (LDDs) – also referred to as Local Plan documents: These include Development Plan Documents (DPDs) and the Statement of Community Involvement (SCI) - which are legal requirements – along with Supplementary Planning Documents (SPDs), which do not form part of the legally required development plan.

Local Development Framework (LDF): An LDF is comprised of: Development Plan Documents; Supplementary Planning Documents; Statement of Community Involvement; Local Development Scheme; Annual Monitoring Report; Any Local Development Orders or Simplified Planning Zones that may be added. The term LDF has recently been replaced with the term '**Local Plan**'.

Local Development Scheme (LDS): The Legacy Corporation's two-year timetable for the preparation, production, adoption and revision of the Local Plan. The Local Development Scheme was brought into effect in October 2012. It will be monitored on an annual basis and reviewed as required.

Material Considerations: These are any issues that should be taken into account in deciding a planning application, or an appeal against a planning decision.

National Planning Policy Framework (NPPF): Published on 27 March 2012. The NPPF sets out the Government's planning policies for England and how these are expected to be applied. It sets out the Government's requirements for the planning system only to the extent that it is relevant, proportionate and necessary to do so. It provides a framework within which local people and their accountable local planning authorities can produce their own distinctive local and neighbourhood plans, which reflect the needs and priorities of their communities.

Department of Communities and Local Government (DCLG): Government Department responsible for policy on housing, planning, local government and the fire service.

Planning Inspectorate (PINS): The Planning Inspectorate holds independent examinations to determine whether or not Local Plans are 'sound'. The Planning Inspectorate also handles planning and enforcement appeals.

Planning Permission: Formal approval given by the planning authority, allowing a proposed development to proceed. Permission may be sought in principle through outline planning applications, or in detail through full planning applications.

Referable Application: Planned developments that are of strategic importance are referred to the Mayor.

Regional Spatial Strategy (RSS): Produced by the Greater London Authority, it is a strategy for how London should look in 15 to 20 years time and possibly longer. The Regional Spatial Strategy identifies the scale and distribution of new housing in London, indicates areas for regeneration, expansion or sub-regional planning and specifies priorities for the environment, transport, infrastructure, economic development, and waste treatment and disposal.

Representations: Comments or responses to a consultation which support or object proposals.

Strategic Environment Assessment (SEA): is a system of incorporating environmental considerations into policies, plans and programmes. The specific term Strategic Environmental Assessment relates to European Union policy. In the UK, this requirement has been incorporated into the **Sustainability Appraisal** process.

Site Specific Allocations: Allocation of particular sites for specific or mixed uses or development, for example residential or commercial, which the local planning authority believes they are particularly suitable for.

Sound/soundness: describes where a Local Plan is considered to 'show good judgement' and also to fulfil the expectations of legislation, as well as conforming to national and regional planning policy.

Statement of Community Involvement (SCI): This describes the way the LC plans to involve the local community in the preparation, alteration and continuing review of all local planning documents and Development Control decisions.

Statement of Proposals Matters/Statement of Representations Procedure: The Regulations set out that the Council must produce a Statement of Matters which sets out the title of the document, subject matter of and area covered, period for representations, address where representations should be sent and list of places at which the document is available for inspection and the times at which it can be inspected.

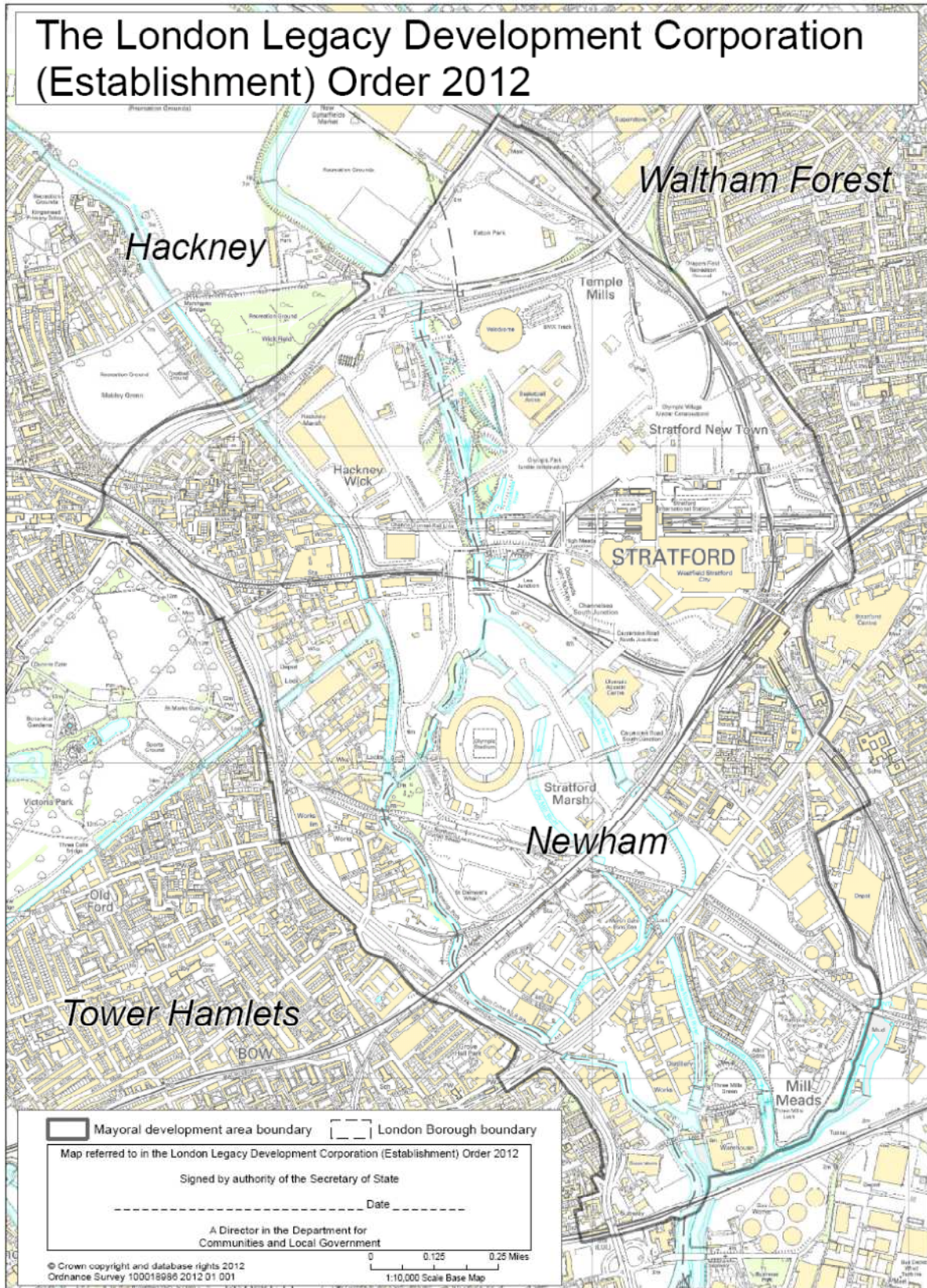
Sustainability Appraisal (SA): A tool used to ensure that planning policies reflect efforts to bring lasting, 'sustainable' improvements to an area - including social, environmental and economic improvements. SA is required by law for Local Plans.

Sustainable Development: The core principle underpinning the planning system. “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development (WCED). *Our common future*, 1987).

Supplementary Planning Documents (SPDs): A Local Development Document that may cover a range of issues either focusing on a specific area or theme, and provides further details of policies and proposals in a ‘parent’ document

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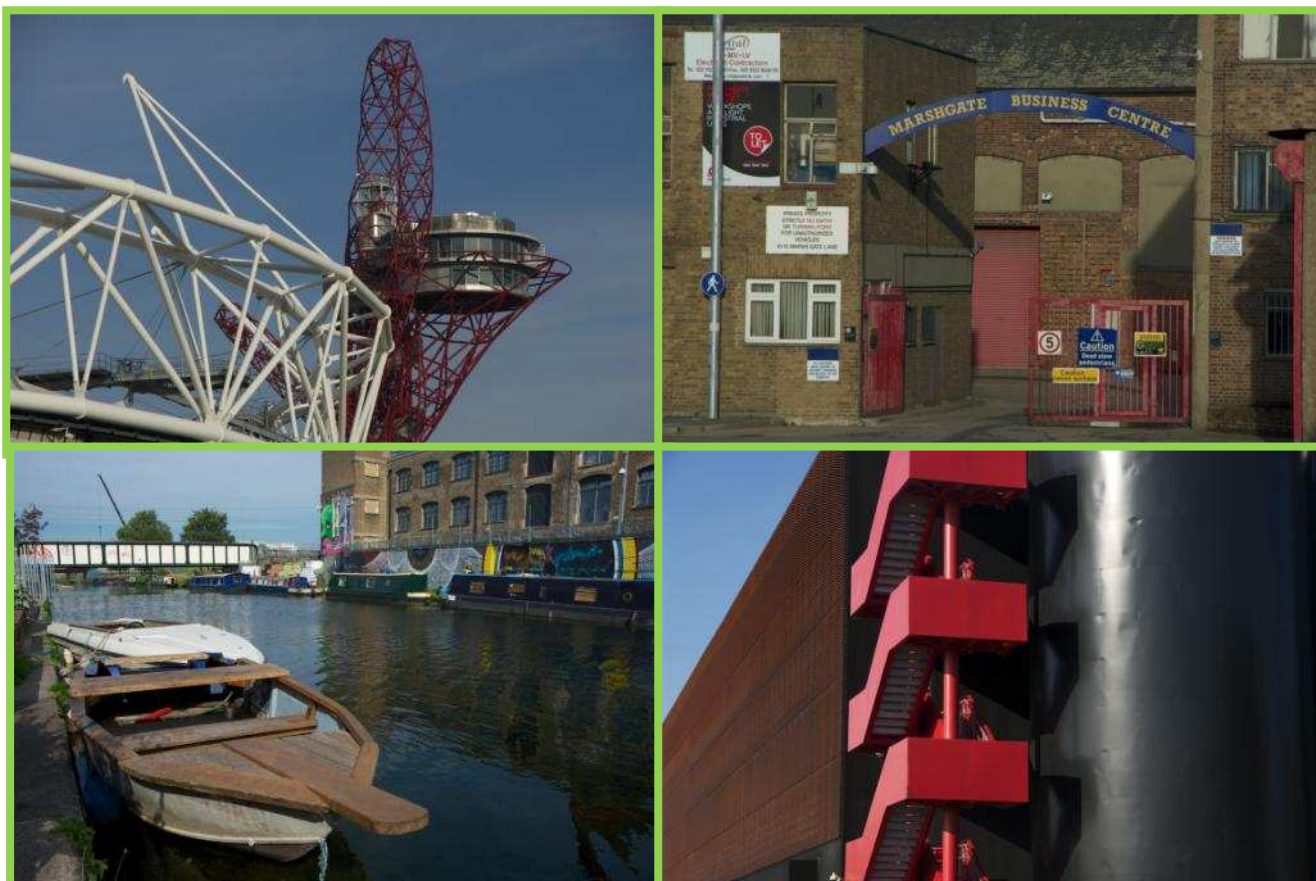
Legacy Corporation Area Map



Authority Monitoring Report

(Planning Policy & Decisions)

For period: 1st October 2012 to
30th September 2013



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1. Introduction

- 1.1 In 2012 the Mayor of London established the London Legacy Development Corporation. The purpose of the Legacy Corporation is: “To promote and deliver physical, social, economic and environmental regeneration of the Olympic Park and its surrounding area, in particular by maximising the legacy of the 2012 Olympic and Paralympic Games, by securing high quality sustainable development and investment, ensuring the long-term success of the facilities and assets within its direct control and supporting and promoting the aim of convergence”.
- 1.2 On 1st October 2012, the Legacy Corporation became the local planning authority for its area with responsibility for both planning decisions and the preparation of a Local Plan for its area. It is also able to and is preparing a Community Infrastructure Levy for its area.
- 1.3 The Planning and Compulsory Purchase Act (2004) as amended and the Town and Country Planning (Local Planning) (England) Regulations 2012 require that local planning authorities produce and publish an “Authorities Monitoring Report” annually. This report must include information on progress of preparation of any Local Plan, Neighbourhood Plan or Community Infrastructure Levy that is being prepared for its area and, where a Local Plan has been adopted, include monitoring information for that plan and in the case of an adopted CIL the amount of CIL monies collected and allocated/spent within that year.
- 1.4 This is the first annual Authority Monitoring Report for the Legacy Corporation in its role as a Local Planning Authority. The Legacy Corporation is preparing a Local Plan and a Community Infrastructure Levy and this report sets out the progress to date for these. It also includes monitoring information in relation to S106 Legal Agreements and the associated financial contributions collected and allocated within the year.
- 1.5 Once the Local Plan is adopted and the Community Infrastructure Levy adopted and its CIL charges introduced, future reports will include additional monitoring information.
- 1.6 This report is for the period 1st October 2012 to 30th September 2013.

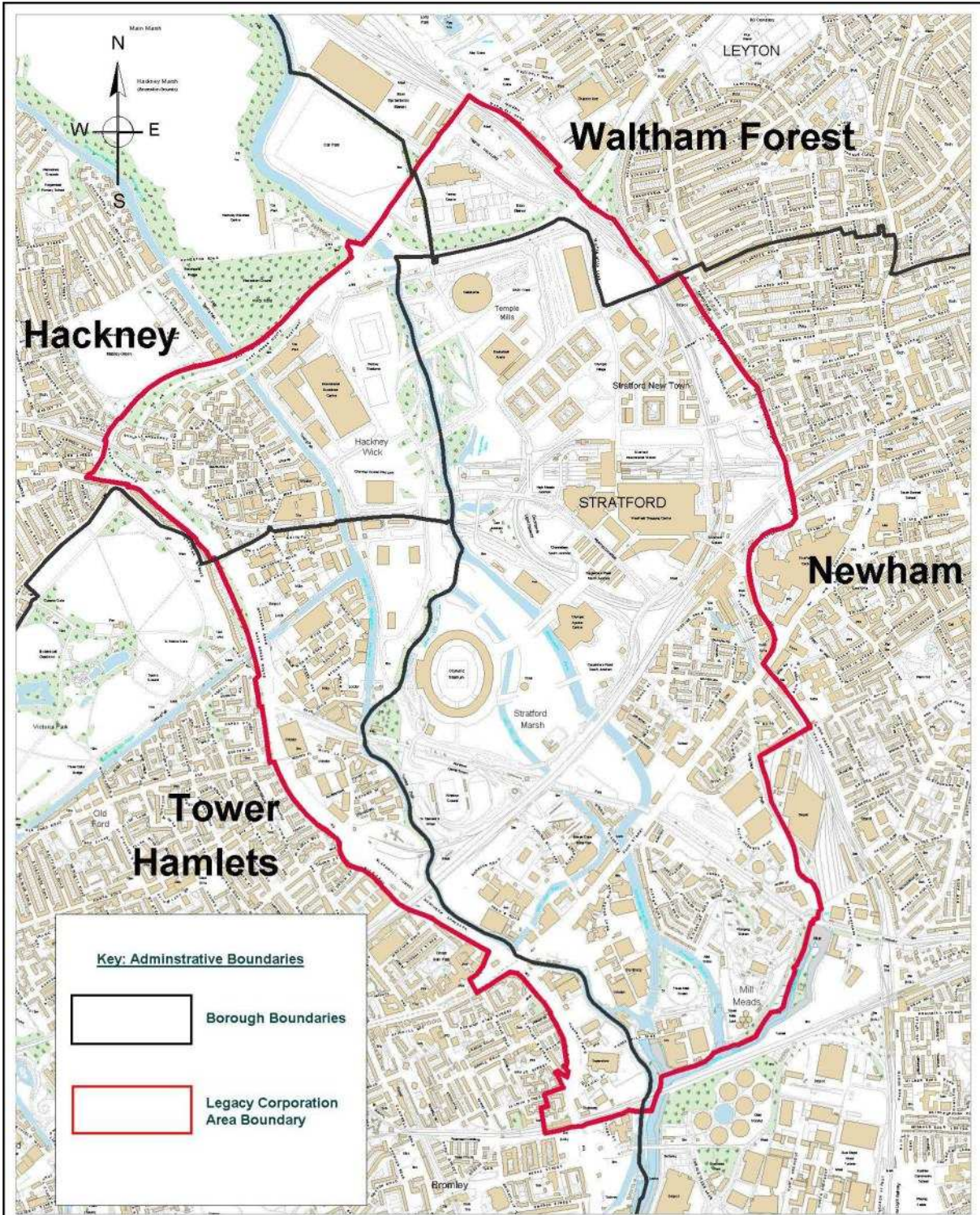
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Borough Boundaries

Scale 1: Not to Scale
Date: 19/9/2013

© London Legacy Development Corporation 2013. All rights reserved. This map is for informational purposes only. It is not intended to be used as a legal document. The map is not a guarantee of any future development. The map is not a guarantee of any future development. The map is not a guarantee of any future development.

2. Progress towards adoption of the Local Plan

Existing planning policies for the Legacy Corporation area

- 2.1 As a result of changes to the planning emphasis has been placed on the preparation of a single Local Plan rather than a number of individual Local Development Documents (LDD's), which will have Development Plan Document (DPD) status. The Legacy Corporation took on planning powers in October 2012 and is progressing with the production of a single Local Plan for the area.
- 2.2 Whilst the Local Plan is under preparation, and for the period under review (1st October 2012 to 31st September 2013) the Development Plan for the area comprises of the following documents which are used to determine all planning applications within the area.

Greater London Authority	<ul style="list-style-type: none"> • Revised Early Modifications to the London Plan (2013) • The London Plan (2011)
London Borough of Hackney	<ul style="list-style-type: none"> • Core Strategy (2010) • Hackney Wick Area Action Plan • Saved Unitary Development Plan Policies (prior to 1st October 2012)
London Borough of Newham	<ul style="list-style-type: none"> • Core Strategy (2012) • Joint Waste DPD (2012) • Saved Unitary Development Plan Policies (prior to 1st October 2012)
London Borough of Tower Hamlets	<ul style="list-style-type: none"> • Core Strategy (2010) • Fish Island Area Action Plan (2012) • Saved Unitary Development Plan Policies (prior to 1st October 2012)
London Borough of Waltham Forest	<ul style="list-style-type: none"> • Core Strategy (2012) • Saved Unitary Development Plan Policies (prior to 1st October 2012)

The Legacy Corporation Local Plan

- 2.3 The Local Plan for the area needs to be prepared in accordance with strict government guidance, Acts and Regulations but also in general conformity with the overarching spatial strategy of the London Plan.
- 2.4 The Local Plan will include the following:
- An outline of the key issues facing the area (often referred to as a 'spatial portrait').
 - A vision for how the area should look in 2030, with strategic level supporting objectives.
 - The strategic direction of future growth in the area, including the identification of strategic sites which are key to the delivery of the vision, and a suite of place-based policies which will describe how key locations will be expected to change over time.

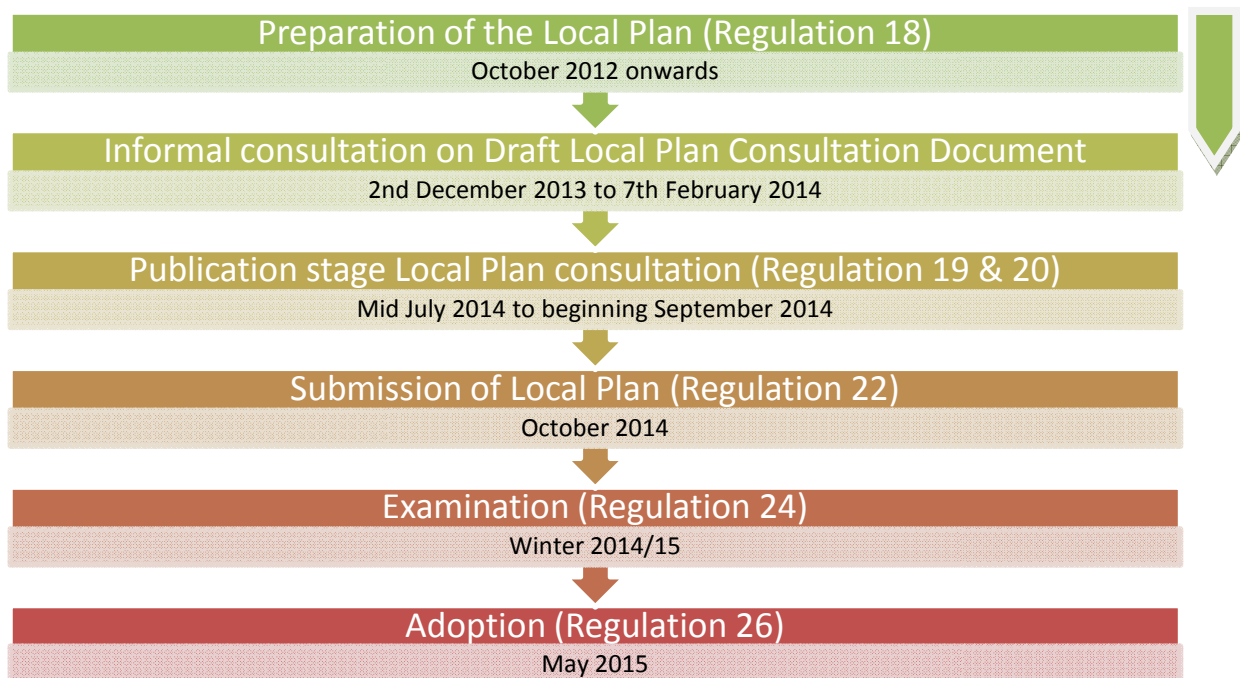
- A set of issues-based policies which will be used in the determination of planning applications, covering issues such as design and affordable housing requirements.
- A delivery and monitoring strategy which will address implementation as well as the Legacy Corporation’s approach to managing risks and contingencies.

2.5 The Local Plan can only be adopted once it has been through a number of key processes. The Figure 1 below shows the key milestones in the preparation of the Local Plan, showing the requirements of the Town and Country Planning (Local Planning) (England) Regulations, 2012, known as ‘the Regulations’. It shows that the Local Plan is expected to be adopted and in place by May 2015. Following adoption the Local Plan will replace the various DPDs and saved UDP policies of the four growth boroughs of Hackney, Newham, Tower Hamlets and Waltham Forest. At this point the Development Plan for the area will comprise of the London Plan (and any amendments made to this) and the Legacy Corporation Local Plan with any associated London Plan Supplementary Planning Guidance or Local Planning Supplementary Planning Documents.

Progress to date

2.6 The Legacy Corporation has been preparing the Local Plan since it received its plan making powers in October 2012. Between 25th November 2011 and 31st January 2012 consultation took place for 6 weeks on the key matters and considerations for the Local Plan. Consultation on the Sustainability Appraisal Scoping Report took place between February 2013 and 4th March 2013.

Figure 1- Local Plan key dates

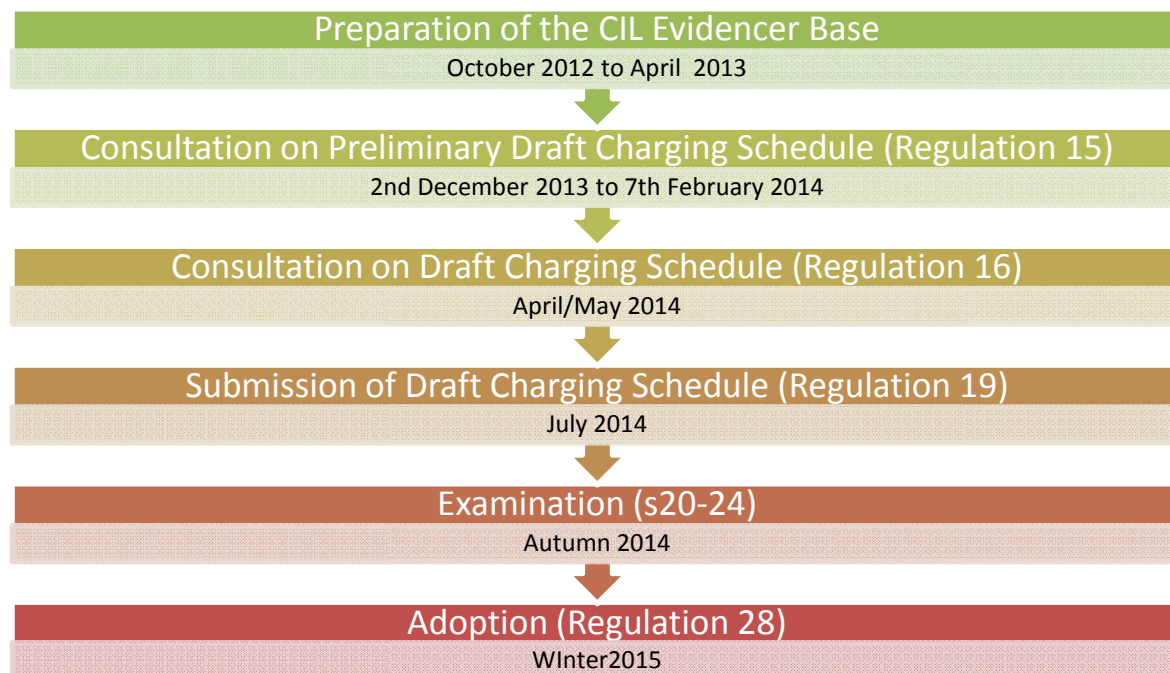


2.7 At time of writing, the Legacy Corporation has commenced informal consultation on the draft Local Plan Consultation Document and accompanying Sustainability Appraisal which will run from 2nd December 2013 to 7th February 2014. The next stage will be the formal consultation under Regulation 19 and 20, known as the Publication version of the Local Plan. Although the dates within Figure 1 have adjusted from those contained within the October 2012 Local Development Scheme, significant progress has been made within a very short period. Adoption is now expected in May 2015.

3. Legacy Corporation Community Infrastructure Levy

- 3.1 The Legacy Corporation Community Infrastructure Levy is being prepared in accordance with the provisions of the Community Infrastructure Levy Regulations 2010 (as amended). The required stages of preparation of the CIL Charging Schedule are set out at Figure 2.1 below.
- 3.2 To date, preparation work has included the preparation of an Infrastructure Study and an area wide viability study as the required elements of evidence base. Consultation on the CIL Preliminary Draft Charging Schedule took place between 15th July and 9th September 2013. The responses received to the consultation will be taken into account in reviewing the proposed charging schedule. The next stage is a consultation on a CIL Draft Charging Schedule in early Spring 2014, with an Examination planned for late 2014.
- 3.3 Significant progress has been made within the first twelve months towards preparation of the CIL Charging Schedule and the changes in programme takes account of the introduction of further changes to CIL Regulations that come into force in January 2014 and therefore need to be factored into the process. This also takes account of the change of the introduction of provisions in CIL Regulation 122 by an additional year to April 2015, which will enable the current S106 regime to continue in place either until then or until the CIL charging schedule is adopted and comes into effect, if this is earlier.

Figure 2- CIL Charging Schedule key dates



4. Duty to Cooperate

- 4.1 The Localism Act 2011 places a legal duty on local planning authorities, county councils in England and public bodies to engage constructively, actively and on an ongoing basis to maximise the effectiveness of Local and Marine Plan preparation relating to strategic cross boundary matters. The Legacy Corporation, as with London Borough Council's Local Plans exist within a strategic development plan framework that is expressed by the Mayor of London's London Plan. This sets out planning policy with respect to strategic and, within London, cross boundary matters. The Legacy corporation area is also part of the four borough areas each of which has currently adopted planning policy that applies in full or part to the LLDC area (see paragraph 2.2). The LLDC emerging Local Plan is being built upon this existing framework, through a process of review and updating, which will help set it within this wider strategic context.
- 4.2 The Legacy Corporations decisions making processes for both development management and policy matters reflect a formal process of cooperation. Five of the eleven Planning Decisions Committee members are elected councilors from the four boroughs, who meet to make decisions on non-delegated planning applications and also provide comment to the Board in respect of planning policy matters prior to their consideration by the Legacy Corporation Board. The elected Leader of London Borough of Waltham Forest and elected mayors of the other three boroughs are members of the LLDC Board. The Board make decisions on planning policy matters.
- 4.3 The Legacy Corporation works with each of the four boroughs both informally and through an on—going programme of coordination meetings. These include:
- **Planning Coordination Group:** meets every month to facilitate coordination of the local planning authority function as a whole with relevant authorities and provide updates on current and emerging planning matters within the Legacy Corporation area. The meetings are attended by senior planning officers from the four boroughs, the Greater London Authority and the Lea Valley Regional Park Authority.
 - **Planning Policy Forum:** meets at least every six weeks; its purpose is to facilitate discussion and cooperation in respect of development of the Legacy Corporation Local Plan its CIL Charging Schedule and other relevant planning policy matters and to allow discussion and update in respect of the borough Local Plans and other planning policy matters. The meetings are attended by officers from the four boroughs, the Greater London Authority (including Transport for London) and the Lea Valley Regional Park Authority.

5. Development Monitoring

5.1 As part of its planning and plan making function the Legacy Corporation monitors development activity within its area. This section of the Authority Monitoring Report summarises this information for the year from 1st October 2012. Monitoring information is currently recorded for Commercial (Offices / Research and Design / Light Industry / Heavy Industry / Storage / Warehousing / Retail, Distribution and Servicing) and Residential Decisions against the indicators shown in the table below:

Existing units	Existing density – (dwellings/hectare)	Number of affordable units proposed	PTAL	Previous land use and floorspace(s)
Proposed units	Proposed density (dwellings/hectare)	Existing parking spaces	Constraints (listed building, conservation area, mol, etc)	Proposed floorspace of each use(s)
Number of bedrooms per unit	Proposed density (habitable rooms/hectare)	Proposed parking spaces	Number of jobs created/lost	Change in floorspace of each use(s) (+/-)

5.2 Further indicators and targets may be introduced during the forthcoming monitoring period (October 1st 2013 - October 1st 2014). Information will be recorded for these indicators and reported on within next year's Monitoring Report.

5.3 For the period October 1st 2012 to October 1st 2013, the London Legacy Development Corporation's Planning Decisions Team approved by way of Decision Notice 66 Full and 15 Change of Use applications. The indicators shown above were only relevant to 39 of those Decisions.

5.4 The monitoring information for the Decisions issued between October 1st 2012 and October 1st 2013 is summarised below:

- In total 119 units were approved.
- 113 units were approved through Change of Use applications from live/work to residential.
- The remaining 6 units were approved through Change of Use applications from other uses (e.g. office and sui-generis) to residential.
- From these 6 units, 3 affordable units were proposed.
- An additional 50 student bed spaces were approved.

- Over 500 jobs were created as a result of planning approvals granted between October 1st 2012 and October 1st 2013.
- 5.5 There were a number of additional planning approvals granted between October 1st 2012 and October 1st 2013 that this Monitoring Report does not include. These are approvals granted subject to the completion of an agreement under Section 106 of the Town and Country Planning Act 1990. For example Chobham Farm planning application; this was approved subject to a Section 106 agreement on 23 July 2013 and will provide 1036 units.
- 5.6 Upon completion of a Section 106 Agreement, Decision Notices will be issued for these approvals.
- 5.7 In total approximately 20,000 residential units are consented (through either Full or Outline approvals) within the Legacy Corporation's boundary.

London Development Database:

- 5.8 The London Development Database (LDD) is the key data source for monitoring planning approvals and completions in London. Permissions are entered by each of the local planning authorities.
- 5.9 The LDD contains information on all Full or Outline planning permissions granted in London that propose:
- Any new build residential units or any loss or gain of residential units through change of use or conversion of existing dwellings
 - Seven or more new bedrooms for hotels, hostels, student housing or residential homes
 - 1,000m² or more of floor space changing from one use class to another or created through new build or extension in all other non-residential use classes (A1-A5, B1-B8, C2, D1, D2, SG)
 - Loss, gain or change of use of open space

The Database monitors each planning permission from approval through to completion or expiry.

- 5.10 Upon becoming the Local Planning Authority for its area, 49 permissions were recorded on the London Development Database for land falling within the London Legacy Development Corporation's boundary. The current status of each of those permissions has been investigated by the LLDC, and of the original 49 permissions, 27 are now complete. Most notably this includes East Village (over 2800 units), Stratford Halo (over 600 units) and Chobham Academy (over 2000 school places).
- 5.11 The Legacy Corporation will continue to record permissions on the LDD that meet the criteria outlined above. The status of the 22 incomplete permissions and any other permissions granted from October 1st 2012 onwards will be updated and reported on within next year's Annual Monitoring Report.

5.12 The LLD can be publicly accessed online at the following location:
<http://www.london.gov.uk/webmaps/ldd/>

6. Development Schemes with S106 Legacy Agreements

6.1 Since LLDC became a planning authority the following schemes have been granted planning permission with a section 106 agreement.

App No.	Site	Proposal	Valid Date	Committee Date	Decision Issued
12/00066/FUM	Olympic Stadium Site PDZ3 Olympic Park London	Full planning application for the transformation of the 2012 Olympic Stadium to provide a 60,000 seat multi-purpose venue with the capability of hosting top class athletics and football. The venue will have the facilities to enable it to be used for a wide range of sporting, cultural and community events, with a maximum capacity for concert events of 80,000 people, together with a community track and clubhouse, ancillary two storey concessionaire building, associated infrastructure, landscaping and retained bridges.	01 August 2013	31 October 2012	Approved
12/00203/106	Poland House 293-305 High Street Stratford London E15 2TF	Modification of Clause 4 of S106 Agreement relating to Poland House, Stratford (planning permission LBN reference P/98/1268).	31 October 2012	26 December 2012	Deed of variation signed 7th June 2013

12/00221/FUM	Land At The Junction Of Great Eastern Road And Angel Land,, Stratford,, London	Application for full planning permission for the erection of a building ranging from two to fourteen storeys above ground level, with a maximum height of 47.5m AOD, to provide;; Ground floor comprising up to 1,000sqm of uses falling within Use Class A1, A3, B1, D1 and D2 with student accommodation entrance lobby & office, common room, cycle store, servicing and refuse areas and two Blue Badge parking bays; , Upper floors comprising 699 single study bedrooms in clusters of 7 to 10 rooms with communal kitchens, and 60 studio apartments for student accommodation (sui generis), Together with hard and soft landscaping and amenity areas at ground floor, podium and roof level and formation of new vehicular access from Great Eastern Road.	30 November 2012	27 March 2013	30 September 2013
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6.2 Since LLDC became a planning authority the following schemes have been granted subject to completion of a section 106 agreement, but were either completed after 1 October 2013 or have not yet been completed..

App No.	Site	Proposal	Valid Date	Committee Date	Decision Issued
13/00275/VAR	Cherry Park/Angel Lane, Zone 1 , Stratford City, Stratford, London	Application under s73 of the Town and Country Planning Act 1990 (as amended) relating to an outline application (with access, appearance, landscaping, layout and scale reserved) for 99,870sqm of residential floorspace (approximately 1,224 dwelling units) to be located within the areas know as Cherry Park and Angel Lane; 3,158sqm of (B1) business space within Cherry Park (Development Block 7); 6,311sqm of (C1) hotel floorspace within Cherry Park (Development Block 6); and 865sqm of (D2) leisure floorspace within the building Plot M8 (Development Block 1) (10/90061/OUTODA)., , Application under section 73 to vary the parameter plans fixed pursuant to condition D2, and to amend conditions T1 and U1 of outline planning permission 10/900061/OUTODA to redistribute residential floorspace from Angel Lane to Cherry Park; increase housing density; and revise residential maximum parking standards.	12 June 2013	24 September 2013	17 October 2013
12/00146/FUM	Site Known As Chobham Farm Comprising Land Bounded To The East By Leyton Road, To The West By Lea Valley Railway Line, To The South By Channel Tunnel Rail	Zone 1 (first detailed phase) land bounded by Leyton Road and Henrietta Street and including Wheelers Public House., , Application for full planning permission for mixed use development: six buildings between three and ten storeys providing 173 residential units (Use Class C3) and 1,161 sq m of commercial floorspace (Use Class A1-A3, B1, D1 and D2) plus car and cycle parking and temporary vehicle access and including all related ancillary facilities (storage, management facilities and plant), access, open	12 September 2012	23 July 2013	Not issued

App No.	Site	Proposal	Valid Date	Committ ee Date	Decision Issued
	Link Box And To The North By Temple Mills Lane.	space and landscaping, infrastructure and engineering works., , Zones 2-5:; , Application for outline permission (all matters reserved) for mixed use development providing up to 863 residential units (equating to up to 112,800 sq m of residential floorspace) (Use Class C3) and up to 6900 sq m of commercial floorspace (Use Class A1-A3, B1, D1, D2) with open space and landscaping, ancillary facilities, related infrastructure and engineering works and vehicle access from Alma Street, Leyton Road and Henrietta Street.			
12/00210/OUT	'Neptune Wharf' Site Comprising Land Bounded: To The North By Hertford Union Canal; To The East By Roach Road, Roach Point Footbridge, Omega Wharf; To The South By Wyke Road, Remus Road, Monier Road; And To The West By Wansbeck Road	For Full Description please refer to the Revised Development Specification., Summary Description - 'Hybrid' planning application for comprehensive mixed use redevelopment of the site known as 'Neptune Wharf' comprising: Detailed element - Application for full planning permission for phases/zones 1 and 2 to provide 14 buildings between two (2) and nine (9) storeys including development comprising: Residential (Use Class C3) comprising 496 dwellings (164 x 1 bedroom; 247 x 2 bedroom; 84 x 3 bedroom; 1 x 4 bedroom); Non-residential floorspace within Use Classes A, B and D comprising 5,394sq.m GIA; Provision of new site access points for pedestrians and vehicles with new internal access routes/streets and means of access and circulation; highway surface improvements and associated surface and underground parking for cars and cycles; new open spaces, including private amenity, communal amenity and public realm areas and associated landscaping works; site works, infrastructure and engineering works including demolition, excavation and re-grading of site levels. Outline element - Application for outline planning permission (with all matters reserved except access) for Phases/zones 3 and 4, as set out in		26 November 2013	Not issued

App No.	Site	Proposal	Valid Date	Committee Date	Decision Issued
		<p>the Revised Development Specification, to provide 4 buildings including development comprising: Residential (Use Class C3); Non-residential floorspace within Use Classes A, B and D1 Use Classes; new site access points for pedestrians and vehicles with new internal access routes/streets and means of access and circulation; surface improvements and undercroft parking for cars and cycles; new open spaces and landscaping works; site works, infrastructure and engineering works including demolition, excavation and re-grading of site levels., , This planning application is accompanied by an Environmental Statement.</p>			

6.3 The LLDC inherited a number of planning obligations from its predecessor organisations, the ODA and LTGDC. The most significant of these is the 'Legacy Communities Scheme' planning permission, which covers a large part of the Legacy Corporation Area. Reserved matters applications are being submitted pursuant to this permission.

6.4 Other significant sites with section 106 agreements inherited from LTGDC are at Sugar House Lane and Bromley by Bow North. These developments are likely to be implemented over the course of the next year.

App No.	Site	Proposal	Valid Date	Decision	Decision Issued
PA/11/02423/ LBTH	Hancock Road, Three Mills Lane, Bromley By Bow, London, E3	Hybrid planning application for mixed use development comprising 741 residential units (C3 Use Class), flexible office space (B1 Use Class) car dealership (Sui Generis), and a bar/restaurant (A3/A4 use class), associated infrastructure including new access/egrees, basement level parking, public open space, landscaping and upgrade works to existing towpath adjacent to River Lea.	12 Sept 2011	12 July 2012	27 Sept 2012

App No.	Site	Proposal	Valid Date	Decision	Decision Issued
12/00336/LT GOUT/LBNM	Land to the South of High Street, Stratford. East of the River Lee Navigation Channel	Hybrid planning application for comprehensive mixed use development comprising: Outline element: All matters reserved except access; demolition of buildings where stated; 1192 residential units (C3) of which 10% of properties wheelchair accessible; 12,593sqm flexible uses including retail (A1), financial and professional services (A2), restaurants, cafes and bars (A3/4), offices and workshops (B1), non-residential institution (D1) and assembly and leisure (D2); 33,950sqm offices and works shops (B1); 350 bed hotel (C1); pedestrian bridge across Three Mills River; a riverside park; car, motorcycle and bicycle parking; servicing and ancillary works. Detailed elements: Demolition of existing buildings where stated; 8 residential units (C3) within Sugar House only; 300sqm financial and professional services (A2); 500sqm public house/bar (A4); 2,620sqm office and workshops/non-residential institution (B1/D1); 8,170sqm offices (B1); public square; access including limited emergency services access along Three Mills Wall River and east-west along Sugar House Lane; 28 parking spaces; hard and soft landscaping.	28 February 2012	12 July 2012	27 September 2012
11/90621/OU TODA	Land Within The Olympic Park And Land At Pudding Mill Lane, Land At Bridgewater Road And Land At Rick Roberts Way.	Comprehensive, phased, mixed use development within the future Queen Elizabeth Olympic Park, as set out in the Revised Development Specification & Framework (LCS-GLB-APP-DSF-002). The development comprises up to 641,817 sqm of residential (C3) uses, including up to 4,000 sqm of Sheltered Accommodation (C3); up to 14,500sqm of hotel (C1) accommodation; up to 30,369 sqm (B1a)	05 October 2011	26 June 2012	28 September 2012

App No.	Site	Proposal	Valid Date	Decision	Decision Issued
		and up to 15,770 sqm (B1b/B1c) business and employment uses; up to 25,987 sqm (A1-A5) shopping, food and drink and financial and professional services; up to 3,606 sqm (D2) leisure space and up to 31,451sqm (D1) community, health, cultural, assembly and education facilities, including two primary schools and one secondary school; new streets and other means of access and circulation, construction of open and covered car parking; landscaping including laying out of open space with provision for natural habitats and play space; new and replacement bridge crossings, re-profiling of site levels, demolition and breaking out of roads and hardstanding, utilities diversions and connections; and other supporting infrastructure works and facilities.			

7. Use of Section 106 Funding

7.1 On taking its planning powers the Legacy Corporation became the successor in title to the section 106 agreements entered into by the LTGDC and ODA. Funds received by LTGDC and the ODA which had not been spent by 1st October 2012 within the LLDC area were passed to LLDC. LTGDC had also entered into a number of grant agreements which set out how some section 106 funds would be spent on projects, and these also passed to LLDC. The grant agreements are set out below. The figures shown are the total value of the grant agreements, some of this money has already been spent on the agreed projects.

Existing Grant Agreements (inherited from LTGDC)

Bromley-by-Bow station	£500k
Stratford Station Access	£210k
Lea River Park	£141k

7.2 At their meeting on the 24th June 2013 the Board agreed to establish and to delegate to the 'Project Proposals Group' the authority to allocate section 106 monies, and future CIL monies, received. The Project Proposals Group monitors the progress of the projects with existing grant agreements inherited from LTGDC (as set out above).

7.3 The S106 contributions secured through the S106 agreements transferred from LTGDC are either "ring-fenced funds" i.e. for a specified purpose, e.g. affordable housing or public realm improvements, but often not specifying a specific project or they are "pooled funds" which can be spent on any infrastructure project identified in the LTGDC's Lower Lea Valley Public Sector Investment Plan (PSIP). In both cases the Project Proposals Group is the mechanism by which LLDC will allocate funds to appropriate projects. The Project Proposals Group is likely to allocate the ring fenced funding that was either inherited from LTGDC, or has been received since 1 October 2012, early in 2014. The ring fenced funds to be allocated are set out in the table below.

Ring Fenced Funds Received and to be allocated

Site Address	Purpose	Contribution Received
Rick Roberts Way	Transport	£50,000
	Health	£150,000
160-188 High Street	Public Realm (Open Space)	£25,000
	DLR Daisy	£22,958.64
	CPZ contribution	£7805.96
1-4 Park Lane	Public Transport	£20,000

	CPZ	£15,000
	Skills Training	£30,876
Unex Tower/Station Street	Affordable Housing	£825,000
1A Lett Road	Affordable Housing	£40,000
Total to be allocated		£1,155,876

7.4 The table below shows pooled funds that have been received and now need to be allocated by LLDC. In order that funds can be allocated appropriately, infrastructure providers who are planning to deliver infrastructure within the LLDC area or outside of the LLDC area that would support the planned growth within the LLDC area, are able to bid for funding towards those projects. These providers include each of the four LLDC area boroughs. A 'bidding round' is likely to be held early in 2014 so that these stakeholders can seek funding allocations from the pooled fund.

7.5 It is anticipated that the Project Proposals Group will make decisions on any bids received before the end of March 2014. Where bids are successful grant agreements will be entered into to ensure that allocated funds are passed on and applied appropriately.

Pooled funds Received and to be allocated

Site Address and Planning Reference Number	Contribution Received	Comments
150 High Street 09/01507/LBNM	£916,882	(£1.2 million due early next year as development occupied)
Unex Tower/Station Street 11/01655/VARDWG/LBN	£275,000	(£825,000 due when development occupied)
160-188 High Street 07/01390/LTGDC/LBNM	£381,437.26	All monies now received
Total	£1,186,641 to be allocated	£2million still to be received

8. Collection of Mayoral CIL

- 8.1 The Legacy Corporation is a Collecting Authority for the Mayor of London's CIL under the CIL regulations 2010 (as amended). The Corporation became a collecting authority in April 2013, prior to this the boroughs were the collecting authority. The Mayor of London as the charging authority prepares a report for the financial year in relation to the CIL that is collected on it's behalf (as required by CIL regulation 62 Reporting). Therefore, this Monitoring Report does not cover the Mayor's CIL as this information is reported separately to the Mayor on a quarterly basis.

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Subject: Transformation Quarterly Report – to 31 December 2013
Meeting date: 27 February 2014
Report to: Board
Report of: Colin Naish, Executive Director of Infrastructure

This report will be considered in public

1. SUMMARY

- 1.1 This paper is the fourth Transformation Quarterly Report, drafted to provide the Board with internal assurance on the delivery of the Transformation programme of works.
- 1.2 It sets out the position of the Transformation programme of works to end of December 2013 on safety, governance, change control, programme, risk and priority themes of the Transformation programme.
- 1.3 A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2. RECOMMENDATIONS

The Board members is invited to:

- 2.1 Note that good progress continues to be made with the Aquatic Centre complete and handed over to the operator. Handover of the Velopark to LVRPA will be at the end of January 2014, with Eton Manor to follow in February 2014. All remaining works are on track for completion of the South Park Hub and Landscape for the planned South Park opening on 5 April 2014;
- 2.2 Note the good Health and Safety performance to date; and
- 2.3 Note the supplemental report on Part 2 of the agenda.

3. TIMING

- 3.1. There are no pressing timing issues related to this paper.

4. BACKGROUND

- 4.1. This is the fourth Transformation Quarterly Report on progress to end of December 2013.

5. SAFETY

- 5.1. The workforce on site has reduced to 843 over the period and 4.5m man-hours had been worked as at the end of December 2013. There is a strong health and safety culture on site, supported by an executive leadership team comprising senior representatives from LLDC, Mace and all Tier 1 contractors, project leadership teams, safety briefings, daily activity briefings, stand-downs for safety etc. Particular safety assurance is carried out on all lifting operations and electrical isolations, as these activities were assessed as being high risk in the context of the transformation works scope. Health is addressed through ill-health prevention and wellbeing programmes and a series of monthly awareness campaigns.
- 5.2. The programme Accident Frequency Rate (accidents reportable under the RIDDOR Regulations divided by number of hours worked x 100,000) remains at 0.08, below our target of 0.1 or one Reportable accident for every million hours worked. This was 0.15 for ODA pre-Games. The All Accident Frequency Rate (all accidents resulting in injury however minor divided by number of hours worked x 100,000) has fallen slightly from 1.50 to 1.47. This was 2.02 for ODA pre-games.

6. GOVERNANCE

- 6.1. Transformation continues to operate under a strong governance regime. A Transformation Baseline Report sets out the scope and budget for the Transformation works. A Transformation Execution Plan sets out the programme level governance and assurance process. Programme and project level processes and procedures are fully documented and execution plans exist for each project in the Transformation programme.
- 6.2. A monthly review and reporting regime is adhered to. This includes Tier 1 contractor monthly progress review meetings, Trend and Risk Reviews, Implementation Reviews, periodic Project 'Deep Dive' Reviews and a monthly Transformation Board that monitors progress. Monthly Dashboard reports are produced at Project and Programme level. A Quantified Risk Assessment is run on a monthly basis to inform residual contingency requirements.

7. CONTROL OF CHANGE

- 7.1. LLDC Corporate Change Board controls change and is chaired by the Executive Director of Finance and Corporate Services. Its role is to review,

interrogate and approve or reject proposed changes to scope, schedule and budget and ratify the exercise of delegated authority changes.

8. MANAGEMENT AND VALUATION OF CHANGE

- 8.1. The management and valuation of change is being implemented in accordance with the process embedded in the NEC form of contract being used for all Tier 1 appointments.
- 8.2. Discovery of a difference between contract drawings, subsequently received ODA as-built drawings and / or as-built conditions on site results in the contractor raising a Notice of Compensation Event to the Project Manager.
- 8.3. Instruction of LLDC Client driven change, once approved by Change Board, is implemented through the Project Manager raising a Project Manager's Instruction to the Tier 1 Contractor.
- 8.4. The next step is for the Project Manager and Tier 1 Contractor to seek to agree the Compensation Event time and cost implications. If consensus cannot be reached, the Project Manager is entitled under the contract to make his assessment of the time and cost implications.
- 8.5. The agreed (or assessed) time and cost implications are then incorporated into the next submission of the Contractor's Programme for Acceptance and adjustment made to the Contract Value (in the case of fixed price contracts such as South Park Hub and Landscape) or the Target Cost (in the case of the BAM All Park and Aquatics) as appropriate.

9. PROGRESS

- 9.1. Fifteen months through an eighteen month programme of works, progress to the end of December 2013 was largely in accordance with the baseline programme, with some historical delay in non-critical areas now being recovered.
- 9.2. All required works were completed to facilitate the completion and handover of the Aquatics Centre to the operator on the 9th December. Handover of the Velopark to LVRPA will be deferred until the end of January 2014 as a result of changes required to the Veloplaza. Construction of the Velo car park, deferred to facilitate the summer events, will be complete by end of February 2014. Work remains on programme to deliver the South Park Hub and Landscape for the planned South Park opening on 5th April 2014.

10. RISK

- 10.1. A monthly routine of Risk Reviews form the basis of the identification and assessment of each project and programme risk, largely relying on the

expert knowledge and expertise of the programme team. These assessments form the basis upon which the cost and time risk exposure to each individual project and the programme is derived.

10.2. A Quantified Risk Analysis (QRA) of risks to the individual projects and the overall transformation programme is undertaken on a monthly basis to determine the forecast level of contingency required to deliver the residual LLDC Transformation Works.

11. LEGAL IMPLICATIONS

11.1. None.

12. PRIORITY THEMES

12.1. The Transformation programme anticipates meeting all Priority Theme targets, except for disabled workers as part of the workforce. Apprentices continue to be prevalent with 35 apprentices employed on site (as of 1st December, 2013). The LLDC has been working closely with contractors and partners to secure follow-on placements or permanent employment for the apprentices that have worked on the Park. This has proved successful with 23 apprentices having successfully moved into new placements and 11 into permanent employment. This work will intensify over the next couple of months as Transformation winds down.

12.2. Performance in terms of local employment continues to significantly exceed expectation with 30% of the workforce being local residents. Performance for BAME, previously unemployed and women also continues to be strong.

12.3. Employment for disabled people continues to be slightly under target, and the LLDC is turning its attention to implementing models of good practice in disabled workforce reporting with its stadium contractors.

12.4. The apprentices represent 4% of the current workforce of 843 exceeding the Legacy's Corporation's minimum 3% apprentice target.

12.5. The LLDC is turning its focus to the next phase of construction works and using the lessons learned and good practice from Transformation to drive engagement with Skanska and Balfour Beatty for the Canal Parks and Stadium shell-and-core works. The LLDC is expecting the first apprentice placements imminently for both contracts and for performance in terms of priority theme groups to continue to exceed minimum targets once works commence.

13. APPENDICES

13.1. None

List of Background Papers

- None

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Subject: Park opening and events update
Meeting date: 27 February 2014
Report to: LLDC Board
Report of: Mark Camley, Executive Director of Park Operations and Venues

This report will be considered in public

1 SUMMARY

- 1.1 This report provides an update to the Board on Park Opening plans, Park operations and Events.
- 1.2 An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2 RECOMMENDATION

The Board is invited to

- 2.1 Note this report;
- 2.2 Approve the draft sponsorship policy and outdoor events application guidelines at Appendix 1 and Appendix 2; and
- 2.3 Note the supplemental appendix 3 on Part 2 of the agenda containing exempt information.

3 SOUTH PARK OPENING

- 3.1 The Legacy Corporation is running a similar approach to project managing the South Park opening as was successfully adopted for the North Park. The programme remains on track for opening the Park on 5 April. The critical component is that the Infrastructure works are completed to the facilities and landscape, in order to allow the operators sufficient access and time for final fit out and mobilisation.
- 3.2 The **Aquatics Centre** was handed over on 9 December 2013, and GLL are set for a soft opening on 1 March 2014.

- 3.3 Cofely are re-mobilising the **ArcelorMittal Orbit** and will fit out and mobilise the **South Park Hub**. The four **South Park kiosks** will be fitted out and operated by ECSI, who manage a number of kiosks in the Royal Parks. All these elements are planned to open on 5 April.
- 3.4 The South Park landscape will be monitored by Cofely, utilising the team who are already working in the North Park.
- 3.5 It should be noted that the Park will not be fully open on 5 April as Stadium Island, Canal Park and some development plots will be out of bounds to the public.

4 PARK AND VENUE OPERATIONS

- 4.1 As a result of a mass participation event at the Copper Box Arena on 18/19 January, the floor was damaged – resulting in the cancellation of two international netball matches. Urgent repairs were undertaken and the Arena reopened to the public on 22 January. The Copper Box Arena remains broadly on target for visitor numbers and income. Current gym membership is over 640.
- 4.2 The total number of visitors for 2013, from 29 June to 31 December, including the Summer Event Series, was just over 1 million. In the latest two week period to 26 January there were just under 42,000 visitors, averaging around 3,000 per day. During the period, 72% of visitors approached the park from Stratford and 28% from Hackney. There were no reported crimes in the Park in December or January.
- 4.3 There were no major safety issues in the park over the Christmas period or in January. However, the high winds and heavy rain caused issues with fencing and water levels, which restricted access to certain areas of the park for a number of days. The River Lee flooded, in the flood bowl as designed and planned, several times over the period.
- 4.4 An internal Audit Report on commercial activity revealed a number of shortcomings in our systems and processes. These are being addressed and a commercial strategy be presented to the Board in March.
- 4.5 A set of Olympic rings was installed in the park (near the playground and Velodrome) before Christmas. Several hundred meters of railings have now been installed. Works will be undertaken to narrow F02 bridge this winter, with works on F03 bridge taking place next financial year.

5 NAMING RIGHTS AND SPONSORSHIP

- 5.1 The Mayor has written to a target list of 40 companies on the Naming Rights process. Meetings are in the diary with a number of blue chip companies, with bespoke sales materials being prepared on a case by case basis. A draft set of criteria, based on TfL and GLA's approach is at Appendix 1 for the Board's consideration.

- 5.2 The British Olympic Association has granted approval to bring a radio partner and newspaper partner to the Park for an initial two year period. This will help with marketing the Park, driving footfall and increasing coverage, essential for the Naming Rights sponsor. Discussions have commenced to identify our preferred partners.

6 EVENTS

- 6.1 All LLDC funding for events has been combined to create a joined up approach to activation on the Park. This will also enable LLDC funded events and programming to be more easily themed to support our existing priorities and programmes such as Create, Design, Make, Local meets International, History and Industry, Your Park and Active People Active Park.
- 6.2 The Invitation to Tender for a Lessee for Stratford Waterfront did not attract any returns. The feedback from potential operators was that they did not feel a one year agreement was viable although they expressed continued interest in being considered for the Stadium Plus operator procurement. Discussions are underway to secure tenants for shorter periods and there is some interest in this.
- 6.3 Confirmed Events for 2014 include:
- **Opening Weekend** 5 and 6 April 2014 – a series of small scale animations to enhance and draw attention to the newly opened park.
 - **Tour de France** – 7 July – passes through Queen Elizabeth Olympic Park with a fan site likely to be sited on The International Quarter.
 - **Ride London** 10 August – start of Ride 100 and Classic events. The focus will be the Start with no festival activity this time

7 STADIUM PLUS OPERATOR

- 7.1 The stadium plus operator PQQ has been issued and an industry day was held on 17 January. Responses to the PQQ are due back by 14 February.

8 APPENDICES

Appendix 1 – Draft Sponsorship Policy
Appendix 2 – Outdoor Events Application Guidelines
Appendix 3 - Park Events 2014 (exempt information)

List of Background Papers

- None

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DRAFT LONDON LEGACY DEVELOPMENT CORPORATION SPONSORSHIP POLICY

1 PURPOSE

- 1.1 This policy applies to the London Legacy Development Corporation (“LLDC”) in relation to sponsorship of the respective services, venues, facilities, activities or events in or around the Queen Elizabeth Olympic Park (“the Park”). This policy will also be adopted by E20 LLP in relation to the Stadium Naming Rights.
- 1.2 This policy outlines the principles that must be followed when the LLDC is contemplating entering into an arrangement for its services, facilities, or activities to be sponsored.

2 SCOPE

- 2.1 This policy applies when LLDC is the recipient of sponsorship as opposed to when it is providing sponsorship to a third party.
- 2.2 It applies to LLDC, as well as any contractors or agents of LLDC providing services, facilities, or activities.
- 2.3 All sponsorship arrangements entered into by LLDC must be in accordance with this policy.

3 DEFINITIONS

- 3.1 SPONSOR means the person or entity that is sponsoring the LLDC’s service, facility or activity.
- 3.2 SPONSORSHIP means a commercial arrangement whereby a Sponsor provides a cash or in-kind contribution to support a service, facility or activity of the LLDC or E20 in return for certain specified benefits.
- 3.3 The BOA means the British Olympic Association with whom the LLDC has entered into a brand licence allowing use of the word “Olympic” in the Park’s name and with which come a series of conditions and restrictions relating to sponsorship and association with sponsors.
- 3.4 The GLA means the Greater London Assembly, which the LLDC reports to.

4 THE PRINCIPLES

- 4.1 The principles that must be adhered to are:
 - 4.1.1 Principle 1: The LLDC may only enter into sponsorship arrangement when it is in the best interest to do so.
 - 4.1.2 Principle 2: Sponsorship opportunities must support or further the LLDC’s objectives and priority themes.
 - 4.1.3 Principle 3: Sponsorship must represent value for money and any benefits conferred on the sponsor must be proportionate to the value of the sponsorship.
 - 4.1.4 Principle 4: The sponsorship must comply with LLDC’s licence with the BOA regarding the use of the word “Olympic”.

5 PRINCIPLE 1: THE LLDC OR E20 MAY ONLY ENTER INTO SPONSORSHIP ARRANGEMENTS WHEN IT IS IN ITS BEST INTEREST TO DO SO

- 5.1 LLDC should only accept sponsorship when it is in the public interest for it to do for example to help relieve the burden of the running costs of the Park through revenue from sponsorship income.
- 5.2 This rule is particularly relevant to the types of sponsors that LLDC may align itself with in the delivery of a service, facility or activity.

APPROPRIATE SPONSORS

- 5.3 LLDC will not enter into a sponsorship arrangement that may or may be perceived to have a detrimental impact on the LLDC's ability to discharge its functions impartially or may put the LLDC's reputation at risk.
- 5.4 LLDC will not enter into a sponsorship arrangement that may breach the terms of the brand licence with the BOA.
- 5.5 LLDC will not put itself in a position where it might be said that a sponsorship has or might have or may be thought to have;
 - 5.5.1 Aligned LLDC with any organisation that conducts itself in a manner that conflicts with or undermines its aims, objectives and priority themes
 - 5.5.2 Aligned LLDC with any organisation that promotes messages relating to public controversy and sensitivity, and/or a controversial organisation that is likely to cause widespread or serious offence to members of the public on account of its services, products or values.
 - 5.5.3 Limited LLDC's ability to carry out its functions fully and impartially or
 - 5.5.4 Personally benefitted individual LLDC or E20 employees, or their friends or family.
- 5.6 LLDC will not enter into agreements for sponsorship from:
 - 5.6.1 Political parties and pressure groups
 - 5.6.2 Organisations in financial, planning, legal or other conflict with the LLDC
 - 5.6.3 Organisations involved in unlawful discrimination against people with one of more protected characteristics within the terms of the Equality Act 2010
 - 5.6.4 Manufacturers or sales of tobacco and
 - 5.6.5 Organisations deriving income from pornography or immoral activities

The above list is not exhaustive and LLDC retains the right to decline sponsorship from any organisation or individual in respect of particular products or projects which it, in its sole discretion, considers inappropriate for whatever reason.

In identifying a sponsor LLDC will generally seek to consider the appropriate balance of the commercial offer, the strategic fit of the proposed sponsor and their plans for activation of the rights on offer.
- 5.7 It is essential that a potential sponsor is sufficiently vetted including gaining information about its associated businesses, other activities or interests and financial position so that a complete picture can be established and a proper assessment of the sponsor is carried out prior to any arrangements being formalised. These checks should continue during the term of the sponsorship agreement.

6 PRINCIPLE 2: SPONSORSHIP OPPORTUNITIES MUST SUPPORT OR FURTHER LLDC's OBJECTIVES AND PRIORITY THEMES

- 6.1 LLDC must assess a sponsorship proposal in light of the purpose for which the particular service, facility or activity to be sponsored is used or is being developed or the particular activity to be sponsored is being undertaken.
- 6.2 LLDC has very restrictive sponsorship opportunities in relation to the Park through restrictions imposed through the BOA Brand licence which have been incorporated in LLDC's sponsorship objective and must be adhered to at all times.
- 6.3 LLDC's priority themes must be taken into account when considering whether a sponsorship opportunity is appropriate.

7 PRINCIPLE 3: SPONSORSHIP MUST REPRESENT VALUE FOR MONEY AND ANY BENEFITS CONFERRED ON THE SPONSOR MUST BE PROPORTIONATE TO THE VALUE OF THE SPONSORSHIP

- 7.1 The value of the sponsorship should be assessed and researched by sponsorship experts prior to taking the property to market. The real value of what a company is prepared to pay for the sponsorship property in question will be determined by what the sponsorship market is willing to pay at that particular time.
- 7.2 In order to get the best possible sponsorship deal representing value for money for LLDC, the sponsorship opportunity must be advertised to the market in the appropriate way.
- 7.3 If a sponsorship arrangement is not advertised openly, LLDC will document the sponsorship arrangements and set out why advertising was not appropriate on that occasion.
- 7.4 Alternative funding options should also be considered if appropriate.

8 PRINCIPLE 4: THE SPONSORSHIP MUST COMPLY WITH LLDC'S BRAND LICENCE WITH THE BOA REGARDING THE USE OF THE WORD "OLYMPIC"

- 8.1 The Brand Licence and Brand Manual should be adhered to at all times when entering into a sponsorship agreement. This currently prohibits;
 - 8.1.1 Bringing sponsorship partners to the Queen Elizabeth Olympic Park (with the exception of the media partner category)
 - 8.1.2 Restricts how a sponsor is able to use the Park name and logo

9 FORMALISING THE SPONSORSHIP ARRANGEMENT

- 9.1 A sponsorship arrangement must be formally recorded by way of a binding agreement between LLDC and the Sponsor.
- 9.2 The binding agreement should protect LLDC's position, liabilities and reputation

10 REPORTING SPONSORSHIP ARRANGEMENTS

- 10.1 All sponsorship arrangements will be recorded by LLDC however, commercially sensitive information will not be disclosed publicly.

11 OTHER RELEVANT POLICIES

- 11.1 LLDC will regard its policies on fraud, corruption and bribery when considering entering into a sponsorship arrangement.

12 POLICY OWNER

- 12.1 This policy is owned by the Director of Commercial and Park Marketing on behalf of LLDC.

13 PUBLICATION

- 13.1 This policy will be published on the Park website and made available to any body or organisation interested in any of LLDC sponsorship opportunities available.

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Holding outdoor events on Queen Elizabeth Olympic Park

Application guidelines

January 2014

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• Introduction

Queen Elizabeth Olympic Park is one of the most talked-about areas of London – and the largest new urban park to be built in the UK for over 100 years. As a living legacy of the London 2012 Olympic and Paralympic Games, seen by billions all around the world as part of one of the most successful Games of recent years, the Park is transforming east London into one of the capital's most vibrant hotspots.

Opening in spring 2014, Queen Elizabeth Olympic Park will combine the multi-cultural pulse of the London community with the natural beauty of green spaces and canals, the essence of sporting excellence inspired by the Games and the energy of dynamic events and attractions. It will bring the best of London together in one place – creating an exciting new home for business, leisure and life.

There are over nine train and tube links, plus Crossrail from 2018; as well as numerous bus and coach routes. The quickest connection to St Pancras International takes only seven minutes and all of London's major railway stations can be reached in under 40mins – making public transport the ideal way to get to the Park.

The London Legacy Development Corporation is the mayoral development corporation responsible for the long-term planning, development, management and maintenance of Queen Elizabeth Olympic Park and its facilities after the London 2012 Games. We are also the organization responsible for managing the booking process for events on the Park.

What type of event can I apply for?

This guide covers the process for applying for events and filming in the open spaces of the Park. There are a variety of spaces from small to large scale in Queen Elizabeth Olympic Park - our largest space in 2014 is the South Events Lawn which is 25,000 sqm, whereas our smaller spaces can provide more varied locations.

We are happy to consider applications from a wide range of different event, activations and filming opportunities and will look to make decisions to achieve a broad ranging but coherent and exciting programme.

Events and activities within the **Venues** on the Park are managed by their individual operators and these details are at the end of this document.

Filming and Photography enquiries are managed by Film London (please see contact details section for information).

Where on Queen Elizabeth Olympic Park can I apply to hold an event?

This application process is for the following outdoor areas of the park in 2014.

- The north of the Park - including the North Park Lawns, North Park Amphitheatre, North Park Crescent – 10,000 sqm (location guide [here](#))
- South Park Lawn – 25,000s sqm (location guide [here](#))
- South Park – including Carpenter’s Lock, the South Park Plaza, the Civic Room and Sun Lawn, which are all suitable for smaller events.
- The waterways

What if I want to hold an event in a venue?

The transformed former Olympic venues now have individual operators who run them. The LLDC will pass across booking requests to the applicable operator at the Aquatics Centre, Copper Box Arena, Timber Lodge and Lee Valley Velopark. Stadium requests for post 2016 are dealt with by the LLDC Events team. Contact details for each venue, and the Events team, are at the end of this document.

• When can I hold an event?

The north of the Park, including the Timber Lodge and Copper Box Arena are now open. The south of the Park, including the ArcelorMittal Orbit and the Aquatics Centre opens in the spring of 2014, with the Stadium open fully in 2016.

We are currently looking to programme a wide range of events on the Park during 2014. The initial period for assessment of hires for the 2014 season will take place in early February 2014, after a deadline for application of the **27 January 2014** (see note below). Subsequent assessments will take place on an ongoing first-come first-served basis, according to the criteria below.

• How are applications for events assessed?

In order to deliver on the ambition of a broad ranging, varied and inspirational programme, the LLDC will assess applications on the below criteria. Our ambition is to ensure that events on the Park deliver on the vision of an inspiring, creative and welcoming Park, which embodies and celebrates the diversity and energy of London and its communities. The programming and choice of events that take place on the Park is therefore key to achieving this.

We will consider applications from a wide range of different organisations:

- Arts and cultural
- Charitable and Not-for-profit
- Commercial and brand-led activity
- Community
- Private
- Sporting and educational

As the Park transforms with the development of its neighbourhoods and residential communities, the LLDC will update these guidelines to reflect the changing Park. Your event should reach out to Londoners, communities and visitors to the Capital and, where possible should encourage social cohesion across London’s diverse communities. However approval will not be given to any activity which the LLDC considers may be prejudicial to the Park’s interest or endanger public safety.

For 2014, all applications will be assessed by the following criteria:

- **Is the event suitable for the Park?**
 - Is the event open to all, despite the purpose of the event, encouraging social and community cohesion, diversity and inclusion?
 - Is the event distinctive, creative and a quality experience that varies the content of the Park?
 - Is the event in line with the Park's brand values – vibrant and imaginative, inviting and inspiring?
 - Will the event create local, regional, national or international interest?
 - Is the time, place and condition of the Park conducive to the holding of the event? (for 2014 please see the [2014 Specific Notes](#))
 - Is there enough time to plan the event?
 - Is the event likely to clash with another, or unduly restrict the use of the Park by the public?
 - How does the event and the cumulative impact of events on the Park affect local communities and businesses?
 - How will the event generate visitors to the Park?
 - Will the event generate revenue?
 - Is it ticketed? If so, is there a fair ticket price structure?
 - Are the ticket prices reasonable?

- **How does the event assist in meeting our Priority Themes?**
 - Benefitting local residents and encouraging community participation
 - Queen Elizabeth Olympic Park should be fully accessible for local people. This means ensuring that local residents are involved in how the Park develops; that economic opportunities are accessible to local people, businesses and social enterprises; and that sporting, cultural and leisure facilities and events in the Park can be used and enjoyed by local people at all income levels.
 - Championing equalities and inclusion
 - Will the event be inclusive, accessible and participatory? We have produced a simple guide that we expect all event organisers to work with and deliver against, in terms of meeting the requirements of deaf and disabled customers. This guide is available [here](#).
 - Ensuring high quality design
 - Architectural, urban and landscape design will be essential elements for creating a place that is engaging, safe, usable and beautiful, and which creates and maintains value over the long term. We would expect events to meet these same high standards.
 - Ensuring environmental sustainability
 - Is the event sustainable? Check out our simple [guide](#) which outlines the event organiser responsibilities towards sustainability.

- **Does the event organiser have the experience and capability to deliver the event?**
 - Has the event organiser previously held events of a similar scale and type?
 - Were those events satisfactorily run?
 - Will the event be safe and secure?
 - Is the event organiser able to meet the conditions of any relevant Park licences?
 - Is the event organiser financially sound, with the capability to deliver the event?

- Are the proposed management arrangements satisfactory?
- Will the event minimise temporary disruption and any lasting physical impact?

The LLDC will review your application against these criteria to decide the suitability of the event for the Park. As a primary objective is to ensure a varied programme the LLDC will actively look at a variety of content and therefore it is unlikely that several events of the same type will be given permission in a close time period.

Subject to its obligations under the Freedom of Information Act 2000, LLDC will maintain the confidentiality of applications as many events may be commercially confidential in nature.

2014 - specific notes

As 2014 is our first year of opening for the South Park Lawn and our second year in the north of the Park, we will be looking to ensure a varied range of activity across the park.

SUMMER 2014 – Initial assessment for hires

This summer represents the first opportunity for events and activities to be presented on the South Park spaces and Lawn. The South Park (25,000 sqm) and North Park Lawns (10,000 sqm) represent our largest available spaces for hire. We are looking for proposals to hire the events spaces for individual events during the course of year from spring 2014 through to April 2015. We will have our first assessment period in early February. The deadline for applications is **Monday 27th January 2014**, with a decision expected by 12 February 2014.

Mass participation events and road closures

The LLDC has responsibilities to work closely with our local boroughs, local businesses and communities and as such we aim to minimise the number of times road closures impact in the local area.

Community events

For 2014, the LLDC Community, Arts & Culture, Sports and Design teams will be looking to work with projects in the growth boroughs and communities around the Park to bring activities from outside into the Park. This follows on from projects as defined by [Stitching the Fringe](#)

In line with the Arts and Culture Strategy ([insert Link](#)) – artistic and cultural projects will be assessed to ensure they align with the strategy's core principles of Imagination, Quality, Impact and Viability.

• How much does it cost to put on an outdoor event on Queen Elizabeth Olympic Park?

Fees

We have a comprehensive rate card for determining fees for events and this can be downloaded [here](#). However, all fees will be discussed and agreed on a case-by-case basis.

Events in the Park will be subject the following charges:

- Event fee
- Bond – this money is held in case any damage occurs to the Park as a result of your event. If there is no damage to the Park or no remedial work is required after your event the money will be returned to you in full. For larger events, the bond may also be used to cover wear and tear to the Park.
- Any services or utilities provided or work carried out to facilitate your event.
- Compensation to any service or facility impacted by your event.

- **How do I apply to put on an event?**

Application form – what information is required

Once you have read these guidelines, you should be ready to complete our application form. The application form has been designed to give us the information we need to assess your proposal it is important that you include as much details as possible for each section of the form.

- **Other useful key information**

Safety is paramount at events. Everyone organising or running an event of any kind has a legal duty of care to their employees, contractors and members of the public. We require that a named person takes responsibility for the proposed event and this individual will be the point of contact for the safe planning and execution of the event.

Recommended reading: [Health & Safety Executive website events guidance](#)

All event organisers will be expected to provide evidence that you hold the appropriate level of public liability insurance for the proposed event.

LLDC hold the licences for regulated entertainment for the majority of the spaces and venues within the Park. These should cover the events taking place in the Park, but we will let you know if you are required to apply for a licence. Our licences have a number of conditions on them to which you must adhere in delivering your event. We will let you have a copy of these conditions on approval of your event application.

There may be other licences and permissions that you need to consider in order to deliver your event. LLDC can advise on what these may be once we have a good understanding of the nature of your event. These may need to be applied for through the relevant local authority for the space your event is taking place in.

You will need to coordinate consultation with local stakeholders and businesses that may be effected by events in the Park. Other organisations that you may need to consult include local authorities, Metropolitan Police, London Fire Brigade, London Ambulance Service, Transport for London and we can help with facilitating this, if your application form is successful.

We aim to respond to all enquiries and applications in good time. As outlined above, we will be assessing applications for 2014 events in early February 2014 and thereafter on an ongoing basis.

If you have any queries please contact the team on the details below.

- **Next steps**

1. Once an application has been received it is assessed by the Events & Programming team.
2. If deemed necessary, you will be contacted by a member of the team to discuss your application and fees. If the event seems it may be appropriate, we may meet you to further discuss the event.
3. If your event is approved, an Acceptance Letter will be issued outlining the basic event details, payment schedule, documentation required before your event takes place and the next steps in the planning process.
4. If your event does not meet our criteria for holding events, you will be sent a Rejection Letter. A rejection will not affect your right to submit alternative applications.
5. Once your event has been approved you will be assigned an Event Manager as your point of contact. You will have to sign the LLDC hire agreement.

6. Under no circumstances should you publicise your event as taking place at Queen Elizabeth Olympic Park until you have signed a contract with LLDC or the venue operator, and made a deposit payment.

- **Contact Details**

OUTDOOR EVENTS ON THE QUEEN ELIZABETH OLYMPIC PARK

Events Team for Queen Elizabeth Olympic Park

events@londonlegacy.co.uk

London Legacy Development Corporation

0203 288 1800

Level 10, 1 Stratford Place

Montfichet Road

London, E20 1EJ

Filming & Photography

QEOP@filmlondon.org.uk

Film London

0207 613 7683

QUEEN ELIZABETH OLYMPIC PARK VENUES

Appendix 2

Venue	Operator	Contact
ArcelorMittal Orbit & the Podium	Balfour Beatty Workplace	Vicky Martin - General Manager Victoria.martin@cofely-gdfsuez.com
Copper Box Arena	Greenwich Leisure Limited	Russ Barnes - Venue Manager Russ.Barnes@GLL.ORG Natasha Welman - Dep Venue Mgr Natasha.Welman@GLL.ORG
London Aquatics Centre	Greenwich Leisure Limited	Gregg Holland - General Manager Gregg.holland@gll.org
Lee Valley VeloPark including the Velodrome and Lee Valley Hockey & Tennis Centre	Lee Valley Regional Park Authority	Abartlett@leevalleypark.org.uk
Timber Lodge	Camden Society	Kaliopi.carras@unitykitchen.co.uk
Stadium	Closed until 2016. Any enquiries to LLDC Events Team above	

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Subject: Corporate risk and issues update
Meeting date: 27 February 2014
Report to: Board
Report of: Jonathan Dutton, Executive Director of Finance and Corporate Services

This report will be considered in public

1 SUMMARY

- 1.1 This report forms part of the Board's risk update and provides a summary of corporate risks and issues.
- 1.2 An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2 RECOMMENDATION

- 2.1 The Board is invited to note this report and the supplemental appendix on Part 2 of the agenda containing exempt information.

3 LLDC RISK AND ISSUES MANAGEMENT PROCESS

- 3.1 Corporate level risks and issues are identified by the executive management team and the risks have been summarised in the LLDC's Three Year Business Plan. Updates on corporate risks and issues, including new risks and issues raised, are reported to the LLDC Board through the quarterly corporate report and an annual review and to each Audit Committee meeting. Summaries of current corporate risks and issues are shown in sections 3 and 4 of this report.
- 3.2 Risk ratings are based on analysing the likelihood of a risk occurring and the consequence of that risk if it occurred. Red risks are rated as having a high likelihood and/or a significant consequence; amber risks are lower than red and typically those that have a medium likelihood and medium consequence; green risks are those where neither the likelihood nor the impact are more than medium. Mitigation plans are in place to manage the likelihood of risks occurring and/or their impact should they occur. A red

issue is an occurrence that requires urgent attention; an amber issue requires attention; and a green issue requires little or no attention.

4 LLDC CORPORATE RISKS AND ISSUES

- 4.1 A summary of LLDC corporate risks is shown in the table below. Significant changes to the register in recent weeks are summarised in sections 3.2 to 3.7:
- 4.2 The red risk 3 relating to the **capacity of the organisation** has been updated to reflect the challenge of required resources for Park re-opening and in the action plan to reflect progress with the GLA on the revenue budget gap.
- 4.3 The **Park Opening** amber risk (ref 3) has been updated to reflect the current position, including a reference to the Park opening date of 5 April 2014 and to include challenges relating to wayfinding and constructor works in the North Park.
- 4.4 The amber risk 4 about the **Stadium** has been updated to reflect the risk to the construction programme.
- 4.5 A new amber risk 5 about commitments to deliver large and high profile **construction projects** on the Park including housing, schools and cultural and educational activities.
- 4.6 Risks relating to **visitor experience and visitor numbers** have been merged into one amber risk following Audit Committee comments (ref 7).
- 4.7 A new green risk reference 17 about the ability of the Corporation to meet **priority theme** targets and aspirations.
- 4.8 The green risk reference 18 relating to **IT and information** risks has been closed at the corporate level and is being managed at the Finance and Corporate Services directorate level.
- 4.9 Corporate risks are as follows, further information is contained in the appendix (exempt information).

Ref	Summary and current status	Impact	Mitigation
1	Red 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
2	Red risk that the Corporation does not have the capacity to deliver on areas of activity, particularly after the current	Impacts on the legacy programme, damage to the Corporation's	Negotiations with GLA in the three year budget round. Ensure efficient use of available resources and continue to review

Ref	Summary and current status	Impact	Mitigation
	comprehensive spending review period.	reputation and increasing costs.	organisational design.
3	Amber risk that the Park opens later than has been announced: 5 April 2014.	Significant reputational, operational and financial impacts.	Defined and established work programmes and milestone achievement regularly reviewed at Executive and Board levels. Park Opening Programme monitoring progress of key projects. Opening date announced, communications plan implemented.
4	Amber risk that construction budgets for the Stadium will not be sufficient and/or the programme will slip.	Significant financial, reputational and operational impacts.	Budgets secured for the construction work, procurement programme underway. Agree fixed price contract with tier one contractor.
5	Amber risk about the ability to deliver commitments to deliver large and high profile construction projects on the Park including housing, schools and cultural and educational activities.	Significant financial and reputational impacts for the Legacy Corporation	Close engagement with partners. Detailed programme plans in place and being implemented.
6	Amber risk about the successful completion of the deal with iCITY for Press and Broadcast Centre, including planning and technical issues.	Negative impacts on jobs created, reduced financial returns and damage to LLDC's reputation	Close working with iCITY including technical support, discussions around planning issues.
7	Amber risk that the Park re-opens in Spring 2014 without the facilities to deliver a high quality visitor experience and meet long term visitor numbers, due to (for example) wayfinding issues, the quality of Parklands available and construction works in the North.	Significant reputational impacts and possible anti-social behaviour	Announcing what will re-open with clear communications plan. Mobilisation of operators for venues and attractions on the Park. Ensuring the park is animated through events. Ensure a customer service focus on the Park. Monitor visitor numbers.

Ref	Summary and current status	Impact	Mitigation
8	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.
9	Amber risk that there will be uncertainty relating to organisational change.	A significant reduction in staff morale leading to reduced productivity and reputational risks.	Ensuring good internal communications to keep staff updated.
10	Amber risk that there will be assets transferred to LLDC without warranties.	A reduction in the value of assets and LLDC's ability to dispose of them.	Determine scope of the possible exposure through negotiations with suppliers of key assets.
11	Amber risk about failing to deliver regeneration and convergence impacts of the Park for local communities.	A reduction of the regenerative and convergence impact of the Park for local communities.	Implement socio-economic policy, agree and monitor strong targets in contracts (EFM, Transformation and venue operator contract targets already agreed), and close working relationship with partners.
12	Amber risk that there will be issues relating to anti-social behaviour on the Park including criminal activity.	Undermining the reputation of the Park as safe and secure, and deterring potential or repeat visitors.	Security programme including railings, CCTV, hostile vehicle mitigation, signage and wayfinding, security staff and police presence being delivered.
13	Green 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.
14	Green risk about community safety and maintaining the Park as safe and secure.	Crime on the Park and deterring potential or repeat visitor	Security measures including security and police patrols and CCTV.

Ref	Summary and current status	Impact	Mitigation
15	Green risk about site management and communications between Games-time and Park opening.	Negative impacts on the Corporation's reputation with local residents (including new residents in the East Village) and prospective visitors.	Manage expectations through Park Unfolding plan. Develop interim uses, Park tours and controlled events. Implement considerate construction programme and good communications with residents.
16	Green risk that related development projects undertaken by other organisations are not successful.	Negative knock on effect on the success of the Park.	Close work with partners to influence developments and monitor progress.
17	Green risk that risk that commercial arrangements and economic pressures will mean that the Corporation is not able to meet all of its priority theme targets	Impacts on the reputation of the Corporation	Robust contract management and the maintenance of excellent relationships with parties and stakeholders.
18	Green risk that the Corporation's IT systems, information management and security will not be robust enough to cope with increasing requirements.	Commercial and reputational damage to the Corporation, and potential operational failure.	Procurement of new IT provider and increase 17in internal resourcing complete. Continue to implement IT strategy.

5 LLDC CORPORATE ISSUES

5.1 A summary of LLDC Corporate issues is shown in the table below.

5.2 Two red issues have moved down in rating: issue 1 that the amount of activity required in 2013/14 would cause pressure on the Corporation has reduced to green given progress made so far in 2013/14; and issue 2 about the Corporation's funding gap from 2015/16 has reduced to amber following good progress with GLA. Further information is contained in the appendix (exempt information).

	Summary	Action Plan
1	Green issue about the pressures on the Corporation as a result of the increased level of activity and spend in 2013/14.	Ensure resources and systems are in place to cope with the increased requirements in 2013/14.
2	Amber issue: The Corporation has no capital and insufficient revenue funding in place for 2015/16 onwards.	Agree ability to retain sufficient capital receipts to fund future needs. Completed review of estimates of revenue performance of the Corporation with the GLA to ensure greater clarity on funding gap, funding has been included in GLA's budget submission. Seek funding as appropriate to cover the gap. Operate in a manner that prioritises the generation of income.

6 LEGAL IMPLICATIONS

6.1 Legal and procurement team have been advising on the key legal and procurement implications and mitigation in relation to the risks identified within LLDC.

7 APPENDICES

- Appendix 1 – Exempt information relating to the corporate risk and issues register (including in part 2 of the agenda)

List of Background Papers

- LLDC three year business plan approved by LLDC Board in March 2013

Report originator(s): Oliver Shepherd
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Subject: 9/11 London Project Foundation
Meeting date: 27 February 2014
Report to: Board
Report of: Rosanna Lawes- Director of Development

This report will be considered in public

1. SUMMARY

- 1.1. The following report provides an update to the Board on the proposal for the London Legacy Development Corporation (“the Legacy Corporation”) to enter into a lease with the 9/11 London Project Foundation charitable trust (“the Foundation”) to locate a piece of Artwork on the Queen Elizabeth Olympic Park (QEOP).
- 1.2. A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2. RECOMMENDATIONS

The Board members is invited to:

- 2.1 Note the current status of the 9/11 London Project, the planning application submitted by the 9/11 London Project Foundation, which is to be considered by the LLDC Planning Committee on 25 March 2014.
- 2.2 Note that any lease would require Mayoral consent under S209 of the Localism Act. Prior Mayoral consent is also required under Section 4.5 of the London Legacy Development Corporation Governance Direction 2013.

3. TIMING

- 3.1. The planning application is being considered before the London Legacy Development Corporation Planning Committee (PDC) on 25 March 2014.

4. BACKGROUND

- 4.1. The Foundation is an educational charity established to ensure that “the legacy of 9/11 is one that builds hope from tragedy”. Its mission is “to develop, out of the horror of the events of 11th September 2001, an educational programme for schools, devoted to a proper understanding of what happened; and thereby help to reduce the possibilities of any similar act in the future”. The Artwork, designed by Miya Ando, an American post-minimalist artist whose “metal canvases and sculpture articulate themes of contradiction and juxtaposition of ideas”. The work uses 30 foot tall pieces of steel that had fallen from the World Trade Centre buildings in New York, and was completed in 2011; a photograph of the Artwork is attached at Appendix A.
- 4.2. The Artwork was gifted to the UK to honour the nearly 3,000 people, including 67 Britons, who died in the 9/11 attacks. It was unveiled on a temporary basis at Battersea Park in 2011 and was removed a short time later. A subsequent attempt was made to site it permanently in Potters Fields next to City Hall. It was granted planning permission, but the Friends of Potters Field Park refused permission for its installation. Other attempts to house it in London have been unsuccessful.
- 4.3. At the 17 September 2013 Board meeting it was agreed that the LLDC Board consider the relocation of the 9/11 Memorial sculpture to the Queen Elizabeth Olympic Park at a future meeting.

Planning and Consultation

- 4.4. The Foundation presented the scheme to the PDC on 26 November 2013 and subsequently submitted their planning application to Planning Policy and Decisions Team (PPDT) on 5 December 2013.
- 4.5. The Foundation also presented the proposal to the Quality Review Panel (QRP) on 19 December 2013. Thirteen members of the Legacy Youth Panel were also presented with the plans for the structure. Comments from the Quality Review Panel and the Legacy Youth Panel will be considered by the Planning Committee.
- 4.6. The Legacy Corporation identified a suitable site on the Queen Elizabeth Olympic Park (QEOP) at Appendix B.
- 4.7. The planning application will be considered on 25 March 2014.

Lease Terms

- 4.8. The proposed lease terms are detailed within the private report.

5. FINANCIAL IMPLICATIONS

- 5.1. The financial implications are detailed within the private report.

6. LEGAL IMPLICATIONS

6.1. The legal implications are detailed within the private report.

7. Appendices

Appendix A: The Artwork Design

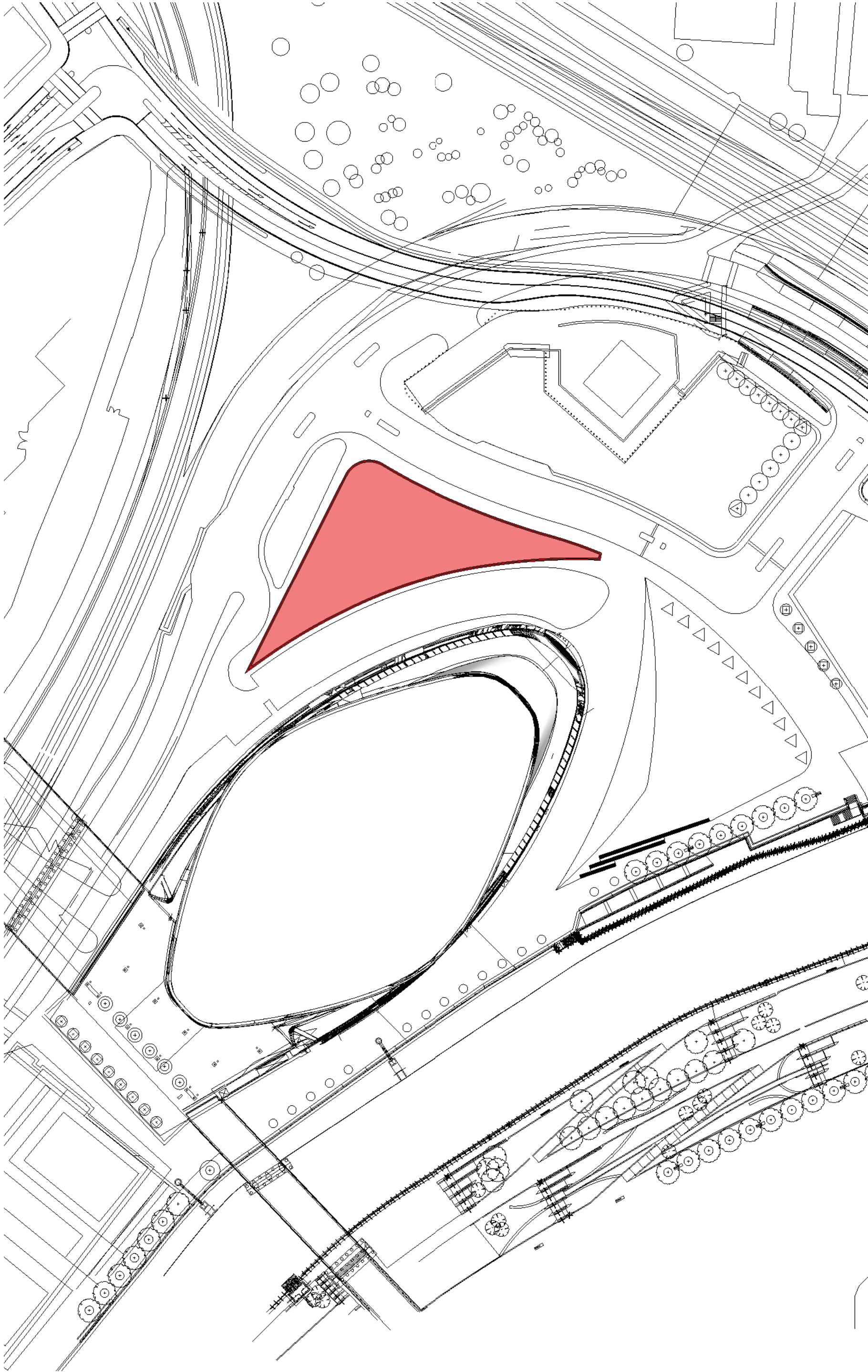
Appendix B: Plan illustrating the proposed location of the Artwork

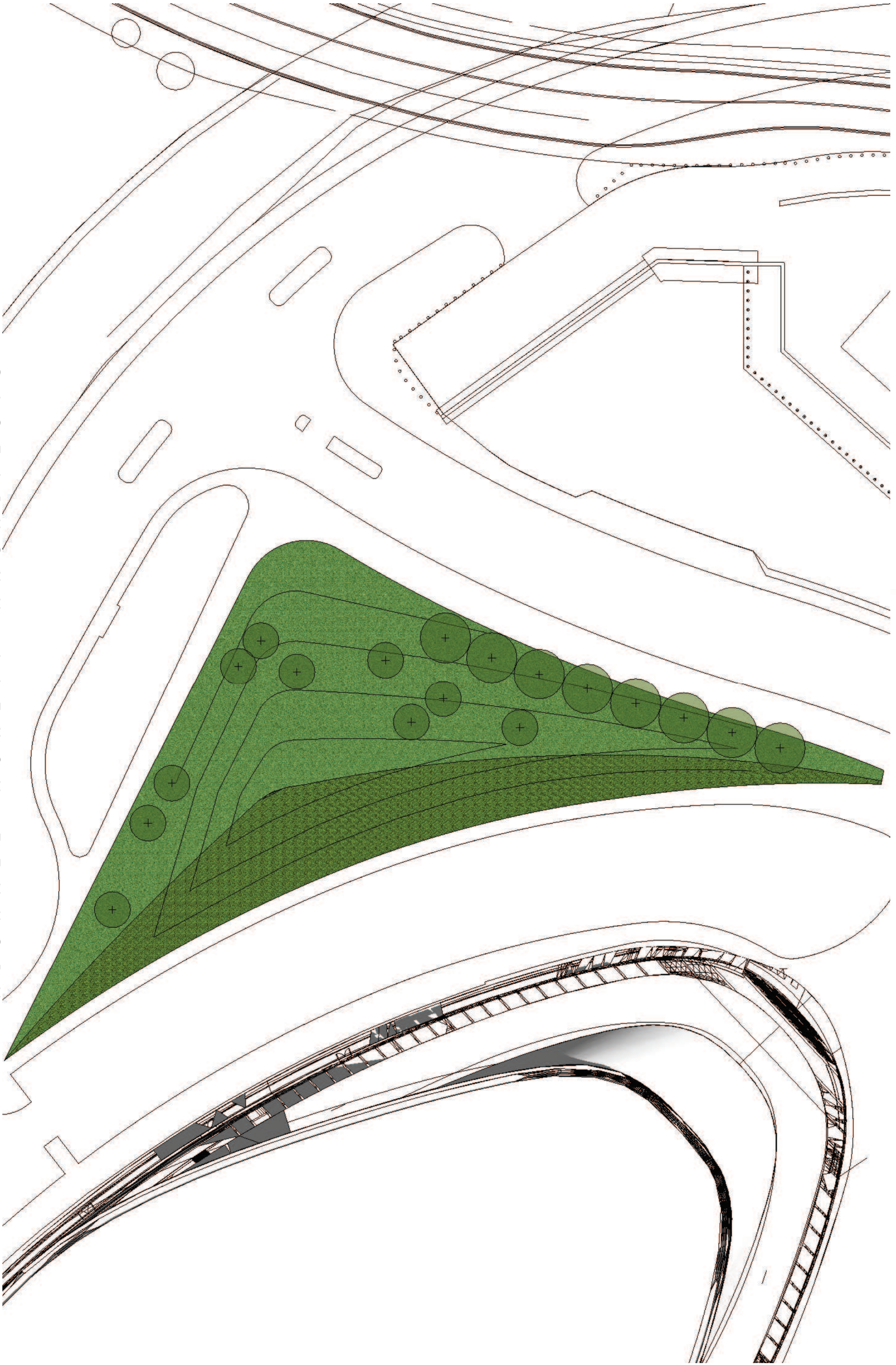
List of Background Papers:

None

Report originator(s): Henrietta Atkinson
Telephone: 020 3288 1461
Email: henriettaatkinson@londonlegacy.co.uk

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M1014 - 9/11 LONDON PROJECT



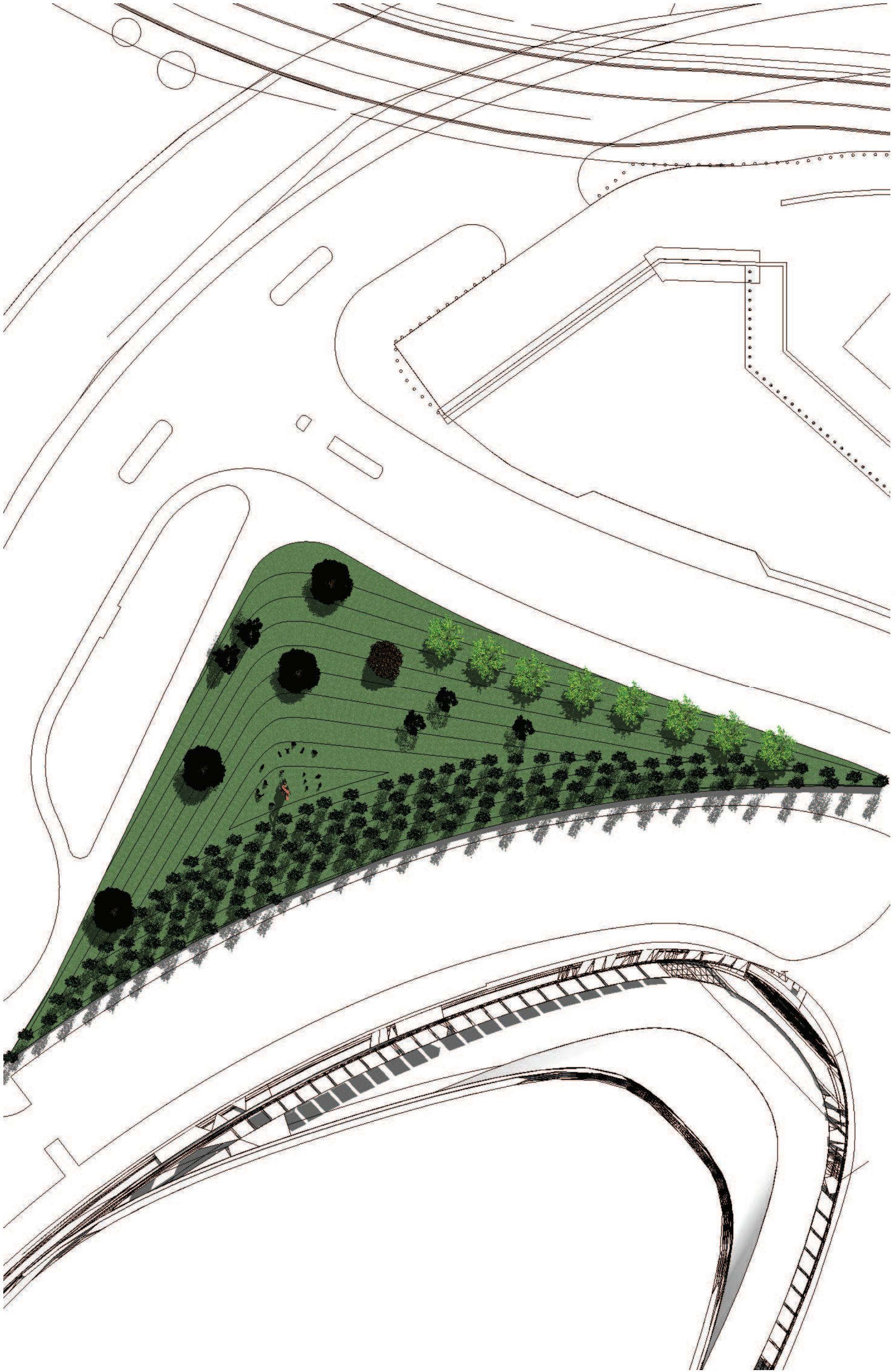
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9/11 London Project

CURRENT SITE PLAN

SCALE 1 : 500 @ A3
 M1014 /1001
 A



M1014 - 9/11 LONDON PROJECT



9/11 London Project

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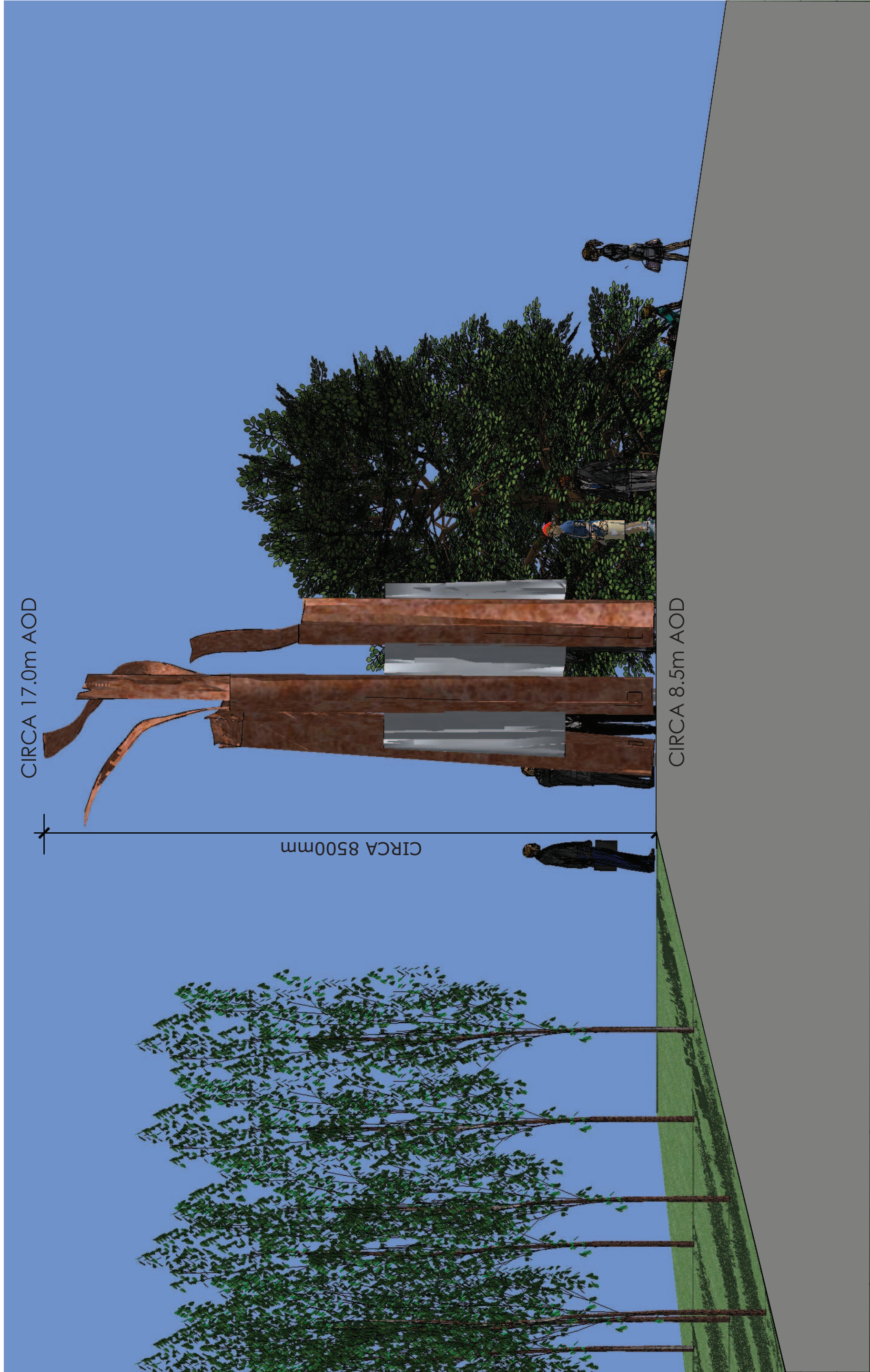


PROPOSED SITE PLAN

SCALE 1 : 500 @ A3
M1014 /1010
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