

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

**Meeting Date:** Tuesday 29 October 2013

**Time:** 2.00 pm

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

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Members of the Board of the London Legacy Development Corporation are hereby notified and requested to attend the meeting of the Board at 2.00 pm on Tuesday 29 October 2013 to transact the business set out below.

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**Committee Members:**

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

**1 Apologies for absence**

**2 Declarations of interest**

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

**3 Minutes of previous meeting on 17 September 2013** (Pages 1 - 8)

The Board is asked to agree the minutes of the meeting held on 17 September 2013.

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

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

**5 Chief Executive's Report including Quarterly Report** (Pages 11 - 34)

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 July-September 2013.

**6 Report of the meeting of the Planning Decisions Committee held on 24 September 2013 and 22 October 2013** (Pages 35 - 38)

The Board is asked to note the report and verbal update on the meeting of 22 October.

**7 Report of the meeting of the Park Opening and Operations Committee held on 16 October 2013** (Pages 39 - 40)

The Board is asked to note the report.

**8 Report of the meeting of the Investment Committee held on 22 October 2013** (Pages 41 - 42)

The Board is asked to note the report and verbal update.

**9 Local Plan Consultation Document** (Pages 43 - 50)

The Board is invited to agree the Local Plan Consultation Document for the purpose of public consultation.

**10 London Living Wage** (Pages 51 - 54)

The Board is asked to note the report.

**11 Any other business the Chair considers urgent**

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

**12 Date of next meeting**

The next meeting of the Board of the London Legacy Development Corporation is scheduled to be held on Tuesday 26 November at 1.45pm at City Hall.

**13 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.*

**14 Minutes of previous meeting on 17 September 2013 containing exempt information** (Pages 55 - 60)

The Board is asked to agree the minutes of the meeting held on 17 September 2013 that contain exempt information.

**15 Exempt information relating to item 5 - Appendix 2 - Transformation Monthly Programme dashboards** (Pages 61 - 64)

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

**16 Exempt information relating to item 5 - Appendix 3 - Commercial update** (Pages 65 - 66)

The Board is asked to note the appendix.

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## MINUTES



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

**Date:** Tuesday 17 September 2013  
**Time:** 10.00 am  
**Venue:** LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place,  
Montfichet Road, London, E20 1EJ

**Present:** Boris Johnson (Chair)  
Neale Coleman (Deputy Chair)  
Nick Bitel  
Nicky Dunn  
Keith Edelman  
David Edmonds  
Baroness Grey-Thompson DBE  
Philip Lewis  
Lord Mawson  
Jayne McGivern  
Jules Pipe  
David Ross  
Sir Robin Wales

**In Attendance:** Jan Boud, General Counsel  
Paul Brickell, Executive Director of Regeneration and Community  
Partnerships  
Jonathan Dutton, Executive Director of Finance and Corporate  
Services  
Dennis Hone CBE, Chief Executive Officer  
Sally Hopper, Head of HR  
Rosanna Lawes, Director of Development  
Rachel Massey, Secretariat  
Colin Naish, Executive Director of Infrastructure  
Victoria O'Byrne, Director of Communications and Public Affairs  
Michelle Reeves, Olympic Park Legacy Manager, GLA  
Sue Riley, GLA Secretariat  
Ed Williams, GLA Secretariat

#### 1 Apologies for Absence

- 1.1 Apologies for Absence were received from Sonita Alleyne, David Gregson, Lutfur Rahman and Chris Robbins. Sir Edward Lister, the Mayor's Observer to the Board had also sent apologies.

## **2 Declarations of Interest**

- 2.1 The Chair noted that Members had declared registerable interests in line with the relevant Standing Orders and asked Board Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.
- 2.2 Neale Coleman, Deputy Chairman, declared an interest in Item 20 (District Energy Secondary Networks Update) in his capacity as an Olympic Delivery Authority (ODA) Board Member and left the meeting during discussion of that item.
- 2.3 Members of the E20 LLP board, declared interests at items 11 and 17.

## **3 Minutes of Previous Meeting on 23 July 2013**

- 3.1 The minutes of the meeting held on 23 July 2013 had been circulated with the papers.
- 3.2 **It was agreed that the minutes of the meeting of the Board held on 23 July 2013 be signed by the Chair as a correct record.**

## **4 Matters Arising**

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

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

- 5.1 The Chief Executive introduced the report providing progress updates on the activities of the London Legacy Development Corporation (LLDC) since the last meeting, and the related programme dashboard paper on Part 2 of the agenda.
- 5.2 The Chair updated the Board on the recent media coverage of his suggestion to relocate the 9/11 Memorial sculpture to the Queen Elizabeth Olympic Park. This was a decision that would be taken by the LLDC Board, but a proposal that the Chair would strongly endorse.
- 5.3 The Chief Executive highlighted the following:
  - (a) The soft opening of the Park took place on 29 July with over 135,000 visitors in the first month. In total, over 700,000 people had visited the Park to attend the summer events. A breakdown of the overall cost of these events was summarised in the dashboard in Part 2 of the agenda.
  - (b) Three significant contracts had been issued in relation to the Stadium including roof and enabling works.
- 5.4 **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.**

**5.4 The report was noted.**

**6 Report of the Meeting of the Planning Decisions Committee Held on 23 July 2013**

6.1 Nick Bitel, a member of the Planning Decisions Committee, introduced the report which provided an update on the meeting held on 25 June 2013, at which a report relating to a residential led mixed use scheme at Chobham Farm was considered. The Committee had also considered applications for Wingate House at Warton Road and William Guy Gardens, which had been refused based on the quality of the designs submitted.

**6.2 The report was noted.**

**7 Report of the meeting of the Audit Committee Held on 3 September 2013**

7.1 Keith Edelman, Chair of the Audit Committee, presented the report which provided an update from the meeting held on 3 September 2013.

7.2 The Committee had approved the internal audit plan for 2013/14, subject to some changes, and recommended the draft accounts to the Board for approval, which were being considered later in the meeting.

**7.3 The report was noted.**

**8 Report of the meeting of the Investment Committee held on 9 September 2013**

8.1 The Chair introduced the report which provided an update on the Investment Committee meeting held on 9 September 2013, which included discussions on the Legacy Communities Scheme – Phase 2, and the District Energy Secondary Networks Update, which were being considered later in the meeting, as well as the Legacy Communities Scheme Schools Delivery – Next Phase.

8.2 Positive progress was being made by the E20 Stadium Limited Liability Partnership.

**8.3 The report was noted.**

**9 2012/13 Statement of Accounts**

9.1 The Executive Director of Finance and Corporate Services introduced the paper recommending approval of the Annual Report and Statement of Accounts for 2012/13.

9.2 The draft accounts were unqualified, but the external auditors, Ernst & Young,

proposed to issue a qualified opinion on the LLDC's arrangements for securing economy, efficiency and effectiveness (value for money) in the use of resources. It was reported that following the Audit Committee meeting on 3 September 2013, the Executive Director of Resources at the GLA had written to Ernst & Young clarifying the LLDC's financial position and confirming the GLA's commitment not to leave the Corporation in an under-funded position. The external auditors were reviewing this information and a delegation was requested from the Board for the Chief Executive and the Executive Director of Finance and Corporate Services to finalise the wording of the value for money audit opinion with the external auditors.

9.3 It was noted that the accounts showed a loss for the year following the use of merger accounting practices for the introduction of the asset transferred from the ODA to the accounts of the LLDC.

9.4 The deadline for publication of the accounts was 30<sup>th</sup> September 2013.

**9.5 It was agreed that the Board adopt the 2012/13 Annual Report and Statement of Accounts, subject to the Chief Executive and the Executive Director of Finance and Corporate Services being given delegated authority to agree the final wording of the value for money opinion, in consultation with the external auditors.**

## **10 Staff Pay Award and One Organisation Update**

10.1 The Head of Human Resources presented the report updating the Board on the staff pay award and the One Organisation programme.

10.2 The GLA Olympic Park Legacy Manager confirmed that GLA Finance was currently reviewing the proposals for the staff pay award as LLDC was required to consult with the Mayor on pay and conditions.

10.3 Confirmation was sought that no employee of the LLDC was being paid less than the London Living Wage (LLW), including all staff who were sub-contracted. Officers advised the Board that no direct LLDC employees were paid under the LLW and that Tier 1 contractors pay the LLW and this is audited as part of the assurance process. The Executive Director of Regeneration and Community Partnerships noted that LLDC works with partners to ensure, as far as was possible, that all site workers were employed in accordance with the Labour Agency Voluntary Accord. It was suggested that the LLDC should be clear about where the LLW is paid including whether it is paid to all sub-contractors in all cases.

### **10.5 The Board:**

**(a) Noted the pay award outlined in the report and agreed that the Chairman's Committee receive further updates on the One Organisation programme, and in particular the pay and grading element of this programme; and**

**(b) Agreed that Sir Robin Wales be provided with details as to the assurance process used by the LLDC to ensure all workers employed either directly**

or in-directly by the LLDC were paid the LLW and that a further report be submitted to a future meeting on this issue.

## **11 Authority to Sign on Behalf of E20 Stadium LLP**

11.1 General Counsel introduced the report requesting approval for authorised signatories for legal documents.

**11.2 The Board noted the report and agreed that any one of the Chair, a Board Member, the Chief Executive, the Executive Director of Finance and Corporate Services or the General Counsel were authorised to sign, on behalf of the LLDC, acting in its capacity as member of E20 Stadium LLP, any contractual documents (including deeds) of E20 Stadium LLP.**

## **12 Any Other Business the Chair Considers Urgent**

12.1 There was no urgent business.

## **13 Date of Next Meeting**

13.1 The next Board meeting would be held on 29 October 2013 at 2pm.

## **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 2 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider items 15 to 20 on the agenda. Each of these papers contained information relating to the financial or business affairs of a person or authority.**

## **15 Minutes of Previous Meeting on 23 July 2013 Containing Exempt Information**

15.1 The minutes of the meeting held on 23 July 2013 had been circulated with the papers.

**15.2 It was agreed that the minutes of the meeting of the Board held on 23 July 2013 containing exempt information be signed by the Chair as a correct record.**

## **16 Transformation Quarterly Report - To End of June 2013**

16.1 The Executive Director of Infrastructure presented the report providing the Board with internal assurance on the delivery of the Transformation Programme.

16.2 The Board noted the good progress that had been made on the required works

and the good health and safety performance to date.

**16.2 The Board noted the report.**

**17 Exempt Information Relating to Item 5 - Transformation Programme Dashboards - August 2013**

17.1 The Chief Executive presented the exempt appendix to the CEO's report.

**17.2 The Board noted the dashboard.**

**18 Exempt Information Relating to Item 5 - Summer Events Series**

18.1 The Chief Executive presented the exempt appendix to the report on the Summer Event Series.

18.2 The Chair asked that his congratulations to the LLDC and the LLDC Board for hosting a successful series of summer events at the Park be recorded.

18.3 Members also noted that a number of staff had given up their time to volunteer during events. It was noted that staffing levels across the organisation, including the Parks and Operations Team, was currently being reviewed and it was unlikely that the same number of events would be held in future years.

**18.4 The report was noted.**

**19 Legacy Communities Scheme Delivery - Next Phase**

19.1 The Director of Development introduced the report seeking approval in procuring a developer partner/consortium to deliver Phase 2 of the Legacy Communities Scheme.

**19.2 The Board noted the report and agreed the recommendations as set out in the report.**

**20 District Energy Secondary Networks Update**

20.1 The Deputy Chairman declared an interest in this item as a Member of the ODA Board and left the meeting during the discussion on this item.

20.2 The Chief Executive introduced the report regarding the metering and billing for secondary energy networks within development sites in the Park.

20.3 It was noted that this issue had been discussed in detail at the Investment Committee.

**20.4 The Board agreed the recommendation as set out in the report.**

**21 Close of Meeting**

21.1 The meeting closed at 11.35am.

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Chair

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Date

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**Board Actions List (reported to the meeting on 29 October 2013)**

**Outstanding Actions from the Last Meeting**

<b>Minute No.</b>	<b>Item/Description</b>	<b>Action By</b>	<b>Target Date</b>	<b>Status/note</b>
<b>5.4</b>	<b>Chief Executive's report</b> Consider the relocation of the 9/11 sculpture to the Park at a future meeting	Board	2014 (date TBC)	Update in October CEO's report
<b>9.5</b>	<b>Statutory Accounts</b> Agree the final wording of the value for money opinion, in consultation with the external auditors.	Dennis Hone and Jonathan Dutton	30 September 2013	Complete
<b>10.5</b>	<b>Staff Pay award and One Organisation update</b> Prepare report on the implementation, including assurance and audit processes, of the London Living Wage.	Sally Hopper	29 October 2013	On agenda for this meeting

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**Subject:** Chief Executive's report to the LLDC Board  
**Meeting date:** 29 October 2013  
**Report to:** Board  
**Report by:** Dennis Hone, Chief Executive

## **FOR INFORMATION**

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**This report will be considered in public**

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### **1. SUMMARY**

- 1.1. This report provides progress updates on the activities of the London Legacy Development Corporation (LLDC) for the October 2013 Board meeting, in particular activities in early October 2013. Further progress updates on LLDC's programmes are set out in the attached Corporate Performance Report (appendix 1) which covers the July to September 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 is provided at appendix 3 (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. HACKNEY WICK STATION**

- 3.1. The Legacy Corporation has secured a loan of £8.5m from the London Enterprise Panel (LEP) for improvements to Hackney Wick Station. This scheme will help to unlock the full economic potential of Hackney Wick and support the creation of thousands of jobs. The Hackney Wick and Fish Island area (including iCITY, the new town centre around the station and the neighbourhoods of East Wick and Sweetwater) are anticipated to deliver new and improved business space creating thousands of new private sector jobs, and up to 6,000 new homes.
- 3.2. 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.

#### **4. TRANSFORMATION AND PARK OPENING**

- 4.1. LLDCs Transformation works to commence, clear, connect and complete the Park have continued and this is on track for Park opening in Spring 2014. See appendix 2 for additional information about the transformation programme and the stadium transformation programme (exempt information).
- 4.2. Following discussion at the last Board meeting regarding the 9/11 sculpture, members of the 9/11 London Project Foundation have visited the Park and are preparing proposals for consideration by LLDC.

#### **5. SPORT RELIEF**

- 5.1. 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.

#### **6. YOUNG POET LAUREATE**

- 6.1. Warsan Shire named the first ever Young Poet Laureate for London. The post of Young Poet Laureate was created by the Legacy Corporation as part of Spoke - a new visionary poetry and spoken word programme that will offer people in east London an opportunity to watch, perform and develop careers in spoken word and performance poetry in and around Queen Elizabeth Olympic Park. Warsan will produce a series of commissions creating work that reflects on our ever-changing capital, culture and society. This will begin 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.

#### **7. HEALTH AND SAFETY**

- 7.1. The Summer Events series was completed with few health and safety issues arising. The most significant adverse events were associated with criminal activity rather than accidental injury. Reviews of the series have identified lessons for future events, but the finalising of this is awaiting an independent review commissioned by Director of Park Operations and Venues.
- 7.2. On the Park there have been two accidents involving cyclists travelling down the disabled access slope from LO3 bridge (Copper Box to Stadium) to the footway on White Post Lane adjacent to POV HQ. In each case we have received notification of injury (in the first case in August a broken pelvis and elbow; in the second, a broken wrist). This has prompted a series of reviews, and as both incidents have occurred in areas that are borderlands between contractor works and public access these have focussed on maintaining safety even when works are being undertaken. It should be noted that if a work activity is implicated in an accident to a member of the public who is injured and as a result is transferred to hospital for treatment, it is reportable to the Health & Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).

- 7.3. Transformation works continue to progress with an unprecedented safety performance. The accident rate for site workers remains lower than achieved during the original ODA-led construction works and is now 0.083 (almost 1.2m hours worked for every reportable accident). The health programme has continued, with preparations underway to relocate the medical centre to the stadium, and host the service in a contract with BBW whilst concluding the one with Bam Nuttall while the stress management programme continues and the new quarterly focus will include colds and influenza. Work continues to strengthen the safety, health and environment programmes through events for supervisors (“Black Hat Conventions”), reward and recognition using badges, free breakfast vouchers and other means and the appointment through SHELTON of safety champions on each project, a commitment by management of the Tier 1s for improved and communicated project planning and cross-site safety tours.
- 7.4. A member of staff sustained an injury, whilst in the loading bay part of the building managed by Westfield. This accident is RIDDOR reportable. The accident investigation follow-up is being co-ordinated with Westfield and the Facilities Manager for Stratford Place. The LLDC’s HR team has been in regular contact with the member of staff.

## 8. APPENDICES

Appendix 1 – Corporate Performance: July - September 2013

Appendix 2 – Transformation Monthly programme dashboard and stadium transformation programme dashboard (exempt information)

Appendix 3 – Commercial update (exempt information)

### List of Background Papers

- None

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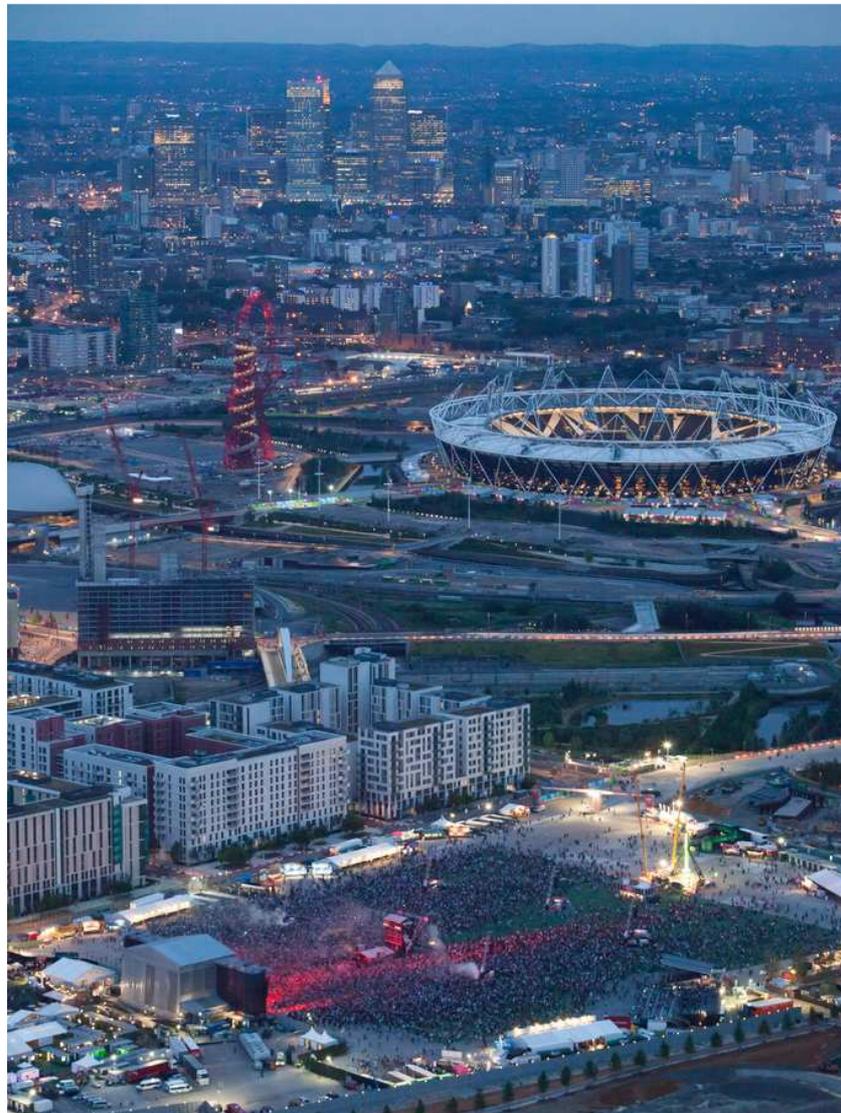
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## London Legacy Development Corporation Corporate Performance: July - September 2013



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 Corporation's (LLDC, the Corporation) Business Plan for 2013/14 – 2015/16 and sets out information about the 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, Regeneration and Community Partnerships; Planning Policy and Decisions; and Finance 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 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 July - September 2013

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

- Opened the Copper Box Arena to the public on 27 July,
- Opened the Timber Lodge and Tumbling Bay Playground and a small area of the Northern parklands to the public on 29 July
- Completed the Summer events series in the Park with over 700,000 people attending
- Completed submission of pre-commencement planning conditions; gained planning approval for Zonal Masterplan for Chobham Manor.
- Launched Motivate East, LLDC's Paralympic Legacy programme

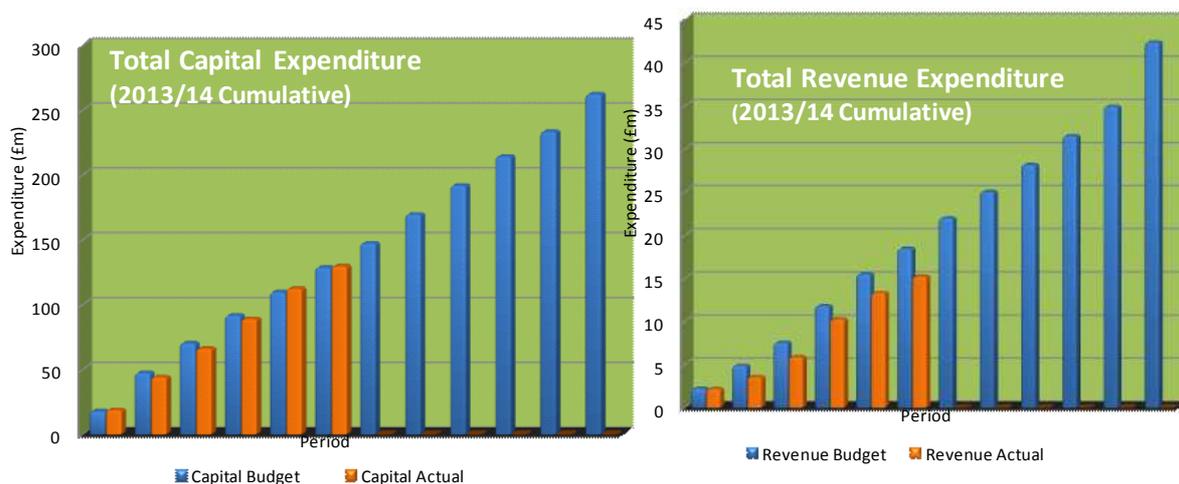
## Goals for the next period

Some of the key goals for LLDC for the period from October - December 2013 are to:

- Go to market to appoint a delivery partner for LCS phase 2 housing developments in East Wick and Sweetwater.
- Submit draft Local Plan consultation document to Planning Decisions Committee and Board and commence consultations.
- Submit Chobham Manor Reserved Matters application for planning approval.
- Submit planning approval for Press and Broadcast Centres.
- Appoint a Young Poet Laureate for London
- Receive a decision from London Enterprise Panel (LEP) on loan funding for Hackney Wick Station

## 1. Financial summary and commentary

Financial Performance Summary						
	Six months to September 2013			Full Year to March 2014		
£'000s	Actual	Revised Budget	Variance	Full Year Forecast	Revised Budget	Forecast Variance
Total Capital Expenditure	129,572	128,436	(1,136)	279,619	279,674	56
Total Revenue Expenditure	13,500	16,387	2,887	42,303	42,477	175



### Capital

At the end of the first half year, the Capital programme was £1.1m (0.9%) ahead of the phased budget. The most significant factor that drove this overspend was the acceleration of works within the All Park Infrastructure workstream helped by the favourable summer weather. The rest of the Capital programme has mainly underspends across the Directorates and other Transformation projects to date with the most significant being within Aquatics and the Stadium.

### Revenue

Revenue expenditure is 17.6% under budget. The underspend within the Park Operations and Venues Directorate has driven over half of this variance mainly as a result of the focus of efforts and resources on the Summer Event Series.

Expenditure on both Capital and Revenue workstreams is expected to pick up significantly in the second half of the financial year and an in depth consideration of the full year outturn forecast will be conducted during October in order to identify and manage any budgetary pressures.

### 3 Mills Trading

The cumulative deficit in 3 Mills Studios now stands at £343k as a result of the shortfall in income. Despite a disappointing start to the year, the operator appointed in April has been able to control expenditure effectively and conduct a thorough analysis of the existing business. The rental target was exceeded for the first time this financial year in September and this was also the first month that a profit was generated. New areas of business are

being explored including product launches and experiential marketing. The completed lease for the East London Science School will yield £247k rent in this financial year.

A more detailed breakdown is presented below.

£'000s	Six months to September 2013			Full Year to March 2014		
	Actual	Revised Budget	Variance	Full Year Forecast	Revised Budget	Forecast Variance
<b>Capital Expenditure</b>						
Infrastructure	113,292	109,932	(3,360)	221,983	215,030	(6,953)
Park Operations and Venues	1,975	2,798	822	8,789	8,789	0
Real Estate	2,909	3,351	441	17,987	21,522	3,535
Regeneration	747	1,280	532	6,455	6,455	0
Corporate Services	10,649	11,076	427	24,404	27,878	3,474
	<b>129,572</b>	<b>128,436</b>	<b>(1,136)</b>	<b>279,619</b>	<b>279,674</b>	<b>56</b>
<b>Revenue Expenditure</b>						
Park Operations and Venues	4,230	5,756	1,525	14,574	14,574	0
Real Estate	140	762	621	2,358	2,852	494
Regeneration	1,094	1,385	291	3,436	3,436	0
Planning Policy and Decisions	(128)	207	335	134	656	522
Corporate Services	8,163	8,277	114	21,800	20,959	(841)
	<b>13,500</b>	<b>16,387</b>	<b>2,887</b>	<b>42,303</b>	<b>42,477</b>	<b>175</b>

£'000s	Six months to September 2013			Full Year to March 2014		
	Actual	Revised Budget	Variance	Full Year Forecast	Revised Budget	Forecast Variance
<b>Summer Event Series</b>						
Income	(3,195)	(2,194)	1,000	(3,200)	(2,724)	476
Expenditure	3,212	2,664	(548)	3,450	2,714	(736)
<b>Net</b>	<b>17</b>	<b>470</b>	<b>452</b>	<b>250</b>	<b>(11)</b>	<b>(261)</b>

## Capital Expenditure

In Infrastructure, the key overspend is within the All Park workstream although this was offset by underspends in other areas as follows:

The acceleration of works within the All Park workstream following the favourable weather has caused the workstream to be £8.1m ahead of budget. Progress has been maintained on the Velopark to achieve the December handover date to LVRPA. Bridge Y04 has been lifted into position and works to renovate the Y01 bridge to become permanent have progressed. Progress continues with the installation of the lift at the H10 bridge although completion may be delayed until January due to problems experienced with uncharted utilities.

Other Projects workstream is £1.3m behind budget. Overall landscaping works is behind schedule although the allocation of additional resources and weekend working have helped to recover some of the delays experienced in previous months. Skanska are concentrating on critical path activities such as the Pleasure Gardens, Water Feature and Carpenters Lock so that the works are still forecast to be completed by the contract completion date. The baseline dates for the construction of the South Park Hub have been rephased to align with the latest contractor (ISG) programme.

Stadium is underspent by £1.1m as design fees have been lower than anticipated pending agreement on the final scope of work to be undertaken. Contracts for the roof works, enabling works and M & E works have been signed and the tender processes for the shell and core, seating and fit-out packages are ongoing.

The installation of the glass panes on the Aquatics Centre is almost complete but the internal fit-out works are behind schedule. All works are still scheduled for completion by the end of November. Aquatics is £2.4m behind budget and it is likely that savings will be achieved on this project.

Park Operations and Venues' year to date underspend has been mainly due to the Park HQ where costs have been lower than anticipated. At present it is expected that savings will be achieved on this project. There has also been significant underspend on the Summer Event Series within Park Operations and Venues where temporary CCTV and mobile masts costs have been charged to Infrastructure. This has also resulted in savings on budget to be released to the Directorate contingency.

Real Estate underspend at the end of September has been mainly due to LCS Site Wide Planning and Infrastructure Delivery workstreams. The LCS Site Wide Planning has been impacted by the delays caused by the reconsideration of the accelerated delivery strategy. On Infrastructure delivery, 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.

The Regeneration Directorate budget is mainly for the effect of the reserved matters on the planning application for Zone 6 and the Carbon Reduction Commitment (CRC) levy for which decisions are still awaited. The timings of this work is difficult to anticipate and this has resulted in the underspend to date.

Corporate Services underspend has been driven by the delay in concluding the assessment of needs within Park and Corporate IT. This is now being finalised and activity is expected to increase significantly in the second half of the year.

## **Revenue Expenditure**

Within Park Operations and Venues, the focus on the Summer Event series programme led to significant underspends on other workstreams like EFM and Security. Base contract works have now restarted, with accelerated works to December in order to ensure all EFM is completed in line with the annual programme. Utilities workstream has also shown an underspend as at the end of September as invoices received have been less than anticipated.

The underspend within Real Estate has been driven by the Press and Broadcast Centre workstream where the delay in signing the Cofely agreement had an impact on payments for utilities consumption. This has now been signed and the payments expected to commence accordingly.

The Regeneration Directorate's underspend to date has been mainly the result of delays in grant payment for the Employment Skills Training and Fit for Legacy Schemes. The Directorate is also underspending on the Sustainable Energy and CRC Levy programmes where the costs will be met in a single payment the timing of which is difficult to anticipate.

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

## 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 Eton Manor, and the Stadium

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 opens 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	No bids were received for one year operator procurement. LLDC will be meeting the short listed tenderers as part of identifying the most appropriate way to animate the park next year. A stadium plus park operator procurement is being taken forward with a view to appointing in Q3 2014.
Removal of Basketball Arena complete	Q3 2013	Complete
Cycle track transformation complete	Q4 2013	On schedule
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	On schedule

Signage and wayfinding installation complete	Q1 2014	On schedule
Olympic Bell reinstated in Park	Q1 2014	On schedule
Major commercial partnerships in place	Q1 2014	On schedule

Targets for 2013/14	Performance and Commentary
<p><b>Health and safety:</b> Targets are to complete transformation without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked</p>	<p>No fatal injuries on site to date. Programmes in place to help prevent injury and ill health. Reportable accident rate is currently 0.08 per 100,000 hours worked which equates to c 1,200,000 hours worked for each reported accident. There have been no life-changing injuries sustained in accidents, and no reportable work-related ill health.</p>
<p><b>Environmental:</b> 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><b>Venues:</b> Visitor targets for the venues including the Copper Box Arena, Aquatics Centre and ArcelorMittal Orbit will be monitored after one year of operation following the re-opening of each venue to allow 'bedding-in' so will not be available in 2013/14. The targets are set out in the Corporation's 3 year business plan.</p>	

### Commentary on key projects

The first phase of the North Park opened on schedule in late July 2012, including the Unity Kitchen Café, the Tumbling Bay playground and the Timber Lodge community centre. The Copper Box Arena has also opened to the public and the Legacy Corporation completed a successful series of concerts on the Park during the summer. More details are below:

**Park Handover and Transformation:** LLDCs Transformation works to commence, to Clear, Connect and Complete the Park have continued. Following handover of the Olympic Park from LOCOG to LLDC completed in January 2013 LLDC has continued Transformation works to commence, to Clear, Connect and Complete the Park. Work on North Park facilities and the Copper Box Arena completed on time to allow the first phase of opening of the Queen Elizabeth Olympic Park (the Park), see below. Work on other key transformation activities such as glazing the Aquatics centre and South Park landscaping are on schedule ahead of full Park opening in spring 2014. Other activities this period include opening H10 bridge to pedestrians (with lift completion to follow), substantial completion of Broadcast centre transformation works and completion of two areas in Eton Manor.

**North Park and Hub:** The first phase of the North Park opened on schedule in late July 2012, 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. Alongside the café there are two community rooms, run by Community Links. The community centre has already held a range of activities including poetry reading, exhibitions and zumba classes. Between 27 July and 1 September 2013 there were 139,885 visitors to the Park and an estimated 75-80,000 in September.

The **Copper Box Arena** opened on 27<sup>th</sup> July, it has hosted a number of high profile events including: the first in a series of boxing matches – the British Middleweight title fight between Billy Joe Saunders and John Ryder; Paralympic sport as part of National Paralympic Day, see below; and the London Lions' first Basketball match in the Arena. Young people who had completed the London Lions and Legacy Corporation's Basketball outreach programme also attended this match. The Copper Box 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 1st – 31st of August 2013 at Copper Box Arena was 23,792.

**The Summer Events** Series proved to be a great success both in bringing people to the Park to enjoy the entertainment and see what to expect when the Park opens fully next year and in demonstrating the Park as an amazing destination and a lasting legacy for east London. Over 700,000 people attended events in the Park to see global superstars such as Justin Timberlake and Bruce Springsteen, children's favourites like Peppa Pig and Rastamouse and the return of 2012 athletes including Laura Trott, Mo Farah, Richard Whitehead and Usain Bolt.

The events series closed on 7 September with the National Paralympic Day featuring the Mayor of London's Liberty Festival, a free family day out with a host of activities in the Park showcasing the very best of disability sports and arts. This included opportunities to try out Paralympic sports, meet Paralympic medallists and watch ParalympicsGB stars take on the world in the Copper Box Arena. An estimated 18,000 people attended the festival.

In general the events were well received with positive media coverage and social media feedback and LLDC and event organisers have taken on board feedback to address any issues.

LLDC recruited 'Champions' – volunteers to help out during the programme of summer events. 900 volunteers were recruited for the events by Active Newham (exceeding the target of 600 volunteers) fulfilling 2192 volunteering opportunities during the events.

Volunteers' roles included giving directions to visitors in and around the Park and providing support to those with mobility problems.

**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 Plaza and Hub:** work has continued to create 11.3 acres of Parkland, known as the South Plaza, 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.

**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:** work has completed on the removal of the temporary stands from the **Aquatics Centre**; installation of the glass walls has continued and these are close to completion. The Aquatics Centre is due to open to the public in Spring 2014; It was recently announced that the Aquatics Centre will host the 2016 European Championships and the 2016 European Masters Championships (for swimmers over the age of 25) following a successful bid with British Swimming. The **ArcelorMittal Orbit** visitor attraction is due to be open to the public in Spring 2014.

**Stadium:** LLDC, on behalf of E20 Stadium LLP is working to transform the Stadium in the Park into a year round multi-use venue to deliver a permanent sporting, cultural and community legacy in east London. Carey's PLC have commenced work as contractors to remove 25,000 seats and the grass field of play. This will allow Balfour Beatty Group Ltd to start taking down the existing roof later in the autumn then begin erecting a new roof, twice the size of the original, by Spring 2015. 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.

During this period Leyton Orient Football Club had their bid to win a judicial review into the decision to grant West Ham the tenancy of the Stadium denied but have the option to appeal against this ruling.

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 in spring 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.

<p>Risk that Stadium budget will not be sufficient to carry out construction work required and that a judicial review on process to select concessionaires is successful.</p>	<p>Stadium opening will be delayed leading to financial and reputational impacts for the Corporation.</p>	<p>Running efficient procurement processes for contracts. Budgets compiled with reasonable contingencies LLDC ran a robust process for selection of concessionaires; prepare for oral hearing on 23 July 2013.</p>
<p>Risk about the impacts of serious accidents or episodes of significant ill health on site</p>	<p>The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage</p>	<p>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.</p>
<p>Risk that there will be issues relating to anti-social behaviour on the Park including criminal activity.</p>	<p>Undermining the reputation of the Park as safe and secure, and deterring potential or repeat visitors.</p>	<p>Security programme including railings, CCTV, hostile vehicle mitigation, signage and wayfinding, security staff and police presence being delivered.</p>

### 3. Real Estate, Regeneration and Community Partnerships

#### 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	A revised programme has been agreed, construction to commence once iCity has obtained planning permission and the 200 year lease has been granted to iCITY in Q2 2014
Chobham Manor, site handed over to developer	Q1 2014	On schedule to hand over in Q1 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	On track, the Board has approved this and work is underway to prepare for procurement in the next period.
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	A paper updating on LLDC's Estates Strategy is on the agenda for LLDC's Investment Committee meeting on 22 <sup>nd</sup> September.
LCS: complete submission of pre-commencement conditions to PPDT	Q3 2013	Complete.
LCS: approval for pre-commencement conditions	Q4 2013	On schedule; the initial submissions have already been approved.

#### Commentary on key projects

**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 is working towards submission of its planning application in November 2013, this has slipped from September 2013 because of the amount of preparatory work required to produce the application.

Completion of transformation works and planning approval will allow commencement of fit out by iCITY in Spring 2014.

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

The Mayor of London and LLDC announced plans to accelerate by six years the development of c1500 homes within two new neighbourhoods on the Park. LLDC will work with a delivery partner to provide housing, including rental homes, in the East Wick area in the north-west of the Park, next to Hackney Wick and in Sweetwater in the south-west of the Park, near Old Ford. The developments will include studios, flats and family homes with private gardens to be completed and occupied by 2023.

**Chobham Manor development:** in November 2012 LLDC entered into the development agreement with 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 the development has been submitted for approved by the Planning Decisions Committee on October 2013; the reserved matters application is due to be submitted in the same month. Transformation of the site is due to resume in the next period to allow the developer to commence build in early 2014, for the first homes to be occupied from early 2015.

**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 Q3 2013, 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 Spring 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.

<p>Transformation Construction workforce targets:</p> <ul style="list-style-type: none"> <li>- 25% of the workforce have permanent residency in Host Boroughs</li> <li>- 10% of the workforce were previously unemployed</li> <li>- 25% of the workforce are from BAME groups</li> <li>- 5% of the workforce are women</li> <li>- 3% of the workforce are disabled</li> <li>- 3% of the workforce are apprentices</li> </ul>	<p>As of the end of August 2013 the majority of workforce targets have been met or exceeded:</p> <ul style="list-style-type: none"> <li>- 37% of Transformation employees working on the Park are Host Borough residents</li> <li>- 15% were previously unemployed,</li> <li>- 55% of the workforce are from BAME groups</li> <li>- 7% are women.</li> <li>- 2% are disabled</li> <li>- A total of 53 apprentices were working on the Park which is 4% of the workforce.</li> </ul> <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>There are workforce targets relating to EFM and the Copper Box, available in the Business Plan (link can be found on page 2). Monitoring systems are being put in place and these will be measured and reported from the next report onwards.</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 <a href="http://www.londonlegacy.co.uk/media/LLDC_Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf">http://www.londonlegacy.co.uk/media/LLDC_Your_sustainability_guide_to_the_Queen_Elizabeth_Olympic_Park2030.pdf</a></p>	<p>The Chobham Manor allowable solution programme to be agreed and payment made at the end of 2013/14.</p> <p>Performance against other sustainability targets to be measured and reported in the annual sustainability report in March 2013. .</p>
<p><b>Community Engagement:</b> 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 Q4 2013, 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><b>Equalities and Inclusion:</b> 26,000 opportunities to participate in inclusive sports and physical activity delivered by 2015/16 as part of 'Motivate East' in partnership with Sport England.</p> <p>Recruitment of 60 Paralympic Legacy Ambassadors (now called Para-legacy agents) reaching 600 people over the three years.</p>	<p>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.</p> <p>The Bromley By Bow Centre has been appointed to recruit Para-legacy agents. Five have been appointed to date.</p>
<p><b>Arts and Culture:</b> 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 mid September 2013 show direct engagement with 2,569 people. This figure does not include engagement through LLDC arts and culture projects at the Summer Events series, notably at National Paralympic Day and Open East.</p>

### Commentary on key projects

**Equalities and Inclusion:** LLDC's Paralympic legacy programme, Motivate East launched on 3rd July at Bromley By Bow centre. Attendees included local disabled people and Baroness Grey Thompson. Motivate East is funded by LLDC and through match funding 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 to deliver a multisport participation and equipment programme reaching 26,000 people over three years. It funds new equipment in the community, based on the successful 'chairs in the community' pilot led by UEL and LBN. Alongside this is a training and development element, supporting clubs and venues (sporting and non-sporting) to deliver inclusive activities. The programme is meeting initial targets relating to throughput, supported by the appointment of Para-legacy agents to promote the programme.

### Socio Economic projects:

LLDC has started work to hold an **Apprenticeships Awards** ceremony in December 2013 to celebrate the cohort of 59 apprentices (including those who have completed their initial placements on the Park), to highlight the LLDC's commitment to apprenticeship delivery, recognise the contributions made by foremen/works managers in supporting apprentices, demonstrate to Park contractors the business benefits of employing apprentices and the support available, and showcase the work of local delivery partners. The latest figures for Transformation jobs are in the targets table above.

LLDC has been supporting **Camden Society's** recruitment for the Timber Lodge: 36% of staff recruited are disabled people, 71% BAME and 43% are women. LLDC is working with Camden Society and the boroughs to look at how the boroughs can support future recruitment and raise the percentage of the workforce from the 4 boroughs (currently 21%) and to support local people into apprenticeships, which are being recruited later in the year.

The Legacy Corporation has been working with **EFM** contractors to establish pathways for local people into jobs. LLDC is supporting this recruitment and has strengthened the links with borough brokerages prior to the next recruitment drive from November.

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

In early September LLDC ran leadership training for 55 sixth formers (18/19 year olds). This training is developing their confidence and skills as well as enabling the sixth-formers to become strong peer mentors to year 9s (13/14 year olds), whereby sixth-formers are paired-up with younger pupils to provide additional career information, advice and guidance. This is

part of the Legacy Careers Project, which aims to use the opportunities being created in Queen Elizabeth Olympic Park and surrounding area to raise aspirations and inspire extraordinary careers. The project will equip young people with the information, confidence and motivation they need to plan and manage their own careers, helping them to become east London employers' workforce of tomorrow.

**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. The LLDC is also in substantive discussions with UCL about a new campus development on the Park with a major focus on science and technology.

### **Community Engagement:**

The successful opening of the North Park was supported by community engagement with local residents including delivery of workshops community roadshow in the 4 boroughs, work around maps and routes, naming the north park hub buildings (Timber Lodge and Tumbling Bay playgrounds) and working with community clubs. Community engagement work will continue for full Park opening in Spring 2014, including launch pads for Warton Road and Hackney Wick for enhanced viewing of the Park.

LLDC has completed a series of free **boat tours** around the Park aimed at local residents: 60 tours were delivered for around 3,600 people. In addition, there were a series of boat tours as part of Open House across the weekend of 21st and 22nd September, in partnership with the Institute of Civil Engineers.

LLDC completed its **schools engagement** programme with an awards evening that saw pupils from four local schools competing to find the best business idea to attract young people into the Park. Lister Community School beat Haggerston School and Skinners' Academy in Hackney, and Buxton School, Waltham Forest, to the top prize of £5,000 to invest in their idea. The winning idea features a youth enterprise market, activities including an eating competition and dance competitions, a youth community festival and permanent artwork on 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.

Further to the successful range of sporting events already held in the Copper Box Arena, the Barry McGuigan Boxing Academy (BMBA) recently announced it will be based in the Copper Box Arena and will continue working with local residents. Recent BMBA community sports programmes funded by LLDC have targeted people living in four of the growth boroughs; Waltham Forest, Hackney, Tower Hamlets and Newham. They have engaged a total of 2,345 participants over 31 sport and physical activity sessions as part of the Boxing for Health Initiative Events

### **Arts and Culture:**

The East London Makers Outside (**ELMO**) project was launched with a successful event at the William Morris Gallery on 3rd and 4th August, attracting 500 visitors. This project includes a mobile library bus which has been converted into a travelling arts and crafts workshop, hosting a range of artists based in east London to provide a variety of opportunities for local people. The project also delivers a mentorship programme for approximately 100 young people to work directly with the artists and develop careers in the creative sector.

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 commenced work to deliver a poetry and spoken

word project in and around the Park, with two successful and well-attended events being held at the Tumbling Bay playground. The appointment of a Young Poet Laureate has commenced: 56 applications were made and 6 were shortlisted. The programme is on schedule to appoint the Young Poet Laureate and announce this with an event on National Poetry Day on 3rd October.

Parabola have been appointed to provide **temporary artwork** in the Park. Three plots in the North Park have been agreed for this work which will include a camera obscura and will be complete in the next period. The first artwork on Hoardings first artwork on hoardings on Carpenters Road will be complete in the next period.

**Interim Uses:** in parallel with plans to appoint a Park-wide operator LLDC has progressed plans to procure 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.

**Emerging East:** The delivery of the 'Emerging East' programme completed in this period. This supported and funded design-led creative projects that showcase the role and quality of design within existing communities around the Park. The completion of the programme will be marked by an event in the next period.

**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 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 planning permission has been granted for the LCS Canal Park Design Guide. 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 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	Continued drafting for submission to the Planning Decisions Committee and 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 quarter 2 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 April 2014.

### Commentary on key projects

The Planning Policy and Decisions Team (PPDT) has continued its work to develop the **Local Plan and Community Infrastructure Levy. Following** on from the close of the Early Engagement formal consultation phase which ended in January, the second phase of residents meetings were held during April and a workshop with the Youth Panel held in May. Informal engagement with the boroughs and other stakeholders has continued. Work to update and complete the evidence base for the Plan has continued and the draft Local Plan Consultation Document has been completed for consideration by the Planning Decisions Committee and the Board in October.

The Community Infrastructure Levy Preliminary Draft Charging Schedule consultation was undertaken between 15<sup>th</sup> July and 9<sup>th</sup> September 2013 and included a stakeholder workshop. Consultation responses are now being analysed, with additional evidence base work identified as necessary through consultation to be carried out during Quarter 4 of 2013. A CIL Draft Charging Schedule will be prepared reported to the Board for approval in early 2014 before being submitted to the Secretary of State of Examination. The CIL and S106 Project Proposals Group has been established and has had its first meeting.

Activity in the next period includes:

- Continued preparation of the draft Local Plan Consultation Document and supporting background information and evidence base, with a report to Planning Decisions Committee and to the Board in October 2013, prior to formal public consultation. If approved by Board, public consultation will take place during November, December and January 2013/14.
- Work to analyse the CIL Preliminary Draft Charging Schedule is underway and a review of the evidence base undertaken in the light of this. A CIL Draft Charging Schedule and a CIL and S106 draft Supplementary Planning Document will also be prepared. It is intended that these will be reported to the Board in Quarter 1 2014 before being subject to public consultation.

For **Development Management**, during this period 167 planning applications were determined of which 76% were within the required statutory timescales.

Significant planning applications considered at the Planning Decisions Committee at their meetings in July included the Chobham Farm development (1,100 residential units) which was granted approval subject to the completion of a s.106 legal agreement and refusal of planning permission for residential redevelopment schemes at Wingate House (Warton Road) and William Guy Gardens, both on grounds of poor quality design. At the September Planning Decisions Committee planning permission was granted for the LCS Canal Park Design Guide and the Chobham Manor LCS Zonal Masterplan and non-material amendments. Planning permission was also resolved to be granted to amend conditions of the permission for housing led development at Cherry Park, within the Westfield part of the Stratford City development.

On planning enforcement, PPDT has 31 current cases of reported planning breaches at the end of the period. These cases are at various stages of formal investigation and action, with measures being coordinated with relevant Host Borough regulatory services where relevant.

**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 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 Finance and Corporate

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

### Progress against milestones

Finance and Corporate Milestones	Target date	Estimated date and comment
Resolve LLDC's long term funding arrangements	Q3 2013	In discussions with the GLA.
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

LLDC has continued a series of budget meetings between the GLA and individual LLDC Directorates to review revenue spending plans, ensuring the budgets are robust and identifying any areas where savings could be made and/or additional income generated. This will inform LLDC's budget and business plan submission to the GLA later in the year.

LLDC has completed its re-shaping exercise to ensure that the Corporation has the resources it requires to move to its operational phase. The Corporation has commenced a 'One Organisation' programme to develop its culture and values, harmonise terms and conditions of employment, review its appraisal process and review pay and grading.

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

### Key finance and corporate support risks:

Summary	Impact	Mitigation
Risk that the Corporation does not have the capacity to deliver on areas of activity, particularly after the current comprehensive spending review period.	Impacts on the legacy programme, damage to the Corporation's reputation and increasing costs.	Negotiations with GLA in the three year budget round. Ensure efficient use of available resources and continue to review organisational design.
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.
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.
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 in internal resourcing complete. Continue to implement IT strategy.



**Subject:** Report of the meeting of the Planning Decisions Committee held on 24 September 2013 and 22 October 2013

**Meeting date:** 29 October 2013

**Report to:** Board

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

#### **FOR INFORMATION**

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**This report will be considered in public**

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#### **1. SUMMARY**

- 1.1. This paper provides an update to the Board on the meeting of the Planning Decisions Committee held on 24 September 2013. A verbal update will be provided at the Board meeting on the Planning Decisions Committee meeting held on 22 October 2013.

#### **2. RECOMMENDATIONS**

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

#### **3. ISSUES DISCUSSED (24 SEPTEMBER 2013)**

- 3.1. The members considered a report and update report relating to the LCS Canal Park Design Guide. Senior Planning Development Manager by way of background explained that the application was for Approval of Details pursuant to Condition LCS0.12 (Canal Park Design Guide) of the Legacy Communities Scheme (LCS) outline planning permission (LLDC ref: 11/90621/OUTODA).

The Canal Park (CP) proposal is one of three strategic open space areas within the Queen Elizabeth Olympic Park and is a requirement as green infrastructure to serve the LCS. The Canal Park Design Guide (CPDG) is comprehensive and is intended to provide a clear set of design principles to ensure visual and functional consistency as the detailed designs for each phase come forward. Committee members were invited to approve the CPDG in order to support the early delivery of Phase one of the CP.

**The members unanimously resolved:**

- That the application for Approval of Details pursuant to Condition LCS0.12 (Canal Park Design Guide) of the Legacy Community Schemes (LCS) outline

planning permission (LLDC ref: 11/90621/OUTODA) be approved, subject to the conditions and informatives set out in the report to the Committee and as amended in the Update Report; and

- That delegated authority be granted to the Director of Planning Policy and Decisions to determine the planning application/s for Canal Park Phase One works, subject to paragraph 2 of the Scheme of Delegation.

3.2. The members considered a report relating to Wayfinding on Queen Elizabeth Olympic Park (QEOP).

The report included details from the applicant to discharge nine wayfinding planning conditions (eight post Games Transformation (PGT) planning permission conditions and one LCS condition) in respect of the requirement for the submission and approval of a Wayfinding Strategy to provide permanent signage in the post Games and Legacy periods covering the Parklands and the future new LCS residential communities. Stadium Island was excluded at this stage. The submission set out the context and principles within which future detailed signage advertisement applications would be brought forward. The application included key principles for signage and wayfinding, the proposed hierarchy and types of signs, their general locations, and the maximum dimension parameters. There will be 90 signs across the Park but design details will be considered at a later stage.

**The members unanimously resolved:**

- That the nine Wayfinding Strategy conditions referenced in the report to the Committee in respect of the submission of a Wayfinding Strategy be discharged, subject to the condition and informative set out in the report being amended to clarify that the LLDC would expect other applications to be submitted in respect of the signage details.

3.3. The members then considered two applications relating to Chobham Manor, LCS Planning Delivery Zone 6. The first application 13/00236/AOD (submission of details pursuant to condition LCS0.1 of outline planning permission 11/90621/OUTODA (Legacy Communities Development Scheme) was the Zonal Masterplan for PDZ6 with partial discharge of LCS0.205 (Car Parking Strategy) and LCS0.237 (Delivery and Servicing Strategy) as far as they relate to PDZ6. The second application, 13/00263/NMA, was for the non-material amendments to outline planning permission 11/90621/OUTODA, including alterations to site wide parameter plans and alterations to PDZ6 parameter plans.

It was explained by way of background that outline planning permission for the Legacy Communities Scheme (LCS) was granted on 28 September 2012 which consented to a phased, comprehensive development of Queen Elizabeth Olympic Park with a variety of uses. Chobham Manor will be the first PDZ to be developed. The outline planning permission for Chobham Manor determines that it be a predominantly residential area with supporting community uses. The conditions and section 106 obligations are geared towards the delivery of a neighbourhood where a minimum of 75% of dwellings are for families (three bedroom or more units) and affordable housing of not less than 28% is also included.

**The members resolved (with 5 votes in favour and 1 abstention):**

- That the non-material amendments to the Legacy Communities Scheme outline planning permission 10/90621/OUTODA approved Site Wide Parameter Plans and Parameter Plans for PDZ6 and the Revised Development Specification and Framework be approved; and

- That the application for the approval of details pursuant to condition LCS0.1, being the Zonal Masterplan for Chobham Manor, and for part approval of details pursuant to conditions LCS0.205 (Zonal Car Parking Strategy) and LCS 0.237 (Zonal Delivery and Servicing Strategy) be approved in so far as they relate to PDZ6.

- 3.4. The members considered a report and update report relating Cherry Park/Angel Lane, Zone 1 of the Stratford City site. The Senior Planning Development Manager stated that this application, submitted under section 73 of the Town and Country Planning Act 1990 (as amended), arose from the Unite Student Housing application (12/00221/FUM) considered and approved by members on 26 March 2013, subject to completion of a s106 that restricted implementation of the development until provision for residential floor space originally allocated for that site be provided elsewhere within the Stratford City Zone 1 site. The application was to allocate most of this floor space on to the Cherry Park site leading to an increase in density and the need to vary various conditions on the outline consent as well as parameter plans.

The officer recommendation was to grant permission subject to those varied conditions and amended parameter plans subject to the completion of a legal agreement to bind this amended consent into the existing s106 Agreement.

**The members resolved (with 6 votes in favour)**

- That permission be granted for the reasons given in the report to the Committee, subject to the conditions and informatives contained in planning permission 10/900061/OUTODA (a copy of which is attached at Appendix 1 to the Committee's report) save in respect of the definition of Parameter Plans and Conditions T1 and U1 of that planning permission which shall be replaced by the amendments set out in the report and subject to:

The completion of a supplemental agreement to secure that the development is bound by the obligations contained within the section 106 agreement relating to Zone 1 of Stratford City dated 18 June 2009 (as modified and supplemented) and the supplemental section 106 agreement relating to Cherry Park and Angel Lane dated 30 March 2012;

- That the applicants be advised that the approval of the outline planning permission did not mean that the detailed design scheme would be automatically approved when submitted to the Committee. The Committee would expect to see high quality design in order to mitigate its concerns over density issues; and
- That delegated authority be granted to the Director of Planning Policy and Decisions to complete the supplemental agreement pursuant to sections 106 and 106A in the terms as outlined in the report to the Committee and to issue the decision notice.

- 3.5. The Committee noted a report which listed all the applications which had been decided by officers under delegated authority between 1<sup>st</sup> July 2013 and 31<sup>st</sup> August 2013.

#### **4. ISSUES DISCUSSED (22 OCTOBER 2013)**

- 4.1. A verbal update will be provided at the Board meeting on the Planning Decisions Committee meeting held on 22 October 2013 which considered the Draft Local Plan Consultation Document, planning applications for Meridian Square and Eton Mission Boat Club and an application for the Stratford City Site Wide Housing Strategy. A formal report of the meeting will be issued to the next Board meeting.

#### **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 24<sup>th</sup> September 2013 and 22<sup>nd</sup> October 2013

**Report originator:**

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**Subject:** Report of the meeting of the Park Opening and Operations Committee held on 16 October 2013  
**Meeting date:** 29 October 2013  
**Report to:** Board  
**Report by:** Nicky Dunn, Chair of the Park Opening and Operations Committee

#### **FOR INFORMATION**

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**This report will be considered in public**

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#### **1. SUMMARY**

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

#### **2. RECOMMENDATIONS**

- 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 included an update on the summer events series, successful park opening in July 2013, current sport and healthy living projects, and future national and international sporting events, health and safety issues, 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 park opening dashboard containing exempt information on the status of the programme to successfully re-open the South Park in spring 2014. The committee also considered a report which contained exempt information relating to the south park operator procurement.

##### **Park membership scheme proposals and ticketing update**

- 3.3. The Committee considered a report on the proposals to introduce a membership card scheme for the Queen Elizabeth Olympic Park. LLDC is considering the benefits of introducing a membership card scheme for the Park which is open to all to join, but will be primarily aimed at Park residents, Park employees and those living in the neighbouring boroughs, to help drive repeat visitation to the Park. The report presented an overview of the outcomes of the feasibility study commissioned

by LLDC to explore different options and models for a membership scheme. 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 on the membership scheme and ticketing update which contained exempt information.

#### **Events booking process update**

- 3.4. The Committee considered a report which provided an update on the development of an events booking process for how event companies, charities, community groups and members of the public can apply to the LLDC to hold a small, medium or large event within the Queen Elizabeth Olympic Park.
- 3.5. This includes a clear set of guidelines on the application process, the scope and scale of applicable events, potential locations, fees and rate card and the criteria by which applications will be assessed. The events booking process is due to go live in November 2013.

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

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

#### **5. APPENDICES**

- 5.1. None

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

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

**Report originator:**

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**Subject:** Report of the meeting of the Investment Committee held on 22 October 2013  
**Meeting date:** 29 October 2013  
**Report to:** Board  
**Report by:** David Edmonds, Chair of the Investment Committee

**FOR INFORMATION**

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1. This paper provides an update to the Board on the items to be considered at the meeting of the Investment Committee on 22 October 2013. As this meeting is due to take place after the statutory deadline for the dispatch of papers for the Board meeting, a verbal update will be given at the meeting and a formal report of the meeting will be issued to the next Board meeting.

**2. RECOMMENDATIONS**

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

**3. ISSUES TO BE DISCUSSED**

**Estate strategy for the Queen Elizabeth Olympic Park**

- 3.1. The Queen Elizabeth Olympic Park is an immensely important public asset with the responsibility residing with LLDC to ensure the long term management and stewardship of the estate. The Committee will consider a report which provides an overview of the estate strategy for the Queen Elizabeth Olympic Park and some of the possible models for ensuring the long term stewardship of the park, and the recreational and sporting facilities. The estate strategy aims to learn from the models of the landed estates of London to ensure that LLDC manages its land assets to create an income stream that contributes to the management of the estate in the long term.
- 3.2. Subject to 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 will also consider a report on the estate strategy that contains exempt supplemental information.

**E20 Stadium Limited Liability Partnership update**

- 3.3. The Committee will consider a report that provides an update on matters being considered by the E20 Stadium Limited Liability Partnership ("the LLP") including

an update on the Stadium operator strategy and naming rights, the status of the transformation works, and the E20 LLP governance arrangements.

- 3.4. Subject to 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 will also consider a report that contains exempt supplemental information.

#### **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 Investment Committee on 22 October 2013

<b>Report originator:</b>	Rachel Massey
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**Subject:** Local Plan Consultation Document  
**Meeting date:** 29 October 2013  
**Report to:** Board  
**Report of:** Vivienne Ramsey, Executive Director of Planning Policy and Decisions

**FOR DECISION**

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1. The Local Plan will set the planning and regeneration direction for the Legacy Corporation as a whole to 2031 and include the local planning policy against which planning decisions will be made.
- 1.2. The Local Plan Consultation Document is an early version of the Local Plan. It sets out the vision, objectives and proposed direction for the policies and proposals that it will contain, with the intention that this proposed non-statutory public consultation will provide an opportunity for boroughs, key stakeholders and the local communities to influence the direction of the plan and the final form of its policy content before it reaches its formal 'Publication' stage. The Planning Decisions Committee is considering the document at its meeting of 22 October and any comments agreed by the committee will be relayed to the Board at the time of its meeting on 29 October.
- 1.3. The draft Local Plan Consultation Document also includes four area based sections which, in this early consultation version of the document, set out the potential planning framework for each, drawing on the previous plans and guidance prepared and adopted by the Boroughs and the Mayor of London. Following the proposed early consultation, it is intended that additional detailed guidance is added to the sub area sections to reflect and where appropriate, develop the design and other guidance within the Borough Area Action Plans, Core Strategies and Masterplans.
- 1.4. In preparing the Local Plan Draft Consultation Document, officers have undertaken a review of the existing adopted plans and guidance for the area, updating relevant parts of the underlying evidence base where necessary, along with any relevant changes in national and regional (London Plan) planning policy.
- 1.5. Should the Board approve the Local Plan Consultation Document for public consultation, the formal 'Publication' version of the plan will then be developed through a continuation of the on-going engagement with the four Boroughs, communities and other stakeholders and by taking into account the results of the proposed early consultation. This process will also help to identify any additional

evidence base requirements, allowing these to be met, ensuring the final Local Plan provides a robust and sound long term planning framework for the Legacy Corporation area. A further, statutory consultation will take place before the final draft plan is submitted for examination. Once adopted, the Local Plan will provide the local planning policy for determining planning applications.

## **2. RECOMMENDATIONS**

- 2.1 The Board is invited to agree the Local Plan Consultation Document for the purpose of public consultation.

## **3. BACKGROUND**

- 3.1. Following the Board approval of the Local Development Scheme and the Statement of Community Involvement in October 2012, the Planning Policy and Decisions Team have been progressing the early stages of preparation of the Local Plan. This has now been developed to the stage where it is considered appropriate that Board approval is sought to undertake a non-statutory public consultation before progressing the plan to its more formal 'Publication' and Examination' stages. This report seeks Board approval of the Local Plan Consultation Document for the purposes of carrying out that consultation.
- 3.2. The local plan (once adopted) will be a key consideration in determining any planning application within the Legacy Corporation area and will play a significant role in shaping future development. This is because the Legacy Corporation is required to determine applications for planning permission in accordance with the local plan unless a material consideration dictates otherwise. In broad terms this means that applications which accord with the local plan are likely to be approved while applications which conflict with the local plan are likely to be refused.
- 3.3. The local plan must set out the Legacy Corporation's policies relating to the development and use of land in its area. Those policies must be consistent with national and London Plan policies, meet objectively assessed needs, be deliverable over the period of the plan and should represent the most appropriate strategy.

### **Early Engagement**

- 3.4. A programme of 'early engagement' consultation has been undertaken from November 2012 which has sought to engage all relevant stakeholders, including local residents, the four boroughs and statutory consultees during the early stages of evidence gathering and review and the drafting of the proposed consultation document. A draft of the Interim Consultation Report is attached at Appendix 2. The main elements of the consultation programme were:
  - 3.4.1. Local Plan leaflet and questionnaire sent to all households and businesses within the Legacy Corporation area and to all other identified contacts, including Board and Planning Decisions Committee Members, and local ward councillors. The consultation sought views on what should be included within the Local Plan and included a 'Call-for-Sites' form allowing those with an interest in specific sites to identify availability for future development.

- 3.4.2. Presentations and workshops at the Legacy Corporation Residents meetings in February, April and September 2013, with 3-4 meetings in or near to each of the four borough areas. In particular this included a local issues based workshop at each meeting during the April meetings.
- 3.4.3. A workshop with the Legacy Corporation Youth Panel in June 2013.
- 3.4.4. Briefings for the Built Environment Access Panel (BEAP) in November 2012 and a review meeting in September 2013.
- 3.4.5. Adhoc meetings with residents groups and individuals where requested.
- 3.4.6. On-going consultation with each of the four boroughs, the Lee Valley Regional Park Authority and GLA/TfL through the Planning Policy Forum. This meets most months and has included a series of six policy topic based workshops during this year encouraging technical input from a range of specialist borough officers. An opportunity to review and provide informal comments on an earlier draft of the proposed consultation document was provided to the group in early September 2013, with revision made to the text of document where appropriate.
- 3.4.7. Workshops and briefings have been held with the Planning Decisions Committee and the Board on several occasions and Board Members have received an earlier full draft of the Local Plan Consultation Document for comment.
- 3.4.8. A review of the document with the Quality Review Panel (QRP) took place in 9<sup>th</sup> October and further workshop reviews with the QRP will be planned before the document is finalised for its later 'Publication' stage.

#### **Evidence Base**

- 3.5. From October 2012 a review of the existing borough plans that affect the Legacy Corporation area has been undertaken, along with the evidence base material that underpins these plans. Where appropriate a review and updating of that evidence base has taken place, in some cases by specifically appointed expert consultants and others in-house by the Planning Policy & Decisions Team. The reviews that have been undertaken include:
  - A housing needs review
  - Flood risk review
  - Transport Review
  - Preparation of a draft Infrastructure Delivery Plan
  - Review of Open space and Metropolitan Open Land
  - Preparation of a Strategic Housing Land Availability Assessment
  - Preparation of an area-wide current population estimate and future population projection by the GLA Intelligence Unit.
  - A schools mapping study

#### **Other Assessments**

- 3.6. A Sustainability Appraisal and Habitat Regulations Assessment are required to be carried out when preparing a Local Plan. A scoping report for each has been prepared, including a consultation with the legally required consultation bodies and the four boroughs. The final scoping reports form the basis for the formal Sustainability Appraisal and Habitat Regulations Assessment of the Local Plan at each stage of its preparation. An Equalities Impact Assessment of the Local Plan

Consultation Document has also been prepared. Each of these documents is appended to this report.

- 3.7. It is also required that a viability assessment of the Local Plan is prepared, assessing the potential impact of the plan and its policies on development within the planning authority area. This work is being undertaken by consultants and will be completed and made publicly available at the next stage of plan preparation, the 'Publication' stage.

#### **Local Plan Programme**

- 3.8. If agreed by the Board, it is intended that the period of public consultation will run from mid November to mid January.
- 3.9. Following that consultation period the Local Plan will be revised and finalised for its 'Publication' stage, which will include a further period of public consultation. It is envisaged that this will take place during the Spring or Summer of next year, Any issues outstanding and raised during this period of consultation will be considered at an Examination which will be held by an independently appointed planning inspector and is likely to include hearing sessions held by the inspector in public. It is envisaged that the examination would take place later in 2014 or early in 2015. On receipt of the inspectors report and consideration of any recommendations made by the inspector, the Board would be asked to formally adopt the Local Plan. At that point it would become the formal local planning policy document for the area and replace the borough Core Strategies and Area Action Plans. Dependent on the timescale for the Examination, it is envisaged that the Local Plan could reach the adoption stage in mid 2015.

#### **4. The Local Plan Content and Relevant Policy Issues**

- 4.1. The consultation draft of the Local Plan has been prepared in a format that is close to the likely final form of the document to provide consultees a clear idea of the proposed direction of the plan, its vision, objectives and policies. The Plan has been given the following structure:
- Introduction and Spatial Portrait
  - Vision and Objectives
  - Strategic Policies
  - Policies
  - Housing
  - Economy
  - Infrastructure
  - Natural Environment
  - Built Environment
  - Transport and Connectivity
  - Sub Area 1 – Hackney Wick and Fish Island
  - Sub Area 2 – North Stratford and Eton Manor
  - Sub Area 3 – Central Stratford and Southern Queen Elizabeth Olympic Park
  - Sub Area 4 – Pudding Mill, Bromley-by-Bow and Mill Meads
  - Delivery and Implementation
  - Monitoring and Review
- 4.2. The Local Plan vision and objectives have been developed through informal consultation workshops with both internally and with Board Members, with the developing outcome of this shared with the Planning Policy Forum members to ensure key stakeholder awareness. Where it has been possible to do so the drafting of the plan as a whole has reflected the Legacy Corporations plans for the accelerated delivery of housing, workspace and infrastructure in East Wick

(PDZ5) and Sweetwater (PDZ4) and the wider emerging corporate direction for its area, but it is anticipated that this will be expanded upon and clarified in the next version of the Plan next year.

### **Future Growth**

- 4.3. In assessing the capacity for future growth within the Local Plan 'plan period', of 2015 to 2031, an assessment of housing capacity has been undertaken along with a broad assessment of the potential for non-residential floor space. This has concluded that there is potential for 23,554 new homes (including planned student accommodation) and approximately 930,000 sqm of commercial floorspace. This information has been taken into account in development of the Infrastructure Delivery Plan, the current draft of which was agreed for consultation by the Board in June 2013, identifying the new infrastructure it is considered is necessary to support the projected growth within the area.

### **Policies**

- 4.4. The topic policies have been developed through a review of current borough plans, the London Plan (2011) and the National Planning Policy Framework (2012), along with the review of evidence referred to at paragraph 3.3 of this report. The policies proposed are those which are considered necessary to achieve the vision and objectives within the plan and enabling delivery of the total amount of growth envisaged for the area in balance with the potential effects on the infrastructure and environment of the area. During the next stage of plan preparation, in addition to taking into account the views expressed as a result of public consultation, an internal review will be undertaken to ensure that all relevant and necessary policies and policy positions are included within the final plan.

### **Sub Areas**

- 4.5. The Local Plan Sub Areas have been developed as a device to break down the Legacy Corporation Area as a whole into four locations within which it is more practical to present the detailed land use and sites approach within the document. The structure of these sections also helps to emphasise the interrelationship between the different existing locations and communities around the Queen Elizabeth Olympic Park and the Park itself and the wider surrounding areas.
- 4.6. The Sub Area sections will be expanded during the next stage of plan preparation to include additional policy and guidance that will be informed by on-going design and masterplanning studies for parts of the Hackney Wick and Fish Island area and for Bromley-by-Bow, while also including the relevant detailed guidance currently contained within the borough area action plans.

### **Policy Issues**

- 4.7. While the consultation draft of the Local Plan has been developed on the basis of a review of the borough adopted planning policy documents and the Mayor's Olympic Legacy Supplementary Planning Guidance, it is likely that there will be some areas of proposed policy that will not completely accord with individual borough policy positions, either as a result of the need to accommodate differing borough policy positions or as a result of recent changes in national planning guidance and the Revised Early Minor Alterations to the London Plan 2011, that has recently been formally published by the Mayor. Specific areas of evidence base review work may also lead to proposed alterations in policy direction during the plan process. In those cases where the planned consultation highlights such differences, it is intended that the established borough and stakeholder

engagement processes will be used to promote further discussion, and where appropriate, refinement to draft policy approaches.

### **Consultation**

- 4.8. A detailed consultation plan is currently being developed for the proposed consultation on the Local Plan Consultation Document. However, the main components of this approach will build on the work already undertaken and include:
- Publication of the draft Local Plan and supporting documents on the Legacy Corporation Web-site.
  - Preparation of a consultation leaflet, including an executive summary of the Local Plan and a consultation response form.
  - Notification of all parties that have previously expressed an interest or are otherwise identified within the Local Plan consultation database.
  - Workshops for residents at each of the January Residents Meetings
  - Bespoke workshops or meetings for those local representative groups who request this.
  - Utilisation of the consultation network and Planning Policy Forum established with the four boroughs, GLA officers, TfL and Lee Valley Regional Park Authority.
  - Additional review sessions with the Built Environment Access Panel and the Quality Review Panel.

### **Supporting Documents**

- 4.9. The draft Local Plan Consultation Document is accompanied by four supporting documents as part of this report:
- 4.9.1. A draft consultation questionnaire, including an overview of the Local Plan Consultation Document, intended to provide an easily accessible outline of the main consultation document.
- 4.9.2. An Interim Consultation Report that sets out the early engagement process, actions and summarises the consultation outcomes for this stage.
- 4.9.3. A Sustainability Appraisal of the Local Plan Consultation Document, providing an overall assessment of the environmental, social and economic effects of this early version of the plan, which will be reviewed and updated as the plan progresses and feed into the development of the next stage of the plan.
- 4.9.4. An Equalities Impact Assessment, providing an assessment of the document at this stage and recommendations for consideration during the next stages of plan preparation.

## **5. FINANCIAL IMPLICATIONS**

- 5.1. The Local Plan and associated work is included within the existing operational budget for the Planning Policy and Decisions Team.

## **6. LEGAL IMPLICATIONS**

- 6.1. The Local Plan is being prepared within the relevant legal frameworks for Local Plans which includes:
- Town and Country Planning Act 1990 (as amended)
  - Planning and Compulsory Purchase Act 2004 (as amended)
  - 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)
  - Directive 2001/42/EC on the assessment of the effects of certain plans and programmes on the environment, June 2001
  - S.I. 2004 No. 1633: The Environmental Assessment of Plans and Programmes Regulations, 2004
  - European Council Directive 92/43/EEC on the Conservation of natural habitats and of wild flora and fauna
- 6.2. Under Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012, a draft local plan must go out to a formal consultation before it is submitted for examination. The consultation procedure envisaged in this report is not that statutory consultation. Instead, it is part of an on-going engagement with Stakeholders which is intended to promote their early and effective involvement in the plan development. It is anticipated that a formal consultation under Regulation 19 will take place next year, and in any event before the final draft of the Plan is submitted for examination.

## **7. PRIORITY THEMES**

The Legacy Corporation Priority Themes have been taken into account in the following ways:

- 7.1. Promoting convergence and community participation: the Consultation Draft Local Plan, through its vision, objectives, policies and proposals seeks to direct the future of the Legacy Corporation making a significant contribution towards meeting the convergence objectives within east London. Community participation forms a key part of the Local plan consultation and engagement approach, which is set out within the Legacy Corporation Statement of Community Involvement 2012.
- 7.2. Championing equalities and inclusion; equality and inclusion are addressed within the vision, objectives and policies of the Local Plan Consultation Document. An Equalities Impact Assessment of the consultation document and preparation process so far has been prepared and is appended to this report.
- 7.3. Ensuring high quality design: the plan specifically seeks to achieve high quality design through the vision, objectives and the policies within the Local Plan Consultation Document. Once adopted the plan will provide the main

development management tool for determining planning applications and helping to ensure that development achieves high quality design.

- 7.4. Ensuring environmental sustainability. Achieving sustainable development is a key theme runs through the Local Plan Consultation Document, with specific policies that address individual aspects of sustainability.

## 8. APPENDICES (circulated separately)

- Appendix 1 – Draft Local Plan Consultation Document
- Appendix 2 – Interim Consultation Report
- Appendix 3 – Draft Summary for Consultation Leaflet
- Appendix 4 – Non Technical Summary for Sustainability Appraisal of the Local Plan Consultation Document
- Appendix 5 - Sustainability Appraisal of the Local Plan Consultation Document
- Appendix 6 - Habitat Regulations Assessment Screening Report
- Appendix 7 – Equalities Impact Assessment of the Local Plan Consultation Document

### List of Background Papers:

There are no background papers in addition to the appendices to the report.

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**Subject:** London Living Wage  
**Meeting date:** 29 October 2013  
**Report to:** Board  
**Report by:** Paul Brickell, Executive Director of Regeneration and Community Partnerships and Sally Hopper, Head of HR

## FOR INFORMATION

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This report will be considered in public

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### 1. SUMMARY

- 1.1. This report is in response to a request made at the 17 September 2013 Board meeting for an update on the Legacy Corporation's implementation, including audit and assurance processes, of the London Living Wage (LLW) on Queen Elizabeth Olympic Park (QEOP).

### 2. RECOMMENDATIONS

The Board is invited to:

- 2.1 Note the approach taken by the Legacy Corporation with respect to the implementation of the LLW for Tier 1 construction and end-use contractors, including audit and assurance processes; and
- 2.2 Note the current approach taken by the Legacy Corporation to its Tier 2 construction and end-use subcontractors and beyond with respect to the implementation of LLW.

### 3. TIMING

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

### 4. BACKGROUND

- 4.1. The Mayor of London has set out in his publication *A Fairer London: The 2012 London Living Wage in London* his aspiration that the GLA Group include the London Living Wage as a requirement for contracts that are let or renewed.
- 4.2. Payment of the LLW is important because it makes important material contributions to low income families and makes business sense by appropriately recognising and rewarding skills and commitment in the workforce. LLW can make a significant contribution to increasing median earnings in east London,

which is a key Convergence indicator. Latest data (from Sept. 2012) for east London median total weekly earnings reveals they are £38.7 below the London average (up from a difference of £30.7 in 2009).

- 4.3. In support of the Mayor of London's aspiration and in order for the Legacy Corporation to make a meaningful contribution to a key Convergence objective, the Legacy Corporation has made a commitment that all its direct employees, including interns, are paid the London Living Wage.
- 4.4. The Legacy Corporation has also made it a contractual requirement of its Tier 1 construction and end-use contractors to pay the LLW to their directly employed staff.
- 4.5. Where the Legacy Corporation does not have a direct contractual relationship with a QEOP employer, such as the Tier 1 contractor's own supply chain, and where it has a lease arrangement such as that with iCity, the Legacy Corporation encourages the payment of LLW to workers on the QEOP.
- 4.6. This paper sets out how the Legacy Corporation ensures that its Tier 1 contractors comply with their contractual commitments in respect of the payment of the LLW to their direct employees, and Tier 1 contractors.

## **5. ENSURING COMPLIANCE WITH OBLIGATIONS TO PAY THE LONDON LIVING WAGE**

- 5.1. The Legacy Corporation has different auditing and assurance processes for its own workforce and for the different contracts and work programmes currently being delivered on the Park.

### **5.2. LLDC direct staff**

- 5.2.1 All LLDC staff, including interns, are paid LLW.

### **5.3 LLDC's Tier 1 Construction contractors**

- 5.3.1 **For Option C<sup>1</sup>** construction contracts (BAM Nuttall and Balfour Beatty for Aquatics), an independent audit team, led by Mace PMP, monitors and assures costs, including wage levels throughout the supply chain.
- 5.3.2 An audit schedule has been provided to LLDC/Mace confirming that both BAM and Balfour Beatty are fully compliant with payment of LLW.
- 5.3.3 In addition, BAM Nuttall implemented a model of best practice by introducing a Labour Agency Vendor Accord (LAVA) to regulate labour and plant agencies' practice on-site against pre-established criteria, including PAYE, LLW payment and 100% CSCS compliance.
- 5.3.4 The LAVA process involves checking contracts, including rates of pay, and ensuring through a review of payslips what BAM/subcontractors' workforces actually got paid.

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<sup>1</sup> Option C contracts: Target Cost contract with activity schedule. In this option the Contractor offers to provide the works described in the contract for a target price using an activity schedule. Each activity is priced as a target cost+ fee and payment is made on verification of actual costs (reimbursable + fee).

- 5.3.5. **For Option A<sup>2</sup>** construction contracts (all stadium, Skanska, Careys, ISG, H&J Martin, Buckingham), the Legacy Corporation's Executive Director of Infrastructure has written to all Tier 1 contractors asking them to confirm payment of the LLW and to make available audit documents to verify compliance.
- 5.3.6 The Legacy Corporation will be implementing assurance checks as part of the project close-out process and contractors will be pursued for costs retrospectively for non-compliance (this is standard practice).
- 5.3.7 Taylor Wimpey committed to payment of the LLW for their workforce on Chobham Manor and the LLDC will be monitoring compliance in line with its approach to date.

#### 5.4 **LLDC's Tier 1 End-use contractors**

- 5.4.1 For end-use contracts Balfour Beatty Workplace (BBW), the Camden Society and Greenwich Leisure Limited (GLL) have all confirmed that they pay their direct employees the LLW.
- 5.4.2 The Legacy Corporation's Executive Director of Park Operations and Venues will ensure that these end-use contractors make available audit documents to verify contractual compliance.

#### 5.5 **LLDC's Tier 2 subcontractors and beyond**

- 5.5.1 Within its contracts the LLDC also encourage that, wherever possible, the staff of Tier 1's respective subcontractors be paid LLW.
  - 5.5.2 Some of the Legacy Corporation's Tier 2 contractors and beyond pay LLW (e.g. construction Tier 2s, The Landscape Group for Estates and Facilities Management), but at this stage it is not possible to guarantee that all sub-contractors operating on Queen Elizabeth Olympic Park are paying LLW.
- 5.6 LLDC has secured provisions in the Lease with iCITY (currently at Agreement for Lease stage) that iCITY will use reasonable endeavours to monitor the payment of LLW by iCITY and its tenants<sup>3</sup>.

### 6. **MONITORING THE PAYMENT OF LLW BY TIER 2 SUBCONTRACTORS AND BEYOND**

- 6.1 The Legacy Corporation has given consideration both prior and during the writing of this paper to Tier 2 subcontractors in assuring their adoption, or not, of the LLW. To undertake such an assurance exercise, The Legacy Corporation estimates that one-off audits would cost in the region of £550 per contractor. As the Transformation supply chain contains over 300 firms, costs will be significant and ongoing for the lifetime of all QEOP contracts estimated at between £165,000 and £200,000. On this basis this is not a financially viable option.

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<sup>2</sup> Lump Sum priced contract with activity schedule. The Contractor offers to provide the works described in the contract for a sum of money. These projects have increased risk of non-adherence to LLW as the lump sum leads to the supply chain beyond Tier 1 trying to drive down costs as much as possible.

<sup>3</sup> For the first 25 years of the term

## 7. MONITORING THE PAYMENT OF LLW BY LESSEES

- 7.1. There are limitations of what a landlord can demand of its tenants through a lease agreement on matters such as paying the LLW. In the case of the iCITY lease, as stated in 5.6 above, LLDC has secured a provision that iCITY will use reasonable endeavours, and encourage its tenants, to monitor payment of LLW .

## 8. FINANCIAL IMPLICATIONS

- 8.1 There are no additional financial implications for LLDC.

## 9. LEGAL IMPLICATIONS

- 9.1. There are no legal implications as it appears that the transformation contracts entered into by LLDC with Tier 1 contractors have a provision that relates to the LLW. However, if there are any legal issues that may arise from this review we can address this further with specific advice, if required.

## 10. PRIORITY THEMES

The LLDC's work in promoting payment of the LLW on site supports delivery of its priority themes, specifically **Promoting convergence and community participation** and **Championing equalities and inclusion** as it contributes to increasing median earnings for full time workers living in the Growth Boroughs, a key indicator in the Creating Wealth and Reducing Poverty theme of the Convergence Action Plan.

## 11. APPENDICES

- None

<b>List of Background Papers:</b>
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None
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