

Meeting of the Board of the London Legacy Development Corporation

Meeting Date: Wednesday 30 April 2014

Time: 2.00 pm

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

Members of the Board of the London Legacy Development Corporation are hereby notified and requested to attend the meeting of the Board at 2.00 pm on Wednesday 30 April 2014 to transact the business set out below.

Board Members:

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

1 Apologies for absence

2 Declarations of interest

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

- 3 Minutes of previous meeting held on 27 February 2014** (Pages 1 - 8)
The Board is asked to agree the minutes of the meeting held on 27 February 2014.
- 4 Matters arising and action list** (Pages 9 - 10)
The Board is asked to note the actions arising from previous meetings.
- 5 Chief Executive's Report** (Pages 11 - 16)
The Board is asked to note the Chief Executive's report, which provides an update on major projects and activities since the last meeting.
- 6 Report of the meeting of the Planning Decisions Committee held on 25 February and 25 March 2014** (Pages 17 - 20)
The Board is asked to note the report.
- 7 Report of the meetings of the Investment Committee held on 27 February 2014** (Pages 21 - 22)
The Board is asked to note the report.
- 8 Report of the meeting of the Chairman's Committee held on 27 February 2014** (Pages 23 - 24)
The Board is asked to note the report.
- 9 Report of the meeting of the Regeneration and Communities Committee held on 4 March 2014** (Pages 25 - 26)
The Board is asked to note the report.
- 10 Report of the meeting of the Park Opening and Operations Committee held on 13 March 2014** (Pages 27 - 28)
The Board is asked to note the report.
- 11 Report of the meeting of the Audit Committee held on 13 March 2014** (Pages 29 - 30)
The Board is asked to note the report.
- 12 Ten Year Plan** (Pages 31 - 60)
The Board is asked to adopt the draft Ten Year Plan, note the Three Year Plan and adopt the 2014/15 Budget.

13 Treasury Management Report (Pages 61 - 80)

The Board is asked to agree the London Legacy Development Corporation's Treasury Management strategy for 2014-15.

14 Community Infrastructure Levy Draft Charging Schedule (Pages 81 - 90)

The Board is asked to agree the Draft Charging Schedule, Draft Planning Obligations SPD and draft Regulation 123 list for consultation, and subsequent submission for examination that following consultation.

15 Transformation Quarterly report to 31 March 2014 (Pages 91 - 96)

The Board is asked to note the final quarterly report on the transformation programme.

16 Estates Strategy (Pages 97 - 100)

The Board is asked to note the report on the estates strategy for the Queen Elizabeth Olympic Park.

17 Hackney Wick and Fish Island conservation area extension designations
(Pages 101 - 146)

The Board is asked to designate the extension to Fish Island Conservation Area boundary in the London Borough of Tower Hamlets as set out in the report and designate the extension to Hackney Wick Conservation Area boundary in the London Borough of Hackney as set out in the report.

18 Planning Decisions Committee membership (Pages 147 - 152)

The Board is asked to agree the appointment of the local borough representatives on the Planning Decisions Committee.

19 Date of next meeting

The next meeting of the London Legacy Development Corporation Board is due to be held on Tuesday 17 June at 2pm at LLDC's offices.

20 Any other business the Chairman considers urgent

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

21 Exclusion of the press and public

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

- 22 Minutes of the previous meeting held on 27 February that contain exempt information** (Pages 153 - 158)

The Board is asked to agree the minutes of the meeting held on 27 February 2014 that contain exempt information.

- 23 Exempt information relating to item 5 - Appendix 1 - Commercial update** (Pages 159 - 162)

The Board is asked to note the appendix.

- 24 Exempt information relating to item 5 - Appendix 2 - Transformation Monthly Programme dashboards** (Pages 163 - 166)

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

- 25 Exempt information relating to item 15 - Transformation quarterly report** (Pages 167 - 172)

The Board is asked to note the report.

- 26 Exempt information relating to item 12 - Appendices 2 and 3 - Ten Year Plan** (Pages 173 - 186)

The Board is asked to note the appendices.

- 27 Exempt information relating to item 16 - Estate strategy** (Pages 187 - 192)

The Board is asked to note the report.

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

Date: Thursday 27 February 2014
Time: 10.00 am
Venue: LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

Present: Boris Johnson (Chairman)
Neale Coleman CBE (Deputy Chairman)
Nicholas Bitel
Nicky Dunn
Keith Edelman
David Edmonds CBE
David Gregson
Baroness Tanni Grey-Thompson DBE
Philip Lewis
Lord Mawson OBE
Jayne McGivern (Items 10 - 25)
Mayor Jules Pipe CBE

In attendance: Sir Edward Lister, Mayor's Observer to the Board (Items 11 - 25)
Dennis Hone, Chief Executive
Jonathan Dutton, Executive Director of Finance and Corporate Services
Jan Boud, General Counsel
Anthony Hollingsworth, Director of Planning Policy and Decisions
Colin Naish, Executive Director of Infrastructure
Paul Brickell, Executive Director of Regeneration and Community Partnerships
Rosanna Lawes, Executive Director of Development
Mark Camley, Executive Director of Park Operations and Venues
Rachel Massey, Board Secretary
Jamie Izzard, GLA Secretariat

1 Apologies for absence (Item 1)

1.1 Apologies for absence were received on behalf of Councillor Chris Robbins, Mayor Lutfur Rahman, Sir Robin Wales, David Ross and Sonita Alleyne.

2 Declarations of interest (Item 2)

- 2.1 The Chairman noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.
- 2.2 Sir Edward Lister, the Mayor of London's Observer, declared an interest in Item 11 (Revised Local Development Scheme and Authority Monitoring Report) in his role as Deputy Mayor for Planning. Sir Edward did not to take part in the discussion on that item of business.

3 Minutes of previous meeting held on 26 November 2013 (Item 3)

- 3.1 **It was agreed that the minutes of the meeting of the London Legacy Corporation Board held on 26 November 2013 be signed by the Chairman as a correct record.**

4 Matters arising and action list (Item 4)

- 4.1 A query was raised regarding the matters recorded under (Three Mills Power of Attorney). The General Counsel confirmed that, following subsequent discussions, it had been agreed that the proposed Power of Attorney would not be put in place at this stage.
- 4.2 **The Board noted the Actions List.**

5 Chief Executive's Report (Item 5)

- 5.1 The Chief Executive introduced the report, providing a progress update on the activities of the Legacy Corporation since the last meeting. During discussion, Members noted the following:
- a) Work was progressing on plans to create a major new higher education and cultural district on the Park ('Olympicopolis') following the announcement from the Chancellor of the Exchequer to support the project in the National Infrastructure Plan.
 - b) The PPQ (Pre Qualification Questionnaire) stage for the procurement of a development partner for East Wick and Sweetwater closed on 23 January and shortlisted applicants would be invited to participate in the next stage of the tender process. There were further updates on this matter in the private section of the meeting;
 - c) Planning approval for Phase 1 of the Chobham Manor neighbourhood was received on 28 January 2014. Homes would go on sale as from May 2014, with residents to move in from late 2015; and

- d) The current Director of Communications and Public Affairs, Victoria O'Byrne, would be leaving at the end of February 2014 to take up a new role of Group Corporate Affairs Director for Virgin. Recruitment for the position was shortly to be concluded.

5.2 The Board noted the report and its appendices.

6 Report of the Meeting of the Planning Decisions Committee Held on 26 November and 28 January 2014 (Item 6)

6.1 The Chair of the Planning Decisions Committee introduced the report, which provided an update on the meetings held on 26 November 2013 and 28 January 2014.

6.2 The Board noted the report.

7 Report of the Meeting of the Investment Committee held on 19 and 26 November 2013 and 30 January 2014 (Item 7)

7.1 The Chair of the Investment Committee introduced the report which provided details of the agenda items presented to the meetings held on 26 November 2013 and 30 January 2014.

7.2 The Chair of the Investment Committee acknowledged the excellent work undertaken by officers to progress the business case Waterways projects, which was due to be presented to the Investment Committee later the same day following the Board meeting.

7.3 The Board noted the report.

8 Report of the Meeting of the Chairman's Committee held on 3 December 2013 (Item 8)

8.1 The Deputy Chair introduced the report, which provided an update on the meeting held on 3 December 2013 and drew Members' attention to the progress being made on the One Organisation project and to the shared legal services update which was due to be presented to the Chairman's Committee later the same day following the Board meeting.

8.2 The Board noted the report.

9 Report of the Meeting of the Park Opening and Operations Committee held on 16 December 2013 (Item 9)

9.1 The Chair of the Park Opening and Operations Committee introduced the report, which provided an update on the meeting held on 16 December 2013.

- 9.2 The Chairman requested an oral update on progress with the retrofitting work underway on the former Olympic Village, now known as East Village, by the Olympic Delivery Authority (ODA). The Deputy Chair declared an interest as a Board member of the ODA. Officers explained that more than 300 homes were now occupied.. It was noted that initial feedback from the market and from residents had been positive. It was suggested that the Legacy Corporation should discuss potential promotional activity to promote the Park as a place to live with Taylor Wimpey and London & Quadrant who were developing the Legacy Corporation's Chobham Manor neighbourhood adjacent to East Village.
- 9.3 **The Board noted the report.**
- 10 Report of the Meeting of the Audit Committee held on 20 January 2014 (Item 10)**
- 10.1 The Chair of the Audit Committee introduced the report, which provided an update on the meeting held on 20 January 2014.
- 10.2 **The Board noted the report.**
- 11 Revised Local Development Scheme and Authority Monitoring Report (Item 11)**
- 11.1 The Director of Planning Policy and Decisions introduced the report on the Revised Local Development Scheme and the Authority Monitoring report.
- 11.2 **The Board:**
- a) Agreed the revised Local Development Scheme; and**
 - b) Noted the Authority Monitoring Report for the period 1 October 2012 to 30 September 2013.**
- 12 Transformation Quarterly Report to 31 December 2013 (Item 12)**
- 12.1 The Executive Director of Infrastructure presented the Transformation Quarterly Report on works to the end of December 2013 on safety, governance, change control, programme risk and priority themes of the Transformation programme.
- 12.2 A discussion took place regarding the cycling provision within the Park. It was noted that officers were working with the Mayor's Cycling Commissioner and Sustrans to improve provision within the Park. Discussions were also taking place with Westfield regarding routes on their land and with Transport for London to bring the cycle hire scheme to the Park.
- 12.3 **The Board:**

- a) **Noted that good progress continued to be made with the Aquatic Centre complete and handed over to the operator; handover of the Velopark to LVRPA would be at the end of January 2014, with Eton Manor to follow in February 2014; all remaining works were on track for completion of the South Park Hub and Landscape for the planned South Park opening on 5 April 2014;**
- b) **Noted the good Health and Safety performance to date; and**
- c) **Noted the supplemental report on Part 2 of the agenda.**

13 Park Opening, Operations and Events Update (Item 13)

- 13.1 The Executive Director of Park Operations and Venues presented a report providing an update on Park Opening plans, Park operations and Events. It was noted that there had been over 1 million visitors to the Park since last summer, with 70% coming via Stratford and 30% via Hackney. There had been no major incidents in the Park. It was noted that the River Lee had flooded, in the flood bowl as designed and planned, several times and that this was part of the flood defences protecting 5,000 homes along the river.
- 13.2 A discussion took place regarding the proposed sponsorship policy. David Edmonds declared an interest as board member of William Hill plc. It was noted that any judgements required regarding the appropriateness of sponsors would be referred to the Board.
- 13.3 **The Board:**
 - a) **Noted the report;**
 - b) **Approved the draft sponsorship policy and outdoor events application guidelines at Appendix 1 and Appendix 2; and**
 - c) **Noted the supplemental appendix 3 on Part 2 of the agenda containing exempt information.**

14 Corporate risk and issues update (Item 14)

- 14.1 The Executive Director of Finance and Corporate Services introduced a report providing a summary of corporate risks and issues.
- 14.2 Further discussion in relation to this item is included within the private minutes of the meeting.
- 14.3 **The Board:**
 - a) **Noted the report and the supplemental appendix on Part 2 of the agenda containing exempt information.**

15 9/11 London Project Foundation (Item 15)

15.1 The Board received an update on the proposal for the Legacy Corporation to enter into a lease with the 9/11 London Project Foundation charitable trust (“the Foundation”) to locate a piece of Artwork on the Queen Elizabeth Olympic Park (QEOP).

15.2 The Board:

a) **Noted the current status of the 9/11 London Project, the planning application submitted by the 9/11 London Project Foundation, which was to be considered by the LLDC Planning Committee at a future meeting; and**

b) **Noted that any lease would require Mayoral consent under S209 of the Localism Act and that prior Mayoral consent was also required under Section 4.5 of the London Legacy Development Corporation Governance Direction 2013.**

16 Date of Next Meeting (Item 16)

16.1 **The Board noted that the next meeting was due to be held on 25 March 2014 at 2.00pm.**

17 Any Urgent Business (Item 17)

17.1 There was no urgent business.

18 Exclusion of the press and public (Item 18)

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

19 Minutes of the previous meeting held on 26 November 2013 that contain exempt information (Item 19)

19.1 **It was agreed that the minutes of the meeting of the Board held on 26 November 2013 containing exempt information be signed by the Chairman as a correct record.**

20 Exempt information relating to item 5- Appendix 2 - Commercial Update (Item 20)

- 20.1 The Chief Executive introduced the exempt Appendix to the Chief Executive's report on Part 1 of the agenda, which included commercially sensitive information. Updates were provided on the following matters:
- a) Olympicopolis;
 - b) Phase 2 of the East Wick and Sweetwater housing developments;
 - c) The Aquatics Centre; and
 - d) iCity.
- 20.2 Members reiterated the need to ensure design standards for phase 2 of the East Wick and Sweetwater developments remained high.
- 20.3 Further discussion in relation to this item is included within the private minutes of the meeting.
- 20.4 **The Board noted the Appendix.**
- 21 Exempt information relating to item 5- Appendix 3- Transformation Monthly Programme Dashboard (Item 21)**
- 21.1 The Executive Director of Infrastructure presented the exempt appendix to the report on the Transformation and Stadium monthly programme dashboards for December 2013.
- 21.2 **The Board noted the Appendix.**
- 22 Exempt information relating to item 12- Transformation Quarterly Report (Item 22)**
- 22.1 The Executive Director of Infrastructure presented the report on the Transformation Quarterly Report to the end of December 2013.
- 22.2 **The Board noted the report.**
- 23 Exempt information relating to item 18- Park Opening and Events Update (Item 23)**
- 23.1 The Executive Director of Park Operations and Venues presented the report on the Park Opening and Events Update which was detailed in a confidential presentation tabled at the meeting. This included updates on the Aquatics Centre, Velopark, ArcelorMittal Orbit, South Park Plaza, Park opening events, stadium operation and naming rights.
- 23.2 **The Board noted the report.**

24 Exempt information relating to item 14- Corporate Risk and Issues Registers (Item 24)

24.1 The Executive Director of Finance and Corporate Services presented the report on the corporate risks and issues.

24.2 **The Board noted the report.**

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

25.1 The Chairman introduced the exempt information relating to the proposal to enter into a lease with the 9/11 London Project Foundation charitable trust (“the Foundation”) to locate a piece of artwork on the Queen Elizabeth Olympic Park (QEOP). The Chairman outlined his support, as Mayor of London, for the proposals in terms of the aesthetics of the piece, its significance to the values of the Olympic movement, its potential to draw overseas visitors and the opportunity it provided as an educational tool.

25.2 Members expressed a range of views on the proposals. It was noted that, whilst some Members expressed personal objections to the aesthetics of the proposed piece of artwork, the final decision would rest with the Planning Decisions Committee.

25.3 Members discussed the issues arising from the potential need for on-going maintenance of the piece. It was noted that this would remain the responsibility of the Foundation.

25.4 Additional matters for inclusion within the final Heads of Terms were proposed during the discussion. The Board concluded its deliberations by taking a vote on whether, in principle, it supported the proposed Heads of Terms of agreement with the Foundation on this matter, to include the proposed additional provisions. The vote was passed by majority.

25.5 **The Board noted the report and requested changes to the proposed revised Heads of Terms (as outlined in the reserved minutes).**

Chairman

Date

Contact Officer: Rachel Massey, LLDC, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ, Tel: 020 3288 1829, Email: rachelmassey@londonlegacy.co.uk

Board Actions List (reported to the meeting on 30 April 2014)

Outstanding Actions from the Last Meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
23.2 (exempt minutes)	Park opening and events update Discuss the narrative connecting sites and attractions along the Lower Lea Valley with Lord Mawson for inclusion in the ArcelorMittal Orbit visitor information.	Mark Camley	5 April 2014	Completed
23.2 (exempt minutes)	Park opening and events update Prepare an update report on the ArcelorMittal Orbit for the Investment Committee.	Mark Camley and Jonathan Dutton	13 May 2014	In progress

Page 9

Outstanding Actions from the previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
26/11/13 Item 9.3	Three Mills power of attorney Defer the report to allow for further discussions outside of the meeting	Jan Boud	25 March 2014	Closed. Discussed at 27 February 2014 meeting
17/09/13 Item 5.4	Chief Executive's report Consider the relocation of the 9/11 sculpture to the Park at a future meeting Update provided October CEO's report	Board	2014 date (TBC)	Closed. Discussed at 27 February 2014 meeting

Agenda Item 4

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Subject: Chief Executive's report to the LLDC Board
Date: 30 April 2014
Report to: Board
Report of: Dennis Hone, Chief Executive

This report will be considered in public

1 SUMMARY

- 1.1 This report provides progress updates on the activities of the London Legacy Development Corporation (LLDC). A further commercial update on projects is provided at Appendix 1 (exempt information, see item 23).
- 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 PARK OPENING AND TRANSFORMATION

- 3.1 The south of the Queen Elizabeth Olympic Park opened to the public on Saturday 5 April 2014 for the first time since the London 2012 Olympic and Paralympic Games. In 18 months, the Legacy Corporation has led the transformation of the former Olympic Park into London's newest Park with beautiful parklands and waterways, world-class sporting venues, arts and events. The ArcelorMittal Orbit visitor attraction also opened on the same day. This followed the successful opening of the Aquatics Centre in March 2014.
- 3.2 The Park opening weekend attracted 50,000 visitors and generated positive media and social media coverage. Highlights of the opening weekend included: a parade of 250 local children; choirs, bands, dancers, poets, circus performers and story tellers throughout the south of the Park; a spectacular aerial performance by acrobats from Aircraft Circus at the ArcelorMittal Orbit; try out sessions for a range of sports and fitness activities; and visits from the East London Mobile workshop arts and crafts bus and the Bikeworks team.

- 3.3 The south of the Park, designed by James Corner Field Operations, features:
- A new tree-lined promenade with 100 trees strung with a unique globe lighting system.
 - Interactive water fountains and an action packed adventure playground.
 - Four themed walking trails explore the key sights of the London 2012 Games, the Park's biodiversity, family fun on the Park and arts and culture.
- 3.4 Visitors to the **ArcelorMittal Orbit** are able experience a new perspective of London and unrivalled views of the Park. With two spacious viewing platforms at 76 and 80 metres high, visitors can see over 20 miles across London and newly installed interactive technology that will enable guests to get close up to the breathtaking views.
- 3.5 At the base of the ArcelorMittal Orbit is **The Podium** which has a versatile events space, EastTwenty Bar & Kitchen and roof top terrace with views of the iconic venues.
- 3.6 The **Aquatics Centre** opened on 1 March 2014. Designed by internationally renowned architect, Zaha Hadid, the venue houses two 50 metre swimming pools. The Games time competition pool is available for lane and fitness swimming. The 50 metre training pool is used for family sessions, fun sessions with inflatables and swimming lessons. There is also a 25 metre diving pool with boards and platforms up to 10 metres, a dry diving zone, a state-of-the-art 50 station gym and café. In April it will host the 2014 FINA/NVC Diving World Series and in 2016 the European Swimming Championships.
- 3.7 See Appendix 2 for additional information about the transformation programme and the stadium transformation programme (exempt information, see item 24). There is a separate item on the agenda related to the **Transformation** quarterly report.

4 SPORTING EVENTS

- 4.1 The Park hosted the **Sainsbury's Sport Relief Games** on 23 March which saw people run, swim and cycle, raising money for Sport Relief and showcasing the Park to a large television audience.
- 4.2 Preparations are ongoing for the Park to host part of the **Tour de France** when the world's largest cycling road race reaches London on 7 July 2014. 200 riders will set out from Cambridge, entering London through Epping Forest before completing a circuit of Queen Elizabeth Olympic Park. They will then ride through the East End before turning westwards along the Thames. Buckingham Palace will then form the backdrop to the climax as riders sprint up The Mall.
- 4.3 The routes for the **Prudential RideLondon** events have been announced. The event, on 10 August 2014, starts in the Park with an estimated 24,000 cyclists and 150 of world's top professional male cyclists riding through London to Surrey and returning to the capital finish on The Mall in St James's Park.

5 FUTURE DEVELOPMENTS

- 5.1 Discussions are ongoing with potential partners including University College London and Victoria and Albert Museum (V&A) to create a major new **higher education and cultural district** on the Park.
- 5.2 The Legacy Corporation has continued procurement to identify a development partner to take forward the next phase of new neighbourhoods on the Park at **East Wick and Sweetwater**. Following the PQQ stage the shortlist of six developers has been announced: Carillion-igloo and Genesis Housing Association, Grainger, Lend Lease, L&Q, Mace and Argent, Places for People and Balfour Beatty will now go through to the next stage of the bidding process for the opportunity to deliver 1,500 new homes. The developer is scheduled to be appointed in Q4 2014.

6 iCITY (HERE EAST)

- 6.1 Good progress has been made in securing the long-term use for the Broadcast Centre and Press Centre. iCITY's planning application and the Legacy Corporation's application for the facade of the multi storey car park were approved by the Planning Committee on 25 February 2014 (followed by a 6 week Judicial Review period). The majority of Transformation works are now complete, final works are ongoing in the Press Centre. iCITY has appointed Lang O'Rourke as preferred contractor for their construction works which will commence in the Summer. iCITY has started a rebranding exercise, the buildings are now referred to as Here East.
- 6.2 The Legacy Corporation and iCITY are making good progress on the aim to grant the lease in mid to late May 2014. A handover process has been agreed to support this and the first handover meeting between the Legacy Corporation and iCITY was held.

7 HEALTH AND SAFETY

- 7.1 On the Park there was heightened activity in the lead-up to full Park Opening. Key matters addressed in the period include:
 - a. Issues concerning the climbing wall were identified during its use while additional stewarding was undertaken to use this period to plan any modifications while maintaining visitor safety. Some repairs to the installation and some modifications are being discussed, and RoSPA specialists will complete the assessment of the area they had commenced prior to Park Opening. This will also provide a good opportunity for them to review the edge protection to City Mill River previously discussed with the Canal and River Trust.
 - b. During the opening weekend of 5th / 6th April 2014 there was a total of 10 first aid cases and 4 'lost child' incidents. Two incidents occurred

in Tumbling Bay when children slipped on wet concrete slabs by the water pumps. The other first aid instances were mainly attributed to children falling whilst running and playing within the play areas in the South Park. All HAS and Security incidents are logged on the Park Logging System which is used to capture all incidents reported through the Security, Safety and EFM teams on the Park.

- c. Following the queries raised by the Park Opening and Operations Committee, it should be noted that all Park security staff (currently 56) are first aid trained, and that 12 defibrillators are available to them (each vehicle and bike carries one). 12 staff have the advanced first aid training for FPOS intermediate level. There are also emergency kits available. A review is underway of what other training may be appropriate for front line staff.
- d. A safety tour (7th April) highlighted that steps leading from Mandeville Place to Carpenter's Lock do not have clear demarcation in poor light, and remedial measures are being considered. There is a planned review of first aid provision, following incident monitoring, over the next 12 months. Currently there is 'enhanced' first aid treatment available, which is considered adequate for the reasonably foreseeable incidents. The review will determine whether there is a need for 'advanced' first aid responders that can administer pain relief – which may be recommended if incident information produces a different risk profile to that experienced to date.
- e. There will be an infrared (thermal imaging) camera in place that provides 85% coverage of the Park in operation from the 14 April 2014. This will enable the Park Control Room to monitor the large open spaces at night and provide an additional level of protection for those using and moving through the Park at these times.
- f. The Legal team is investigating what contractual arrangements are in place for tenants to report on health and safety issues, including incidents, to LLDC so that monitoring and assurance plans can be made for 2014/15.

7.2 The Transformation programme completed with a very good safety performance. The accident rate ended at the historically low 0.05 (equivalent to a reportable accident for every 2,000,000 hours worked) for the final 12 months and an average over the whole programme of works of 0.13 (lower than for the ODA pre-Games works of 0.15). This was despite the pressures of completion for full Park Opening in early April. In addition to some limited Transformation works carried forward, including snagging and similar, the focus has shifted to the Stadium conversion and Canal Park.

7.3 The occupational health strategy defined in contract with the Stadium contractor and extendable to Canal Park and other on-the-Park activities is proving difficult to fully establish. It is noted that HSE has indicated that later this year there will be a regulatory enforcement focus on occupational health on construction sites (a "blitz"). This together with the significance of health risks to Park construction workers requires this issue to be

resolved shortly.

- 7.4 Real Estate has ensured that Taylor Wimpey team developing Chobham Manor will continue to participate in SHELТ. Further, roles and responsibilities based on LLDC codes of practice and protocols have been identified for health, safety and environmental monitoring which has been documented and is being applied by Real Estate for Chobham Manor.
- 7.5 Regeneration and Community Partnerships has been evaluating the safeguarding of vulnerable groups, identified as a risk area for the activities undertaken by the team. A working group is developing a policy, procedures and training plans. This will impact on volunteering activities and will be reflected in the new policies being developed by Cofely.
- 7.6 Installation of art work at Carpenter's Lock has been subject to a design risk assessment at a workshop. Several issues were raised and are being addressed by the designers to remove and reduce risks for installation, maintenance and removal of the temporary structure. There is opportunity to engage with the local building college to educate young people entering construction trades on healthy and safe ways of working.
- 7.7 Protocols for what is required when a claim for personal injury is made against the Legacy Corporation have been agreed led by the legal team, and will be incorporated in a new incident reporting and investigation procedure currently being drafted by the Legacy Corporation's health and safety team.
- 7.8 Recent learning during procurement processes relating to health and safety evaluation will benefit from an audit scheduled for mid-2014.
- 7.9 The plan for health and safety for the Legacy Corporation with its new structure and directorate work-plans has been agreed in principle with Risk Management, HR, Park Operations and Real Estate. Work is now underway to align the team that drives public safety in the Park and internal H&S for the other Legacy Corporation activities/teams. The management system is now complete, and a fully integrated Health, Safety and Environment management system will be issued, initially for EMT approval, later in the month.
- 7.10 Risk assessments have been drafted and are now being reviewed by each directorate in team meetings, with support from the health and safety advisor. DSE risk assessment and training software is now installed and ready for use. Finance and Corporate Services will be the first directorate to use the system. Once they have used the system for one month, to identify any snagging required with the software, it will be rolled out across the Legacy Corporation.
- 7.11 Europa building services undertook an audit of the Legacy Corporation's fire safety management for Floor 10, One Stratford Place. The Legacy Corporation performed well and has already fully implemented the minor changes recommended.

8 TIMBER LODGE CAFE AND TUMBLING BAY PLAYGROUND: INCLUSIVE DESIGN

- 8.1 The Timber Lodge Café and Tumbling Bay Playground were commended for their accessibility and universal design at the Civic Trust Awards ceremony on 7 March 2014. The Legacy Corporation was honoured with two awards alongside erect architecture and other key partners responsible for the scheme design and delivery: a 2014 Civic Trust Award and the Selwyn Goldsmith Award for Universal Design, awarded in recognition of the architect and founding figure of universal design, Selwyn Goldsmith.
- 8.2 The scheme, delivering a playground, café, community spaces and park facilities, has become a popular visitor destination in the north of the Park since it opened in June 2013. Designed and built in accordance with the Legacy Corporation's Inclusive Design Strategy and Standards, it builds on those developed by the ODA for the London 2012 Games and was described by judges as "an exemplar in accessibility and universal design".

9 APPENDICES

Appendix 1 – Commercial update (exempt information, see item 23)

Appendix 2 – Transformation Monthly programme dashboards (exempt information, see item 24)

List of Background Papers

- | |
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| <ul style="list-style-type: none">• None |
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Report originator: Oliver Shepherd
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Subject: Report of the meeting of the Planning Decisions Committee meetings held on 25 February and 25 March 2014
Meeting date: 30 April 2014
Report to: Board
Report of/by: Philip Lewis, Chair of Planning Decisions Committee

This report will be considered in public

1 SUMMARY

- 1.1 This paper provides an update to the Board on the meeting of the Planning Decisions Committee meetings held on 25 February and 25 March 2014. There will be a verbal update at the meeting on the PDC being held on 22 April 2014.

2 RECOMMENDATIONS

- 2.1 The Board is invited to note this report.

3 ISSUES DISCUSSED

- 3.1 The following items were considered at the **25 February 2014** meeting:
- a. Eton Manor landscaping (planning application 13/00444/FUL): proposal for the creation of an informal landscape recreation space and new pedestrian entrance in replacement of the approved allotments at this site. There were speakers both in support of and against this proposal who addressed the Committee. After consideration of the planning issues, Committee resolved to approve the application subject to the updated draft heads of terms of a s.106 legal agreement as amended at the meeting and the recommended conditions, also as amended at the meeting. Delegated authority was given to the Director of PPDT to issue the decision on completion of the s.106 legal agreement.
 - b. Extensions to the Hackney Wick and Fish Island Conservation Areas: This was a report for comment rather than decision. Committee allowed two speakers to make representations against the proposed extensions. After debating the item, Committee expressed mixed views on the proposal, with one member for, one against and three members commenting that whilst the extension to the north of the Hertford Union

canal appeared to have merit, the area south did not. The Committee requested that these comments be provided to the Board.

- c. 206-214 High Street, Stratford (application number 13/00404/FUL): proposed 26 storey building comprising 431 student bed spaces, ground floor cafe, first and second floor artist studios, servicing and access. Committee resolved to grant planning permission for the proposal subject to referral to the Mayor of London, completion of a s.106 legal agreement to secure the obligations set out in the report, and the planning conditions reported. Authority was delegated to the Director of PPDT to finalise the s.106 and issue the permission.
- d. Former IBC (iCity/Here East) applications (13/00534/FUM, 13/00536/COU, 13/00537/FUL, 13/00535/AOD) for use as a data centre, studios, B1 business space, education, conference and retail use; Use of the multi-storey car park to provide parking in connection with the development. After consideration of the planning issues, Committee resolved to grant planning permission for the proposal subject to referral to the Mayor of London, completion of a s.106 legal agreement to secure the obligations set out in the report and the planning conditions reported. Authority was delegated to the Director of PPDT to finalise the s.106 and issue the permission.
- e. Installation of new cladding to the exterior of the existing multi storey car park to the north of the IBC (application 13/00580/AOD). After consideration of the planning issues, Committee resolved to grant planning permission for the proposal, subject to the conditions and informatives reported.
- f. Neptune Wharf s.106 detailed heads of terms (application 12/00210/OUT). This report set out the detailed heads of terms of the proposed s.106 legal agreement for this development. Committee had previously resolved to approve the application for a predominantly residential mixed use development of this site in Fish Island at its meeting in November 2013. After considering the heads of terms and an update on how the development would relate to the proposed conservation area extensions, Committee granted approval and delegated authority to the Director of PPDT to finalise the legal agreement and issue the planning permission(subject to any stage 2 representations from the Mayor of London).
- g. The Legacy Corporation's Draft CIL Charging Schedule: This was a report for comment. Committee made comments on the proposed s.106 SPD, and Regulation 123 list of infrastructure projects, in particular that consideration should be given to community facilities alongside the transport projects listed. Comments were also made with respect viability of development and in particular on exceptional relief in the case of development on severely contaminated land and whether 5% contingency for heritage issues would be sufficient. Committee asked for these comments to be provided to Board.

- h. The Committee noted a report from the Director of PPDT of the planning applications determined under delegated power during January 2014.

3.2 The following items were considered at the **25 March 2014** meeting.

- a. Extensions to the Hackney Wick and Fish Island Conservation Areas. The Director of PPDT set out an updated report on this proposal following further consideration of the Committee comments made at the February meeting. The Committee allowed two speakers to make representations against the proposed extensions. After debating the item, Committee expressed mixed views on the proposal, with four members for, two against, two members supporting the extension of the Hackney Wick conservation area to the north of the Hertford Union canal but not the area to the south, and one member stating that he did not support the proposal but that there was some merit in extending the Hackney Wick conservation area. The Committee requested that these comments be reported to the Board.
- b. Eton Manor landscaping (planning application 13/00444/FUL): proposal for the creation of an informal landscape recreation space and new pedestrian entrance in replacement of the approved allotments at this site. This application had been reported to the Committee's meeting in February, but was being reported again because the previous report had only made reference to two letters of objection when three had actually been received by PPDT. The Committee allowed two speakers to make representations against the proposed development. After debating the item, Committee resolved to grant planning permission for the proposal subject to the completion of a s.106 legal agreement, as amended at Committee, and the recommended conditions. It was agreed that authority be delegated to the Director of PPDT to issue the planning permission following the completion of the s.106 legal agreement.
- c. Queen Elizabeth Olympic Park temporary events application (application 14/00037/FUL). This planning application sought permission for the temporary use of land within QEOP for temporary events such as concerts, festivals and mass participation sports or other events. The Committee resolved to grant planning permission for the proposal and to delegate authority to the Director of PPDT to make any refinements or amendments to the final planning conditions as updated in the report.
- d. 150 High Street, Stratford (application 13/00564/VAR). This application sought retrospective approval for variations to the approved drawings attached to the original planning permission for this development. The application was referred to the Committee at the request of LB Newham. The Committee resolved to grant planning permission for this proposal subject to the applicant providing a s.106 unilateral undertaking to confirm that the planning obligations contained within the original s.106 legal agreement for this development, would apply to this

permission, and the conditions as amended and updated.

- e. 117 Wallis Road, Hackney Wick (application 13/000157/COU). This application sought permission to a temporary change of use of this existing building from storage and distribution to a multi-purpose events space. The Committee allowed two speakers to make representations, one in support and one in objection to the proposal. After consideration of the item and the matters in the update report, Committee resolved to grant planning permission for the application for a temporary period of one year (the condition on the permission to be amended accordingly) subject to the conditions recommended.
- f. The Committee noted a report from the Director of PPDT of the planning applications determined under delegated power during February 2014.

4 LEGAL IMPLICATIONS

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

LIST OF APPENDICES TO THIS REPORT

None

List of Background Papers

- Papers for the meetings of the Planning Decisions Committee on 25th February and 25th March 2014.

Report originator(s): Anthony Hollingsworth, Director of Planning Policy & Decisions
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Subject: Report of the meetings of the Investment Committee held on 27 February 2014
Meeting date: 30 April 2014
Report to: Board
Report of: David Edmonds, Chair of the Investment Committee

This report will be considered in public

1 SUMMARY

- 1.1 This paper provides is the formal report to the Board on the meeting of the Investment Committee on 27 February 2014.

2 RECOMMENDATIONS

- 2.1 The Board is invited to note this report.

3 ISSUES DISCUSSED

E20 Stadium Limited Liability Partnership update

- 3.1 The Committee considered a report that provided an update on matters being considered by the E20 Stadium Limited Liability Partnership (LLP) including an update on the status of the transformation works, the Stadium operator procurement and the naming rights process.

- 3.2 Following a positive resolution to exclude members of the press and public, in accordance with Part 1, paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) the Committee also considered a report that contained exempt supplemental information.

Early delivery of Legacy Communities Schemes schools

- 3.3 The Committee considered a report that provided an update on progress towards the early delivery of two Legacy Community Scheme schools: a three-form entry primary school at East Wick, due to open in the 2015/16, and an all-through free school at Sweetwater and Stadium Island, provisionally scheduled to open in September 2016.
- 3.4 Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt

supplemental information.

- 3.5 The Committee noted progress made on the delivery of the East Wick primary school and the discussions with the Education Funding Agency in relation to the all-through free school.

Waterways Project business case

- 3.6 The Committee considered a report seeking approval of the Waterways Project Final Project Approval which detailed the terms and commitments that will be included in the legally binding agreement with the Canal & River Trust to cover property rights granted both to and by the Trust and the targeted investment in and management of waterways in and around the Queen Elizabeth Olympic Park.
- 3.7 The Committee agreed to the Legacy Corporation entering into a commercial and legally binding agreement, the Olympic Waterways Legacy Agreement (OWL) with the Trust and to entering to various Deeds of Grant of Easement, Leases and Licences as provided for in the OWL Agreement and the Deed of Grant of Easement or Lease of Rights for the Surface Water Discharge (SWD) Network.
- 3.8 Following a positive resolution to exclude members of the press and public, the Committee also considered a report that contained exempt supplemental information.

4 LEGAL IMPLICATIONS

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

LIST OF APPENDICES TO THIS REPORT

None

List of Background Papers

- Papers for the meeting of the Investment Committee on 27 February 2014

Report originator(s): Rachel Massey
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Subject: Report of the meeting of the Chairman's Committee held on 27 February 2014
Meeting date: 30 April 2014
Report to: Board
Report of/by: Neale Coleman, Deputy Chair

This report will be considered in public

1 SUMMARY

- 1.1 This paper provides an update to the Board on the meeting of the Chairman's Committee held on 27 February 2014.

2 RECOMMENDATION

- 2.1 The Board is invited to note this report.

3 ISSUES DISCUSSED

Ten year plan

- 3.1 The Committee considered the draft Ten year plan which set out the long range operating context, objectives and financial projections of the Legacy Corporation until 2023. Following a positive resolution to exclude members of the press and public, in accordance with Part 1, paragraphs 3 and 4 of Schedule 12A of the Local Government Act 1972 (as amended) the Committee considered a report which contained exempt information.

Shared Legal Services with the GLA - Update

- 3.2 The Committee considered a report which provided an update on progress made by the Legacy Corporation in considering shared legal services with Transport for London.
- 3.3 Following a positive resolution to exclude members of the press and public, the Committee considered a report which contained exempt information. The Committee noted the report and agreed, subject to the appropriate consultation, the proposal to transfer LLDC's in house legal services function to Transport for London.

4 LEGAL IMPLICATIONS

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

LIST OF APPENDICES TO THIS REPORT

None

List of Background Papers

- Papers for the meeting of the Chairman's Committee on 27 February 2014

Report originator(s): Rachel Massey
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Subject: Report of the meeting of the Regeneration and Communities Committee held on 4 March 2014
Meeting date: 30 April 2014
Report to: Board
Report of/by: Andrew Mawson, Chair of the Regeneration and Communities Committee

This report will be considered in public

1 SUMMARY

- 1.1 This paper provides an update to the Board on the meeting of the Regeneration and Communities Committee held on 4 March 2014.

2 RECOMMENDATION

- 2.1 The Board is invited to note this report.

3 ISSUES DISCUSSED

Executive Director of Regeneration and Community Partnerships' update

- 3.1 The Committee considered a report which provided an update on activities related to the remit of the committee including an update on employment targets and the Legacy Corporation's work in community engagement and place-making.

Bromley-by-Bow and Stratford Station update

- 3.2 The Committee considered a report on the approach to regenerating the Bromley-by-Bow area and the southern entrance to Stratford station.

4 LEGAL IMPLICATIONS

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

LIST OF APPENDICES TO THIS REPORT

None

List of Background Papers

- Papers for the meeting of the Regeneration and Communities Committee on 4 March 2014

Report originator(s): Rachel Massey
Telephone: 020 3288 1829
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Subject: Report of the meeting of the Park Opening and Operations Committee held on 13 March 2014
Meeting date: 30 April 2014
Report to: Board
Report of/by: Nicky Dunn, Chair of the Park Opening and Operations Committee

This report will be considered in public

1 SUMMARY

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

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 including an update on North Park operations and visitor numbers, the naming rights process, events and programming for 2014 and the stadium and south park operator procurement.

Park Opening update

- 3.2 The Committee considered a report which provided an update on the work underway to successfully re-open the South Park on 5 April 2014. Following a positive resolution to exclude members of the press and public, in accordance with Part 1, paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) the Committee considered a report containing exempt information relating to the Park opening programme.

4 LEGAL IMPLICATIONS

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

LIST OF APPENDICES TO THIS REPORT

None

List of Background Papers

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

Report originator(s): Rachel Massey
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Subject: Report of the meeting of the Audit Committee held on 13 March 2014
Meeting date: 30 April 2014
Report to: Board
Report of/by: Keith Edelman, Chair of the Audit Committee

This report will be considered in public

1 SUMMARY

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

2 RECOMMENDATIONS

- 2.1 The Board is invited to note this report.

3 ISSUES DISCUSSED

Executive Director of Finance and Corporate Services' update

- 3.1 The Committee considered a report which provided an update on activities related to the remit of the committee including an update on VAT recovery rate where a meeting was due to take place with HMRC to discuss the appropriate partial recovery rate.

Treasury management strategy

- 3.2 The Committee considered proposed changes to GLA's Group Investment Syndicate (GIS) and recommended these to the Board for approval (this is on the agenda for the Board meeting).

Internal Audit

- 3.3 The Committee noted progress made against previous internal audits and received three internal audits relating to finance systems: High Level Accounting (rated amber red), Payroll (rated amber), and Ordering Receipt and Payment (rated amber). The Committee also noted the report the internal auditors had produced on LLDC's preparedness in discharging its responsibilities in relation to E20 Stadium LLP.

Draft budget 2014/15

3.4 The Committee noted the draft budget for 2014/15.

Corporate risk register

3.5 The Committee noted the corporate risk register

4 LEGAL IMPLICATIONS

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

LIST OF APPENDICES TO THIS REPORT

None

List of Background Papers

- Papers for the meeting of the Audit Committee on 13 March 2014

Report originator(s): Oliver Shepherd
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Subject: Ten Year Plan and 2014/15 Budget
Meeting date: 30 April 2014
Report to: Board
Report of: Dennis Hone, Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. This report presents the draft Ten Year Plan and 2014/15 Budget to the Board for approval.

2. RECOMMENDATION

- 2.1. The Board is asked to adopt the draft Ten Year Plan and adopt the 2014/15 Budget.

3. BACKGROUND

Ten Year Plan

- 3.1. The London Legacy Development Corporation (LLDC) is a statutory body set up under the powers of the Localism Act 2011, and is responsible for promoting and delivering physical, social, economic and environmental regeneration in Queen Elizabeth Olympic Park and the surrounding area. As well as ownership of land and venues within the Park, LLDC has planning powers and regeneration responsibility within its boundaries.
- 3.2. The Ten Year Plan has been prepared to set out the long-range operating context, objectives and financial projections of the Legacy Corporation. It is intended to be a publicly accessible statement of intent, with a confidential 'Resource Plan' giving commercially-sensitive financial projections.
- 3.3. The draft Ten Year Plan draws on a number of recent work streams.
- The Legacy Corporation's vision, mission and purpose, and its ten-year objectives, have been drafted by the Corporation's Executive Management Team. The vision, mission and purpose have also been reviewed by staff.
 - The draft Plan's vision also incorporates the two key strategic changes that have been discussed with Board members: accelerated delivery of Sweetwater and East Wick, and the Mayor's

Olympicopolis vision for the creation of new cultural and educational facilities, and the greater emphasis on job creation that this entails.

- The issue of the Legacy Corporation's exit strategy is addressed in Section 8 of the draft Plan, though this sets out principles rather than detailed proposals at this stage. Further work will be undertaken in coming years, in close consultation with City Hall and other partners.
- The financial forecasts that make up the confidential Resource Plan have been prepared based on the latest financial modelling of the Legacy Communities Scheme, incorporating the impacts of accelerated delivery and Olympicopolis, and on management projections of other costs and revenues. These projections are necessarily uncertain and subject to change at this stage.

3.4. The draft Ten Year Plan was reviewed by the Chairman's Committee in February, and received a favourable response. The objectives set out in the Plan formed the basis of the objectives agreed for the Legacy Corporation's chief executive.

3.5. It is intended that the Ten Year Plan will be updated by the annual preparation of a rolling Three Year Plan. The Ten Year Plan itself will be a more strategic document, updated at three-yearly intervals.

4. 2014/15 BUDGET

Capital budget

- 4.1. The Legacy Corporation has capital funding and income of £130.4 million available for 2014/15. This comes from a number of sources set out below:
- Government funding from the Comprehensive Spending Review (CSR) settlement which has been passed to the GLA as part of the London funding settlement between the Government and the Mayor of London.
 - Transformation funding from the Public Sector Funding Package
 - Other funding for projects including for the Stadium and Hackney Wick Station
- 4.2. The Legacy Corporation will also be drawing on reserves from previous years of £66m, the majority of which is accounted for by re-profiled Stadium expenditure.
- 4.3. Capital funding has been allocated as set out below. A more detailed breakdown can be found in the budget spreadsheet in annex 1 (exempt information).

Capital	£000s
Income	-130,429
Expenditure	
Park Operations and Venues	9,431
Stadium and transformation	142,527
Real Estate	23,708
Regeneration & Community Partnerships	7,369
Corporate	1,599
Irrecoverable VAT and Contingency	12,114
Total expenditure	196,749
Draw down of reserves	-66,320
Net position	0

Revenue budget

- 4.4. LLDC has revenue funding and income of £42.5m available for 2014/15. This comes from a number of sources set out below:
- Government funding from the Comprehensive Spending Review (CSR) settlement, which has been passed to the GLA as part of the London funding settlement between the Government and the Mayor of London;
 - Public Sector Funding Package funding;
 - Revenue income including trading activities on the Park, licensing, rental income and planning fees.
- 4.5. There is a transfer from reserves of £1.9m in 2014/15 to ensure viability as income streams mature.
- 4.6. Revenue funding has been allocated to budgets as set out below. A more detailed breakdown can be found in the budget spreadsheet in annex 1(exempt information).

Revenue	£000s
Income	-42,523
Expenditure	
Park Operations and Venues	17,038
Real Estate	763
Transformation and Stadium	705
Regeneration & Community Partnerships	2,874
Planning Policy and Decisions	837
Corporate	15,243
Irrecoverable VAT and Contingency	6,928
Total expenditure	44,387
Draw down of reserves	-1,864
Net position	0

5. FINANCIAL IMPLICATIONS

- 5.1. On 14 February 2014, the London Assembly approved the Mayor's budget for 2014/15. The proposed 2014/15 Budget is within the funding envelope agreed, and further analysis is contained in the confidential appendices to this report.
- 5.2. The 2014/15 Budget was reviewed by the Audit Committee on 13 March.
- 5.3. The longer term budget projections are based on the latest best estimates, which in some cases have moved on from those submitted for the Mayor's budget process in late 2013, and subsequently published as part of the Mayor's budget and capital plan. The budgets will be kept under review in the light of the developing Olympicopolis proposals and the steady state experience of Park operations. The Legacy Corporation will continue to work with the Greater London Authority, in light of Government's strong support for the Olympicopolis programme, to ensure the continuing success of the programme and address any cashflow issues in future years.
- 5.4. There remain risks especially on the major projects which, were they to materialise, could have a significant effect on the financial performance of the Corporation. To mitigate against these risks, the Corporation has set aside capital and revenue reserves, along with risk-based project and programme contingencies. In 2014/15, the Legacy Corporation proposes drawing down circa £66 million of capital reserves (largely to fund re-phased Stadium expenditure) and £1.9m of revenue reserves.

6. LEGAL IMPLICATIONS

- 6.1. Under the terms of the Mayoral Governance Direction ('the Direction'), the Legacy Corporation is obliged to consult the Mayor on its draft Business Plan, and to submit this to the Mayor for his consent before adopting it.
- 6.2. The GLA has asked the Legacy Corporation to submit the Ten Year Plan for consent in place of the Corporation's Three Year Business Plan, and has agreed that this should be submitted for consent after the Board has approved it.
- 6.3. As stipulated in the Direction, the GLA has been consulted on the Plan and reviewed the financial information underpinning it. Their response suggested more contextual information, including local context, and more details of partnerships and partnership initiatives. The Plan has been updated to reflect this feedback.

APPENDICES

Appendix 1 - Draft Ten Year Plan

Appendix 2 - Draft Resource Plan (exempt information, see Item 26).

Appendix 3 - Draft 2014/15 Budget (exempt information, see Item 26).

List of Background Papers

- Mayoral Governance Direction

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Ten Year Plan

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Table of Contents

1. WHAT IS THIS DOCUMENT	2
1.1 Strategic Context	2
1.2 Partners and stakeholders	3
2. OUR VISION – WHAT WE WANT TO ACHIEVE	4
2.1 Mission	4
2.2 Purpose	4
2.3 Priority themes.....	4
3. OBJECTIVES – WHAT WE WILL DO IN 10 YEARS.....	7
4. STRATEGY – HOW WILL WE GET THERE	8
5. PARK: A SUCCESSFUL AND ACCESSIBLE PARK AND WORLD-CLASS SPORTING VENUES.....	10
5.1 Overview	10
5.2 Projects and plans	10
5.3 Milestones and measures.....	12
6. PLACE: A NEW HEART FOR EAST LONDON	13
6.1 Overview.....	13
6.2 Projects and plans	14
6.3 Milestones and measures.....	17
7. PEOPLE: OPPORTUNITIES AND TRANSFORMATIONAL CHANGE FOR LOCAL PEOPLE	18
7.1 Overview.....	18
7.2 Projects and plans	19
7.3 Milestones and measures.....	21
8. SUSTAINING THE LEGACY	22

1. What is this document

This is the London Legacy Development Corporation's Ten Year Plan. It sets out what we aim to do in and around Queen Elizabeth Olympic Park over the next ten years, and how we plan to achieve these aims.

London Legacy Development Corporation was set up by the Mayor of London to manage Queen Elizabeth Olympic Park and its venues, and to deliver regeneration for east London. In April 2012, we took over ownership of the Park and venues, and in October 2012, we became the local planning authority for our area. This includes both the Park itself and neighbouring districts like Hackney Wick, Fish Island, Bromley-by-Bow, Sugar House Lane, Carpenters and Stratford City. The Mayor of London is our chairman, and our board and committees meet in public.

In the eighteen months since the London 2012 Olympic and Paralympic Games, we have already laid the foundations for legacy:

- An extensive transformation programme has been delivered to clear Games-time overlay, connect the Park to surrounding neighbourhoods and complete legacy conversion of venues.
- The Park and venues (Lee Valley Velodrome, Aquatics Centre, Copper Box, Timber Lodge and South Park Hub, and ArcelorMittal Orbit) have been re-opened, with a spectacular events programme held in the north of the Park in summer 2013.
- The future of the Stadium has been confirmed, with West Ham United and UK Athletics as anchor tenants.
- Operating arrangements have been put in place for all other legacy venues.
- Here East (formerly iCITY) have been appointed to lead the redevelopment of the press and broadcast centre as a campus for business, technology, media, education and data, with BT Sport already in place and broadcasting.
- Outline planning permission has been granted for nearly 7,000 homes, with developers appointed and detailed permission in place for the first 800 homes at Chobham Manor.
- Plans for 'Olympicopolis' – a new educational and cultural district – have been launched with University College London and the Victoria and Albert Museum, and supported by the government.
- High proportions of local people and apprentices have found work on Park transformation and venue operations.

This plan will set the framework for the Legacy Corporation's three year plan and annual budget, which are updated and presented to the Board annually. The ten-year plan will itself be updated at least every three years.

1.1 Strategic Context

"The 2012 Olympic and Paralympic Games, their infrastructure and investment have created the most important strategic regeneration opportunities in London for the next 25 years."

(Mayor of London, London Plan, 2011)

The Legacy Corporation was set up to deliver on the regenerative promise of the London 2012 Games. Our boundary not only includes Queen Elizabeth Olympic Park, but also

adjacent existing communities in the London boroughs of Hackney, Newham, Tower Hamlets, and Waltham Forest, who are represented on our Board.

These boroughs, together with the Mayor, have adopted the principle of 'convergence' – the shared ambition that “within 25 years the residents of the Boroughs that hosted the Olympic and Paralympic Games will have the same social and economic chances as their neighbours across London”. Local employment initiatives, regeneration programmes, community engagement programmes and the location of social infrastructure are all designed to foster integration, and to support convergence.

The development of Queen Elizabeth Olympic Park and the regeneration of the wider east London area is also a key objective of the Mayor's Economic Development Strategy for London, published in 2010. Objective 5 of this strategy is: to attract the investment in infrastructure and regeneration which London needs, to maximise the benefits from this investment and in particular from the opportunity created by the 2012 Olympic and Paralympic Games and their legacy.

1.2 Partners and stakeholders

We depend on a wide variety of partners and stakeholders to achieve its aims. These include:

- The Mayor of London, the Greater London Authority and Transport for London.
- The six east London growth boroughs, of which four partake in the Park.
- Local communities – the people who live and work in the diverse neighbourhoods around the Park.
- Statutory agencies such as Lee Valley Regional Park Authority, the Canal and River Trust, and Network Rail.
- Delivery partners such as West Ham United Football Club, Taylor Wimpey, Here East, Greenwich Leisure Limited, Cofely GDF Suez, and the Camden Society.
- Local developers, investors and landowners, such as London and Continental Railways (LCR), Qatari Diar Delancey, Lendlease, Westfield, and Inter IKEA.
- Stakeholder organisations, which range from elected bodies with a formal scrutiny role (eg Parliament and the London Assembly), to organisations representing communities of interest or identity (from business associations, to local community organisations, to environmental pressure groups).
- Sporting bodies such as Sport England, the British Olympic and Paralympic associations, and the national governing bodies for individual sports.

2. Our vision – what we want to achieve

2.1 Mission

London Legacy Development Corporation's mission is to use the once-in-a-lifetime opportunity of the London 2012 Games and the creation of Queen Elizabeth Olympic Park to develop a dynamic new heart for east London, creating opportunities for local people and driving innovation and growth in London and the UK.

2.2 Purpose

The Legacy Corporation's purpose is to focus on three areas:

- **PARK:** a successful and accessible Park with world-class sporting venues offering leisure space for local people, arenas for thrilling sport, enticing visitor entertainment, and a busy programme of sporting, cultural and community events to attract visitors.
- **PLACE:** a new heart for east London, securing investment from across London and beyond, attracting and nurturing talent to create, design and make world-beating 21st Century goods and services, and becoming a place where local residents and new arrivals choose to live, work and enjoy themselves, and businesses choose to locate and invest.
- **PEOPLE:** opportunities and transformational change for local people, opening up access to education and jobs, connecting communities and promoting convergence - bridging the gap between east London and the rest of the capital.

2.3 Priority themes

Our vision is supported by priority themes that run through all of the Legacy Corporation's programmes:

- promoting convergence, employment and community participation
- championing equalities and inclusion
- ensuring high quality design
- ensuring environmental sustainability

Ten years on – Queen Elizabeth Olympic Park in 2022

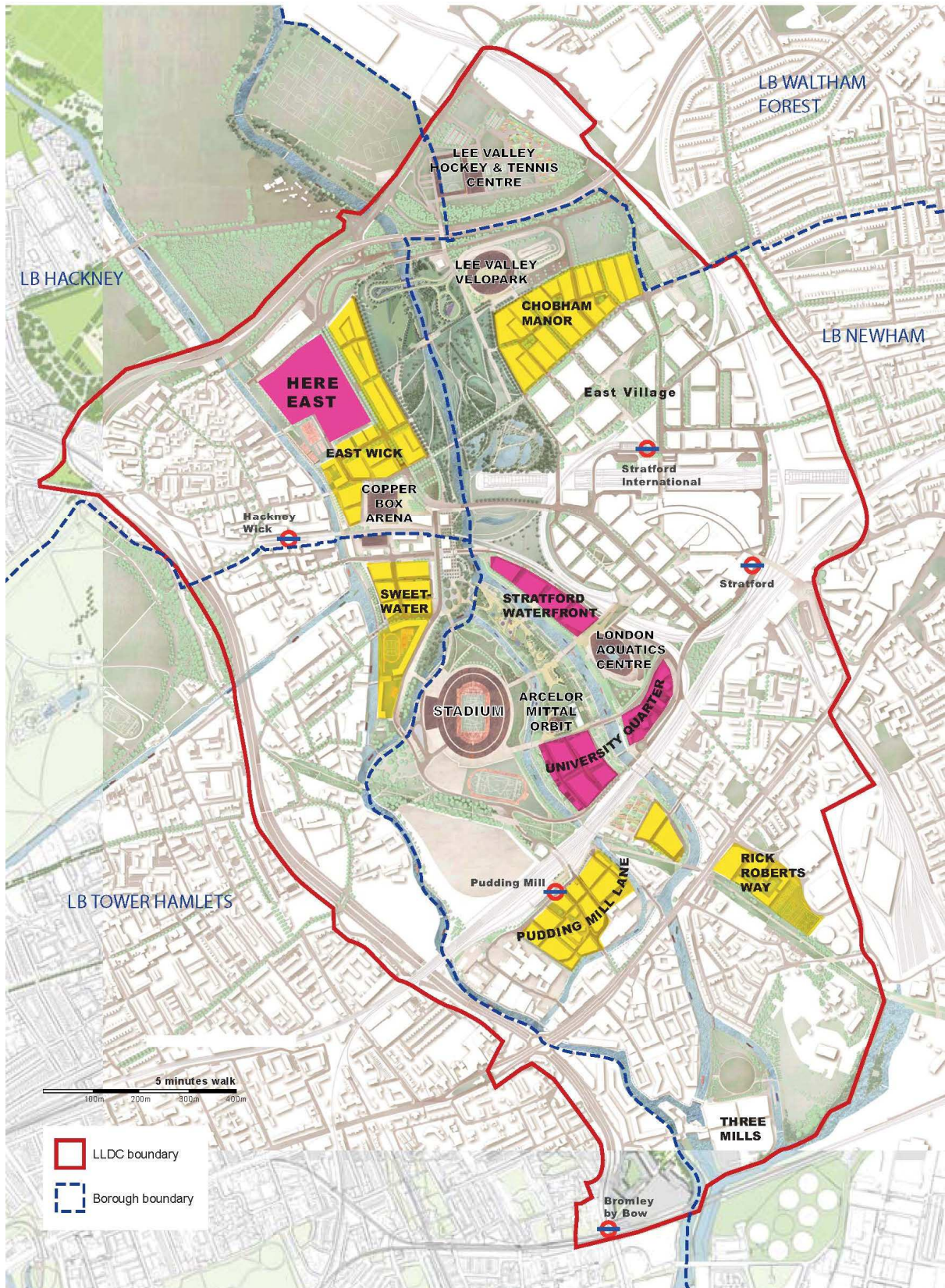
Ten years after the London 2012 Games, Queen Elizabeth Olympic Park has become the centre of an extraordinary transformation.

The Park itself, with the venues inherited from London 2012, is recognised as one of London's unmissable attractions for visitors, as a centre for sporting and cultural excellence, and as an oasis of green spaces and waterways. Crowds have returned year after year to international and national sporting events (from football, to rugby, to athletics, to wheelchair tennis), for concerts, and simply to visit and enjoy one of London's most exciting places.

Around the Park, new urban districts have emerged, linking the old and new, and making the most of east London's growing reputation as London's creative heart. New universities, museums, workshops and laboratories are designing and making everything from computer code, to bespoke furniture, to new vaccines. This new growth pole for London has opened up thousands of new jobs, both directly and through spin-off employment. Thousands of new homes have been built too, making Queen Elizabeth Olympic Park a genuinely mixed place, where families come to live, where designers and students work together to create, and where people from across the world come together to celebrate sporting achievement, performance and the spirit of 2012.

The transformation of Queen Elizabeth Olympic Park has also improved the lives of local people. Local families fill the Park every day, and visit the venues to enjoy the affordable leisure opportunities they offer. Thousands of local people have also found jobs on or around the Park, study in the new universities, or work in businesses boosted by the growth of the local economy. The Park may regularly feature in sporting and cultural news bulletins across the world, but it also feels like the heart of east London.

Map: the London Legacy Development Corporation area



3. Objectives – what we will do in 10 years

The table below sets out what we will achieve by March 2023 (or by previous dates where stated):

PARK	<ol style="list-style-type: none"> 1. Complete transformation and re-open Park and venues by 2014 (except the Stadium in 2016). 2. Successfully operate Park and venues, with a reputation for exciting events at all scales, and nine million visits to the Park and venues every year. 3. Achieve and maintain Green Flag status for the Park. 4. Attract and host 15 major sporting events/championships by 2017/18. 5. Achieve zero events waste to landfill.
PLACE	<ol style="list-style-type: none"> 6. Deliver the first 2,500 homes on the Park 7. Build two high quality new schools. 8. Achieve zero carbon homes. 9. Create 13,000 jobs through developments on Queen Elizabeth Olympic Park, including through delivery of Here East and the first phase of Olympicopolis. 10. Enable and support the successful development of the whole LLDC area, by setting and implementing effective planning policy, delivering new connections, supporting thriving town centres, and contributing to the delivery of jobs and homes.
PEOPLE	<ol style="list-style-type: none"> 11. Ensure that local people benefit from and contribute to the success of Queen Elizabeth Olympic Park, including through economic opportunity, community engagement, sports participation and cultural participation. 12. Ensure a successful Paralympic legacy through promoting participation in inclusive sport, delivering inclusive design on the Park and holding the annual National Paralympic Day event. 13. Operate on a stable financial footing, without additional public subsidy.

4. Strategy – how will we get there

The Legacy Corporation has a range of assets and tools at its disposal, principal among them its ownership of Queen Elizabeth Olympic Park, venues and development land, and its statutory role as the planning authority and regeneration agency for the Park and surrounding area. But the vision will not be delivered by one agency acting alone.

Acting as a catalyst and partner, we will lead regeneration in and around Queen Elizabeth Olympic Park by:

1. **Transforming and managing a world class Park and venues** – having appointed operators for Queen Elizabeth Olympic Park and its venues, we are completing transformation works, and will work closely with operators to ensure that Park and venues are carefully managed and maintained, to ensure a reputation for quality and safety, and to maximise visitor numbers and spending for local businesses.
2. **Hosting world class cultural and sporting events** – we will intensively programme the Park and venues, with major sporting and cultural events preserving and enhancing the spirit of 2012, and a wider programme of events at all scales ensuring repeat visits from local people and the wider audience.
3. **Making vibrant new places** – new homes, workplaces and community facilities will be built and managed in partnership with developers and investors, with the mix of uses and tenures, high quality design and excellent environmental standards that will create places that work.
4. **Creating a focus for investment and growth** – emulating the legacy left in South Kensington by the Great Exhibition, we will promote the Mayor's vision for Olympicopolis, comprising cultural facilities, education and research institutions and workspaces, to stimulate job creation and economic growth across east London.
5. **Planning for regeneration** – the Local Plan will provide the framework for promoting regeneration across the Legacy Corporation area, and we will work with partners to deliver infrastructure and other projects at Hackney Wick, Bromley-by-Bow, Stratford Station and Leaway.
6. **Connecting people to opportunity** – running programmes that help local people to access jobs and economic opportunities, support community sports projects, and promote convergence for communities.
7. **Ensuring long-term success** – making sure delivery and management arrangements are robust for the long term, so that Queen Elizabeth Olympic Park remains at the heart of a London success story long after we have left the scene.

To deliver this programme, the Legacy Corporation is committed to working as one organisation, exhibiting the following values in its internal culture and in its work with partners:

- **Ambition:** we are dynamic, and open to new opportunities that are consistent with our underlying mission.
- **Responsibility:** we are accountable and transparent – taking ownership of our commitments, and delivering them effectively.
- **Excellence:** we are focused on delivery and achieve high professional standards in all we do.
- **Collaboration:** we form partnerships with other organisations based on trust and respect.

5. PARK: A successful and accessible Park and world-class sporting venues

5.1 Overview

Following the London 2012 Olympic and Paralympic Games, the Legacy Corporation took responsibility for the Olympic Park, the Aquatics Centre, the Stadium, the Copper Box Arena, the Press and Broadcast Centre and the ArcelorMittal Orbit. Together with the Velopark and Hockey and Tennis Centre (which are owned and operated by Lee Valley Regional Park Authority), these exciting venues make up Queen Elizabeth Olympic Park, offering an unrivalled destination for sport and leisure, with everything from cycle paths and children's play areas to state of the art competition venues for swimming and athletics.

With the Park and venues re-opening, the Legacy Corporation is developing Queen Elizabeth Olympic Park's offer as London's premier centre for major sporting and cultural events, like the Anniversary Games and summer concert series that saw 700,000 visitors return to Stratford in July and August 2013. These events – from world sports championships, to community and cultural programmes – will bring the world back to Stratford and bring communities back to the Park.

Alongside the events programme, the Park will continue to act as an oasis for local people, in the dynamic landscape of the South Park Plaza, and in the softer river valleys and play space of the north of the Park. These will be places for local leisure – for playing sport (with venue prices pegged to those charged by local sports centres), for enjoying picnics, for walking or for watching the changing seasons in tranquillity. Smaller scale events will generate activity throughout the year, and short-term leases for sites that will be developed in future – from community enterprises to more commercial offerings – will ensure that there is always activity across the Park, and that visitors always have a reason to return.

Under the Mayor of London's new Smart London Plan, Queen Elizabeth Olympic Park will also become one of the world's leading digital environments, providing a unique opportunity to showcase how digital technology enhances urban living. The aim is to use the Park as a testing ground for the use of new digital technology in transport systems and energy services.

5.2 Projects and plans

The Park and venues have been opened in phases, following the completion of the post-Games **transformation programme**. In the eighteen months following the 2012 Games, we cleared Games-time infrastructure, completed legacy conversion, and re-connected the Park to its surrounding neighbourhoods. The Copper Box Arena and the north area of the Park, including the Timber Lodge café and community centre opened in July 2013, and the Aquatics Centre opened on 1 March 2014. The Lee Valley VeloPark, Lee Valley Hockey and Tennis Centre, ArcelorMittal Orbit and remodelled south of the Park all open in April and May 2014, and the Stadium will re-open permanently in summer 2016 (with some temporary re-opening for major events such as the Rugby World Cup matches in 2015). The Canal Park – a linear park on the western side of Queen Elizabeth Olympic Park along the Lee Navigation Canal will be the final piece in creating world class parklands on Queen Elizabeth Olympic Park, and work will be completed by early 2015.

We have also put in place robust **operational management arrangements** for the Park and venues, and these are being implemented through the re-opening programme:

- The Park and ArcelorMittal Orbit are managed by Cofely GDF Suez.
- The Aquatics Centre and Copper Box Arena are operated by Greenwich Leisure Limited, a social enterprise.
- The Timber Lodge Café is operated by Unity Kitchen, a social enterprise established by the Camden Society.
- Lee Valley Regional Park Authority owns and operates the VeloPark and the Hockey and Tennis Centre.
- Here East, a joint venture between Delancey, a specialist real estate investment and advisory company, and Infinity SDC, the UK's leading data centre operator, is converting and will manage the Press and Broadcast Centres.

Following the award of concessions for use of the **Stadium**, to West Ham United Football Club and UK Athletics, conversion works are underway. E20, a joint venture established by the Legacy Corporation and London Borough of Newham, will run the Stadium under a long lease, and procurement is underway for an operator and events promoter for the Stadium and surrounding parkland. The Stadium will open temporarily for the Rugby World Cup in 2015 and will re-open fully in 2016.

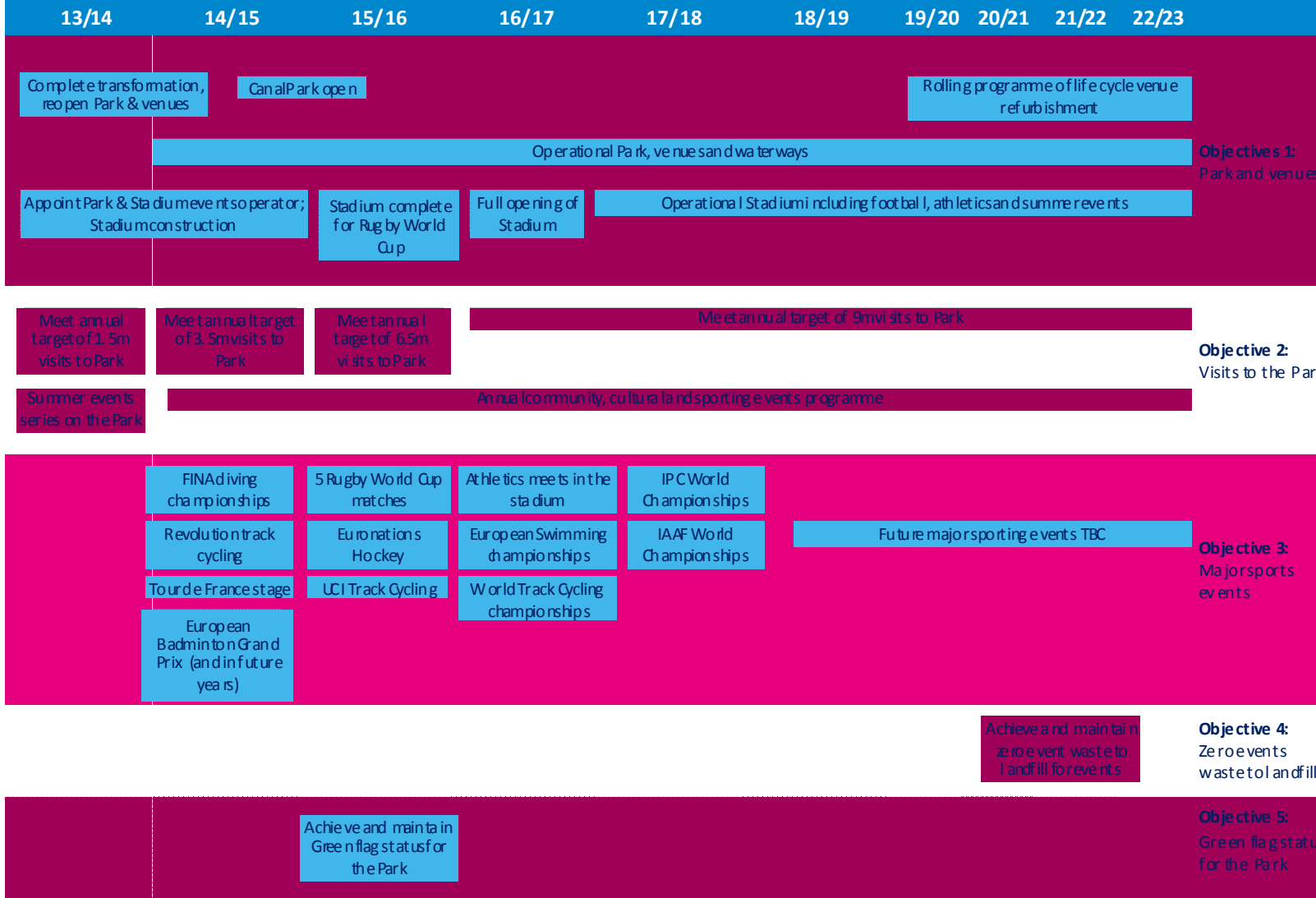
To ensure the Park and venues can attract at least **nine million visits per year** from 2016/17, a major **events programme** is planned. Some events will be focused on boosting Park usage, and creating a draw for local and national visitors. In addition to annual events like National Paralympic Day and Ride London, these include school events, charity events like Sport Relief, concerts and film screenings, funfairs and fun runs.

Major sporting events confirmed for coming years include the Rugby World Cup 2015, and IAAF and IPC world championships in 2017, along with a series of major events already confirmed for 2014-16 including the Tour de France Grand Depart, FINA Diving Championships, European Badminton Grand Prix, EuroHockey Nations, UCI Track Cycling and European Swimming Championships. At the same time, the Park will remain accessible to local people: the cost of accessing leisure facilities in the Copper Box Arena and Aquatics Centre has been pegged to the cost of using other local facilities.

To ensure that the Park is managed to recognised standards, we will seek a **Green Flag Award**, which is based on an annual assessment of performance against a range of criteria, including safety, cleanliness, sustainability, community involvement and conservation. By 2020, we will also seek to achieve **zero waste to landfill** from events, reflecting our priority theme to focus on environmental sustainability.

Milestones and measures - Park

10 Year Objective



Objective 1: Park and venues

Objective 2: Visits to the Park

Objective 3: Major sports events

Objective 4: Zero events waste to landfill

Objective 5: Green flag status for the Park

6. PLACE: a new heart for east London

6.1 Overview

In the summer of 2012 the London Games brought the world to east London, showcasing its rich heritage, beauty and vitality, as well as excellent new facilities and transport connections. The eastwards growth of central London, which began some thirty years ago in Docklands now encompasses Stratford – placing Queen Elizabeth Olympic Park at the heart of a new metropolitan district.

The London 2012 Games helped to secure this fundamental shift in perceptions of east London. The area's young and diverse population had already made it a trailblazer in design and creativity, from fashion to music, to architecture and artisanal food. Hackney Wick and Fish Island have established an epicentre of creativity on the western edge of the Park, to balance the dynamism of Stratford Town Centre and Westfield Stratford City on the east side of the Park.

We want to capitalise on this opportunity, and to raise our ambition for new development around Queen Elizabeth Olympic Park, by building on its existing strengths in design and creativity. Inspired by the vision for the legacy of the Great Exhibition that created Exhibition Road, sometimes known as 'Albertopolis', the Mayor of London has worked with the Legacy Corporation on plans to attract and nurture talent to create, design and make 21st century goods and services that will compete with the best in the world, with the potential to provide Londoners with more than 13,000 new jobs by 2023 and more than 20,000 by 2030, including spin-offs in the local economy, with a cumulative economic value of more than £5 billion.

This 'Olympicopolis' concept has been developed with Here East (the operators of the new tech hub at the former press and broadcast centres), the Victoria and Albert Museum (V&A) and University College London (UCL), who will be the founding members in establishing this new cultural and educational heart for east London. These new facilities will strengthen the Park's offer for national and international visitors, but also create a home for skilled artists, designers, teachers, engineers, scientists, architects and craftspeople – and the global companies that need this talent. These people will live and work throughout east London, but the Park will be the fulcrum of growth and a new symbol of London as a global powerhouse of creativity, learning and development.

In addition to these jobs, around 10,000 homes will be built on land at Queen Elizabeth Olympic Park, including East Village, and thousands more in the surrounding area. These new neighbourhoods will form strong links with adjoining districts such as Hackney Wick, Bromley-by-Bow, Leyton and Stratford, and will share the use of new community facilities, including three new schools, new nurseries, community and health centres. There will be a mix of affordable and market housing for sale and rent, with a particular focus on the provision of family homes that are urgently needed in this part of London.

In managing the delivery of new neighbourhoods on the Park, we are working with the GLA and partners across London to ensure we learn the lessons from some of London's most successful neighbourhoods and new developments. We want to take a long-term approach, partnering with developers and investing in excellent management arrangements, to

maximise social and economic value. In most instances, we will form partnerships to share risk and rewards with developers and maintain our focus on quality, rather than selling off land.

The Legacy Corporation is working closely with local partners to bring forward plans for areas outside Queen Elizabeth Olympic Park, including Hackney Wick, Fish Island, Bromley-by-Bow and Carpenters Estate, to ensure that regeneration in these areas works hand-in-hand with development on the Park, and makes the most of the regeneration potential of the wider area. Town planning is also an important tool of physical and social integration with the areas immediately surrounding the Park. The Legacy Corporation operates a regular planning policy forum with the neighbouring boroughs, using their plans as the basis for decisions whilst it prepares its own, and working to ensure these plans are effectively integrated into their own long-term approach. In addition, the boroughs are consulted on significant planning applications, and five borough members sit on the planning committee.

The Local Plan for the Legacy Corporation area will draw these strands of place making together in an integrated framework for how east London's new heart will develop, preserving its unique character, and ensuring that new development is of sufficient quality to help realise this vision. The Plan's policies will be complemented by active intervention to deliver critical infrastructure and redevelopment programmes, connecting and enhancing local centres.

6.2 Projects and plans

The programme for **building new homes** on the Park is gathering pace. Our first phase, at Chobham Manor to the north of East Village (the former Athletes' Village) is due to start construction in summer 2014 with the first units occupied from 2016. In parallel to this, the search is underway for development partners for the next phase of housing, which has been accelerated to complete build out by 2023, comprising 1,500 homes at East Wick and Sweetwater neighbourhoods to the west of the Park, where many of the homes will be specifically designed for market rental. More new homes will also be built as part of the Olympicopolis development around Stratford Waterfront.

Future phases of housing will be designed to balance our wish to deliver new neighbourhoods on the Park as quickly as possible with the need to allow new communities, including a good mix of affordable and market housing of different types, to grow gradually and organically. Homes and neighbourhoods will be built to the excellent architectural and urban design standards, drawing on the expertise of our Quality Review Panel, and will all meet zero carbon standards.

We are also accelerating our plans for **new schools**, to build in the ingredients of success from the start, cement community cohesion and meet local needs. We are working with the London Borough of Hackney and Mossbourne Academy Trust to deliver a new primary school and a nursery in the west of the Park. We are also working with the Education Funding Agency to support the delivery of the Legatum Free School, which will offer two forms of entry at primary level, six forms of entry at secondary, plus 240 places in the 6th form. The school is scheduled to open from 2016 with the primary provision located at Sweetwater and the secondary provision at Stadium Island.

The plans for **Olympicopolis** will be further developed during 2014 with the V&A, UCL, the Government and other partners, to ensure that these exciting new plans for the Park can be delivered as soon as possible, with construction from 2016, and in a way that accelerates and enhances the tangible civic, economic and social legacy from London 2012.

In the former **Press and Broadcast Centre**, which already houses BT Sport, Here East will fit out their new tech hub, with confirmed tenants including Infinity SDC, Loughborough University and Wayne McGregor/Random Dance. The buildings will be occupied in phases from 2015, and will be fully occupied by 2020.

As the **local planning authority**, we are preparing and consulting on a local plan, to set out our vision for the area in 2031, and the detailed land use and building policies that will help to realise that vision. This also forms the basis of the local Community Infrastructure Levy, which will use contributions from local developments to support essential infrastructure projects – from footpaths and cycleways to junction improvements – that are needed locally. We also process planning applications from local householders and developers, with a dedicated planning committee that includes local authority representatives and independent members, as well as members of the Legacy Corporation board.

Alongside the Park, at **Hackney Wick**, we are delivering improvements to the London Overground station, including new routes to reduce journey times between the station and Here East and the Park, a new and enlarged station concourse, the installation of lifts to the platforms, and the creation of a new north-south pedestrian route under the railway embankment. The first phase of these works will be completed in 2015/16. These form part of the programme, delivered in partnership with the local boroughs, to create vibrant, mixed-use places at Hackney Wick and Fish Island, retaining its character and heritage, and supporting existing residents and businesses, while becoming an exciting and attractive location for newcomers. The first phase of these works will be completed in 2017/18.

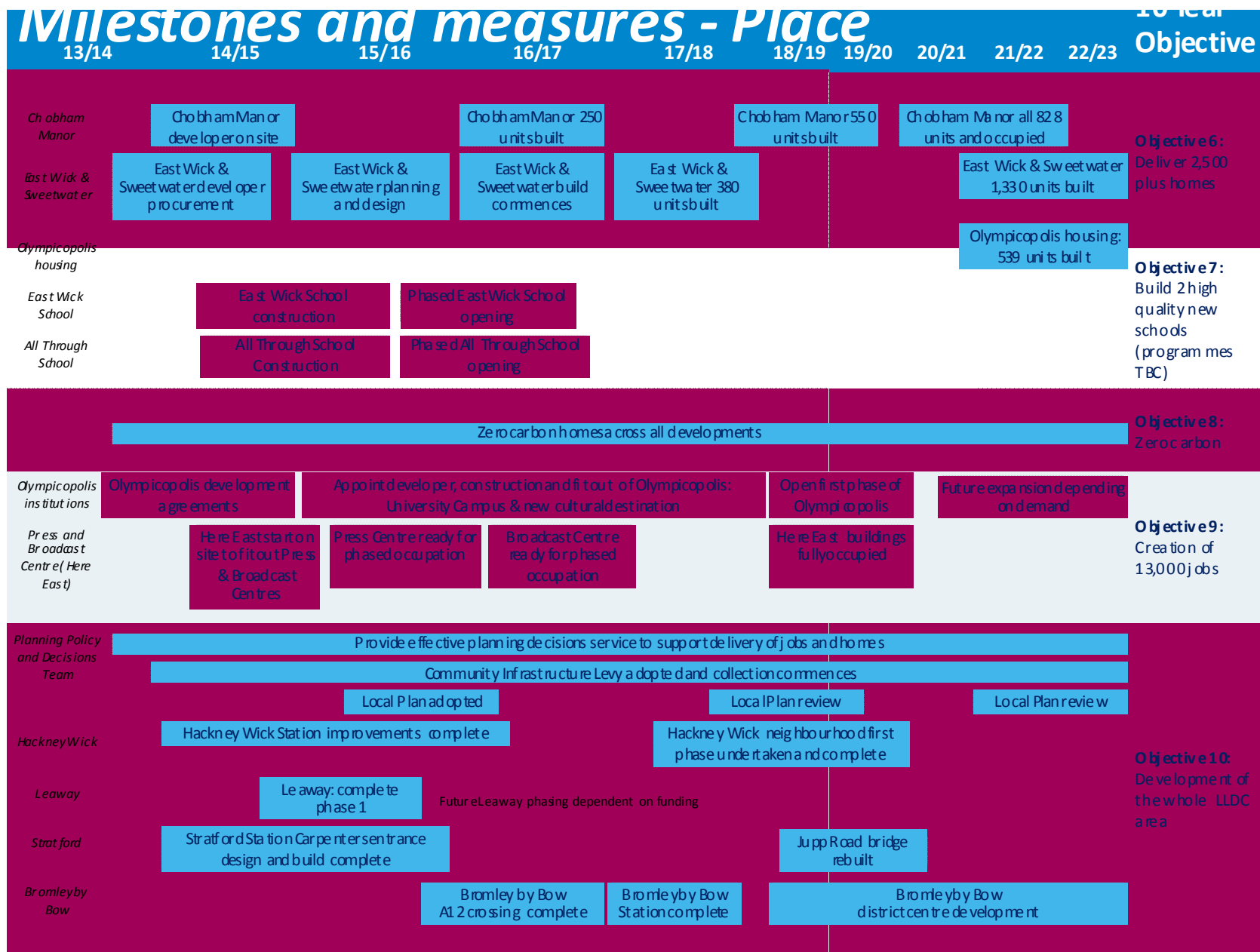
The **Leaway** (formerly known as the ‘Fatwalk’) is a linear park creating a continuous walking and cycling route along the River Lea. This will connect several existing but fragmented parks, building new parks and pedestrian and cycle connections as land becomes available. By spring 2016, the continuous Leaway route will have been completed, including the creation of a generous, permanent riverside public route and major new infrastructure elements such as the ramped connection to the towpath at Twelvetrees and a new ramp linking Canning Town to the river via the A13. Future works will be delivered in partnership with landowners and include a new pedestrian/cycle bridge at Poplar Reach; delivery of a new ‘connector’ at the A13 in Poplar and completion of significant new parks at Mill Meads and Twelvetrees.

Improvements in the **Stratford** area include the completion of an entrance at Stratford Station to create better connections to the Carpenters Estate and the south of the Park, and bridge improvements and landscaping for the Jupp Road bridge which connects the Carpenters Estate to Stratford Town Centre.

Our strategy for **Bromley-by-Bow** is still under development, but will include a redeveloped district centre, with improvements to Bromley-by-Bow station and better crossings over the busy A12 highway. The LLDC is working with local partners to develop a series of projects to improve connectivity by dealing with severances caused by the A12 and canals, which today

only have a few crossings with unsafe footbridges – inadequate for connecting existing communities at Roman Road and Bow with the opportunities and facilities within the Park. In the longer term, our aim is for coordinated redevelopment of the area east of the A12. As part of this vision, a clear strategy for the Pudding Mill area is also being developed to ensure the opportunity for high quality, employment-led development can be fully realised.

Milestones and measures - Place



7. PEOPLE: Opportunities and transformational change for local people

7.1 Overview

London's Olympic Bid in 2004 promised "the regeneration of an entire community for the direct benefit of everyone who lives there", and the potential to create transformational change lay behind the selection of Stratford as the focus for London's bid. The Legacy Corporation's vision will only be realised if local people and communities benefit from the investment, new jobs, sports facilities and homes that are attracted into the area.

East London's communities are some of the most dynamic and culturally diverse in the UK but also some of the most deprived, facing a number of significant barriers including low employment rates, poor health outcomes, high crime rates and poor quality housing. The area is rich in success stories, but many of those who are successful tend to move on. The goal of convergence describes the objective which is shared by national, regional and local government – to bridge the gap between this area and the rest of the capital, and ensure that the rebirth of the area around Queen Elizabeth Olympic Park makes a lasting change for local people.

Promoting convergence is a long-term project, and one which we share with the east London 'growth boroughs' (Barking and Dagenham, Hackney, Greenwich, Newham, Tower Hamlets and Waltham Forest), working particularly closely with the four boroughs adjoining the Park whose leaders and mayors are members of the Legacy Corporation Board.

Our vision is that the new neighbourhoods in the Park will be seamlessly integrated with those in the surrounding area, including through sharing excellent schools (including the Chobham Academy at East Village), nurseries, and community and health centres. Local people will be active users of its sporting and cultural facilities; local children will have access to exceptional quality education at new and existing schools, colleges and universities; employers moving on to the Park will set and meet testing targets for employing local people; local jobseekers will be able to find fulfilling and rewarding jobs in the local area or further afield; and local businesses will benefit from the spending power of an increasing flow of visitors to the Park, venues and cultural facilities.

To support this, we run an extensive programme of community engagement. This programme adopts a multi-pronged approach which includes not only community outreach projects but also involvement in how the space is physically built and managed. This approach ensures that the community is considered in every aspect of the Park's future. Our engagement work is made up of five main themes; Community connections, Park management and programming, Neighbourhood development, Business engagement and community communications. Our broad range of projects and activities include the likes of our schools and education programme, Youth Panel, Voice of East London radio project, Park Champions volunteering programme, building community hubs, sports outreach projects and community gardening projects. In addition we also invest in best practice site relations by running a 24hr public hotline, regular residents meeting and newsletters.

All four neighbouring authorities (Newham, Tower Hamlets, Waltham Forest and Hackney) are also represented through their political leaders sitting on our Board and Planning Decisions Committee.

We also have a wider responsibility to taxpayers, to minimise its call on public funds by ensuring best value in everything we do, acting commercially where this can support our role as a regeneration agency, and – over the long term - enabling return of capital receipts from new developments to the Mayor of London and National Lottery.

7.2 Projects and plans

The Legacy Corporation delivers projects and programmes to enable local people to benefit from the opportunities the Park offers and also to become part of the success story of the area. Our approach in all these areas is to work with park employers, operators, boroughs and local community organisations, to link the Park into local networks.

Our **arts and culture programme** complements the work of The Legacy List, a charity set up by the Legacy Corporation and the Mayor of London to fundraise for and support arts, culture and educational programmes. We have already invested in local arts venues such as The Yard theatre and The White Building in Hackney Wick - both these venues support cutting edge artists and extend the cultural offer beyond the Park. A major priority in coming years will be brokering relationships between local creativity and the new cultural institutions of Olympicopolis. By 2016 we plan to engage with more than 100,000 people through arts outreach and participation activities and events - we intend to achieve this by delivering at least 20 cultural events and commissioning 15 new arts projects for the Park during this time. We will deliver spectacular and accessible projects across all art forms, working with local communities, supporting local employment opportunities and inspiring the next generation of young people to develop their creative talent and skills.

Our **socio-economic programme** is based on working with partners, such as borough job brokerages and Job Centre Plus to ensure that local people have both the opportunities and the skills to receive employment and training in the Park. We work very closely with our contractors, venue operators and other businesses on the Park to support them to access well-trained job ready employees from the local community, working closely with the local job brokerages. In addition we negotiate targets with them up front, to incentivise them to support high levels of recruitment from the existing local population, building on similar programmes delivered by London 2012 before and during the Games. Our apprenticeships programme, operated through a social enterprise, has now been adopted by the Chobham Manor development partners, reflecting its success in linking young people into career opportunities in construction.

Our **community engagement programmes** seek to work with local people from all backgrounds, to seek ideas for the Park, spread information, and develop the projects that will bring life to the Park as it re-opens. We have a particular focus on young people, with a schools programme, a youth radio station, and a youth panel who have contributed design ideas and a legacy manifesto to shape the future of the Park. We have also established Echo, a timebanking programme that enables people to trade skills and services with others in the local community, and the park operators have established Our Parklife, a social enterprise aiming to help people who have been unemployed for a long time to access work on the Park.

Community sports participation is actively encouraged by locally-pegged prices in place at the Park venues, and by the wide range of mass participation events planned on the Park each year, from Ride London, to fun runs, to more informal opportunities. Over the next four years we will aim to engage with 100,000 people through community sports projects, including Paralympic sports.

As an integral part of the programme, the Motivate East programme, run with the host boroughs helps to support the **Paralympic legacy** by promoting local involvement in Paralympic sport, celebrating the legacy through the annual National Paralympic Day which showcases disability sports and art and ensuring inclusive design across the Park and the wider LLDC area.

Milestones and measures - People

10 Year
Objective

- Arts and Culture
- To March 2016:**
- Engage with 100,000 people through arts outreach and participation
 - Support 30 new jobs
 - Deliver 20 cultural events
 - Commission 15 arts projects
- Targets in future years depending on funding**

- Socio Economic
- To March 2016:**
Achieve and exceed all contractual targets, for example:
- At least 25% local employment in construction
 - At least 70% local employment for venue operations
 - At least 80% local employment for estates and facilities management.
 - A peak of 40-50 apprentices on the Park.
- Targets in future years depending on funding and contractual arrangements**

Ten Year Objective 11:
Benefits for local people

- Community engagement
- To March 2016:**
- Meet Targets to reach 150,000 people through local community projects and activities
 - Support 195 people to achieve training or qualification certificates through community projects
 - Meet target of 100,000 engaged through our education projects and initiatives
 - Meet target of 1,000 paying Echo Members
- Targets in future years depending on funding**

- Sports participation
- To March 2017:**
- Engage 100,000 people in community sports projects including Paralympic sports
- Targets in future years depending on funding**

- Paralympic legacy and inclusion
- Meet targets for 26,000 Participants in inclusive sport through Motivate East project by 31/3/16. Future targets depending on funding.
 - Hold annual National Paralympic day
 - Ensure all Projects on Park meet inclusive Design Standards

Ten Year Objective 12:
Paralympic legacy

8. Sustaining the legacy

London Legacy Development Corporation has been established to make the most of a once-in-a-lifetime opportunity, rather than as a permanent organisation. While we take a long-term view, we are not a long-term organisation. Therefore, we need to consider now how we might hand our work over to existing or new organisations, or – where the need for active intervention has come to an end – how we will complete the task and move on. In this way, we can ensure that our legacy is robust and sustainable in the long term.

By the end of this ten year plan period, we anticipate that the Legacy Corporation will be winding down. It is too early to take precise decisions as to what succession arrangements will be in place, but we expect that key decisions will be made in 2016/17, when this plan is revised. These decisions will be a matter for the Mayor of London and partners, but we anticipate that they will be based on preserving the public nature of the Park and venues, together with some level of public subsidy, allowing for the completion of real estate programmes and the maintenance of the estate to high standards, preserving an integrated approach to planning, and ensuring that regeneration programmes to connect people to opportunities continue to be promoted.

- Operating arrangements are already in place for the Park and venue, with a wide range of social enterprises and professional organisations delivering these public services. These will be kept under review, and refreshed where appropriate, and options will be considered for what long-term oversight and governance arrangements need to be put in place.
- Major real estate projects will be well advanced by the end of the period covered by this plan, and long-term estate management arrangements will be established to maintain the quality of management that is embedded in our estate strategy. The model of the Commission for the Great Exhibition of 1851, which continues to be the freehold landlord of the Albertopolis institutions on Exhibition Road, is one example that is being considered.
- Planning policy and development management will return to the relevant local authorities, who will be able to continue to integrate policy and work together to make sure that the Legacy Corporation area develops in a coherent way.
- Many regeneration programmes, like Our Parklife, the Legacy List and the Echo timebank, already have an independent existence as charities and social enterprises. Others, such as work with Park employers to ensure local people can access employment, should become mainstreamed into day to day business. Others will be picked up by local authorities, or other local agencies.

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Subject: Treasury Management Strategy
Meeting date: 30 April 2014
Report to: Board
Report of: Jonathan Dutton, Executive Director of Finance and Corporate Services

This report will be considered in public

1 SUMMARY

- 1.1 This report constitutes the LLDC's Treasury Management Strategy Statement (TMSS) for 2014-15 (including a Treasury Management Policy Statement and Minimum Revenue Provision Policy), prepared in accordance with the Treasury Management in the Public Services Code of Practice (the Code), issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

2 RECOMMENDATIONS

- 2.1 The Board is invited to approve the Treasury Management Strategy for 2014/15.

3 BACKGROUND

- 3.1 At its meeting on 26 March 2013, the Board approved the LLDC entering into the GLA's Group Investment Syndicate (GIS). At that time the Board approved the Treasury Management Strategy Statement (TMSS) in the form of:
- a. the Treasury Management Policy (TMP); and
 - b. a Minimum Revenue Provision Policy (MRPP)
- 3.2 At that time the Board delegated responsibility for the execution and administration of treasury management decisions to the Executive Director of Finance and Corporate Services. It also agreed that it should review the Corporation's Treasury Management Strategy on an annual basis.
- 3.3 The TMSS was prepared with regard to the Code and other relevant guidance issued by CIPFA and DCLG.

3.4 The execution and operational aspects of investment and borrowing, together with the management of external advisors, have been delegated to the Greater London Authority under a shared service agreement managed by the Executive Director of Finance and Corporate Services. All delegated activities comply with the provisions of this TMSS. The GLA Group Treasury Manager reports to the Executive Director of Finance and Corporate Services, Audit Committee and Board as required.

TMSS

3.5 The nature of LLDC's current funding model means treasury operations are focussed on the management of short term cash balances. The objectives are security of capital, meeting the organisation's operational cash flow requirements and obtaining the best available yield from balances available for investment. The priorities are ranked in that order, security, liquidity then yield.

3.6 The LLDC has jointly procured a joint external treasury advice contract with the GLA, the London Fire and Emergency Planning Authority (LFEPA) and Mayor's Office for Policing and Crime (MOPAC). The principal service covered by the contract is the provision of credit rating data, since the cost of direct subscriptions to rating agencies is prohibitive.

Limits and Indicators for Treasury Activities

3.7 The LLDC's affordable borrowing limit ("the Authorised Limit") is set by the Mayor in consultation with the London Assembly. The Mayor does not expect the LLDC to borrow to finance capital expenditure over the coming 3 year period, so the Authorised Limit for the LLDC is nil.

3.8 The following limits shall apply for the financial years 2014/15 - 2016/17. Other than in accord with Section 5 of the Local Government Act 2003, which permits the organisation to temporarily exceed the Authorised Limit where an expected payment has not been received on the due date, these may not be breached without revision of the TMSS or explicit approval of the Board for particular circumstances.

Table 1 - Limits

Limit	Description	2014/15	2015/16	2016/17
Authorised Limit	Maximum level of external debt (borrowings plus other long term liabilities)	Nil	Nil	Nil
Upper limit for investments maturing in more than one year ¹	Maximum principal permitted for long term investment	Nil	Nil	Nil
Upper limit for borrowings maturing in more than one year	Maximum principal permitted for long term borrowing	Nil	Nil	Nil

¹ Does **not** apply to exposure via pooled arrangements or externally managed funds, unless the LLDC would be unable to withdraw its stake within 1 year.

- 3.9 The following Prudential Indicators are set to describe the expected financial position of the LLDC over the next three year period. Where actual indicators deviate from the ranges below, the Executive Director of Finance and Corporate Service shall provide explanations to the Audit Committee at the next available reporting date.

Table 2 - Indicators

Indicator	Description	2014/15	2015/16	2016/17
Capital Financing Requirement	Capital expenditure to be funded by future revenues	Nil	Nil	Nil
Gross External Debt	Total borrowing plus other long term liabilities	Nil	Nil	Nil
Upper Fixed Interest Rate Exposure based on Net Debt	Fixed rate debt less fixed rate investments as a proportion of total debt less total investments	0%	0%	0%
Upper Variable Interest Rate Exposure based on Net Debt	Variable rate debt less fixed rate investments as a proportion of total debt less total investments	100%	100%	100%

- 3.10 In line with CIPFA guidance, LLDC classifies all instruments maturing within one year of inception as variable rate.

Investment Strategy

- 3.11 It is proposed that the LLDC's short-term cash balances continue to be invested through the GLA Group Investment Syndicate (GIS). The GIS is an operation jointly controlled by the participants for the investment of pooled monies belonging to those participants and operated by the GLA as Investment Manager under the supervision of the Syndics (i.e. the participants' respective chief financial officers). The participants are the GLA, the London Fire and Emergency Planning Authority (LFEPA), the London Pensions Fund Authority (LPFA) and the Mayor's Office for Policing and Crime (MOPAC) and such bodies that the Syndics agree can join the GIS.
- 3.12 Pooling resources allows the GLA's Group Treasury team to make larger individual transactions and exploit the greater stability of pooled cash flows to obtain better returns. A risk sharing agreement ensures risk and reward relating to each instrument within the jointly controlled portfolio are shared in direct proportion to each participant's investment.
- 3.13 The GIS Investment Strategy including creditworthiness policy and permitted instruments, as agreed between the Syndics, is attached as Appendix 2.

- 3.14 In 2013-14 the GIS investment strategy limited investments to those available from Royal Bank of Scotland and Lloyds TSB reflecting the additional level of security generated by those banks due to the significant State interest in the equity capital of the banks. Investments took the form of both deposits and corporate bonds, where greater returns were possible with no real change in the level of risk.
- 3.15 It is proposed that the GIS investment strategy is updated for 2014-15, to take account of:
- a. an intended tactical reduction in the duration and level of exposure to Lloyds, to enable a recalibration of limits if government equity sales substantially change the ownership structure; and
 - b. a significant reduction in the level of returns available from both deposits and corporate bonds in RBS.
- 3.16 Both these lenders have suggested that implementation of the longer term strategy for portfolio diversification should be accelerated in order to reduce risk whilst ensuring that returns are maximised within this low risk framework. To achieve this the GLA Treasury Team, as investment manager, is proposing to make the following changes to the current investment strategy:
- a. to recognise the guarantee scheme of the Association of German Banks, which in essence presents a cross guarantee from the German government, and make use of this by expanding the approved counterparties for LLDC investment to include those commercial banking institutions in Germany that are covered by the scheme (such as Deutsche Bank); and
 - b. to add to the list of corporate bond issuers, to include non financial institution counterparties. To reflect the additional risk arising from potentially less complete ratings information being available, it is proposed that the overall exposure to instruments of this type will be set at 20% of the portfolio.
- 3.17 Further information on the GIS investment strategy is set out in Appendix 2. The proposed changes to the strategy in relation to German banks and corporate bonds is highlighted in italics in the appendix. Otherwise the strategy remains as it was in 2013-14.
- 3.18 Appendix 3 sets out the approved counterparty lending list reflecting the proposed changes.
- 3.19 Adoption of this strategy would harmonise LLDC's approach with that of the other parts of the GLA Group (except TfL), reflecting a common risk appetite for Mayoral funds under investment. A common approach is essential for maximum efficiency of the shared group treasury service. However, the views of all participants will be reflected in the ongoing development of the shared strategy.
- 3.20 The strategy permits only small allocations of the overall cash portfolio to individual institutions, with the exception of the UK government and banks in a significant level of UK government ownership. This reflects the view that as UK public authority, the LLDC's existence and financial position is

subordinate to that of the State, therefore for practical purposes these institutions represent zero risk.

- 3.21 The additional transaction costs and potential restriction of investment duration are likely to have a significant negative impact on returns. However, the pooled arrangements within the GLA group will reduce the total number of transactions required and facilitate a level of diversification that would be impractical for LLDC to deliver independently and cost effectively.

Borrowing Strategy

- 3.22 Borrowing for capital expenditure is not currently authorised. This strategy and the relevant limits will be revised if such investment is deemed necessary.

4 FINANCIAL IMPLICATIONS

- 5.1 The principal financial implications are integral to this report.
- 5.2 LLDC will contribute £10,000 towards the cost of Group Treasury arrangements managed by the GLA, including external advisory services.

5 LEGAL IMPLICATIONS

- 6.1 The TMSS is a requirement of LLDC's reporting procedures and both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. LLDC is required to comply with both Codes through Regulations issued under the Local Government Act 2003. Section 23(1)(d) and (e) of the Local Government Act 2003 provides that the functional bodies of the GLA are local authorities for this purpose.
- 6.2 Section 3(1) of the 2003 Act provides that all local authorities are to determine and keep under review how much money they can borrow. Section 3(2) of the Act is more specific in relation to the Mayor and functional bodies by providing that the determination is to be made by the Mayor following consultation with the Assembly, in the case of the GLA, or the relevant functional body.
- 6.3 Regulations under the 2003 Act state that LLDC has a duty to make an amount of MRP which it considers to be "prudent". The regulation does not itself define "prudent provision" however the MRP guidance makes recommendations to authorities on interpretation and determination of MRP provision for the future.
- 6.4 Paragraph 7 of Schedule 21 to the Localism Act 2011 allows the Board of LLDC or any committee of the Board to delegate any of its functions to staff of LLDC.

APPENDICES

Appendix 1 - Treasury Management Policy and Minimum Revenue Provision Policy

Appendix 2 - Investment Strategy

Appendix 3 - Approved Counterparty Lending List

List of Background Papers

- None

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Treasury Management Policy and Minimum Revenue Provision Policy

Treasury Management Policy Statement (form recommended by the CIPFA Treasury Management in the Public Services Code of Practice and Cross Sectoral Guidance Notes)

1. The LLDC defines its treasury management activities as: “The management of the authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
2. The LLDC regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
3. The LLDC acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

Minimum Revenue Provision Policy

1. Minimum Revenue Provision (MRP) is a means of charging previously unfunded capital expenditures (the Capital Financing Requirement or CFR) to the General Fund over a period commensurate with benefits of the relevant capital spending.
2. Where the LLDC has an outstanding opening CFR, the annual MRP shall be calculated as the sum equivalent to the principal repayable on an annuity loan at a rate equal to the Corporation's aggregate cost of borrowing and maturity equal to the remaining weighted average life of relevant assets.

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GIS Investment Strategy

The Investment Manager (the GLA) will generally use call accounts and short-dated or highly liquid instruments in order to maintain liquidity and will target maintaining the weighted average maturity of the short term portfolio arising from investing GIS balances at less than 3 months.

Performance benchmarks may be set from time to time by unanimous agreement of the Syndics.

The following instruments are permissible within the GIS. The investment manager may delegate the management of a portion, not exceeding the forecast minimum GIS balance for the next 12 months, of the GIS to external fund managers if this is deemed prudent. As a result of very large scale pooling, such managers may be able to engage in trading which is impractical for the GLA. Therefore a slightly broader range of instruments are available to those managers. However, any delegation would be within the agreed investment strategy and would give a fund manager no greater discretion than the GLA treasury team presently have.

The Investment Manager shall, at minimum, implement the credit methodology agreed with Capita Asset Services – Treasury Solutions, the Participants' common treasury advisor. Counterparties are banded corresponding to maximum investment duration, described subsequently.

Specified and Non-Specified Investments¹

Specified Investments				
Investment	Minimum Credit Criteria (Expressed as Capita's durational band or raw ratings)	Managed: Internally (I) or Externally (E)	Maximum percentage of total investments	Maximum Duration (months)
DMADF	--	I	100%	12
Term Deposit – UK public body (e.g. Local, Police or Fire Authority)	Eligible for PWLB or National Loans Fund finance	I/E	100%	12
Term Deposits, Call Accounts and Certificates of Deposit – Rated Bank or Building Society	Green; domicile long term sovereign rating equivalent to Fitch AA or better	I/E	100%	12

¹ The subsequent definition of "bond" includes all transferrable rated securities e.g. Medium Term Notes, Floating rate notes. Where a specific term is used it is to highlight a particular set of limits

Term Deposits, Call Accounts and Certificates of Deposit –Financial Institution in significant part owned by UK Government	Blue	I/E	100%	12
Term deposits, Call Accounts and Certificates of Deposit– Institutions not meeting general criteria but instruments explicitly guaranteed by sovereign national Government rated AA+ or above (Fitch long term)	None	I/E	100%	12
UK Government Gilts held to maturity	--	I/E	100%	12
UK Treasury Bills held to maturity	--	I/E	100%	12
Bonds issued by multilateral development banks (e.g. The European Investment Bank) held to maturity	Long term AAA (Fitch or S&P) or Aaa (Moody's)	I/E	100%	12
Corporate bonds explicitly guaranteed by UK Government held to maturity	Long term AAA (Fitch or S&P) or Aaa (Moody's)	I/E	100%	12
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs):				
-				
Government Liquidity Funds	Fitch AAmmf; or S&P AAAM; or Moody's Aaa.	I/E	100%	12
Money Market Funds	Fitch AAmmf; or S&P AAAM; or Moody's Aaa.	I/E	100%	12

Forward term deposits may be negotiated with institutions meeting the criteria above with the sum of the forward period and duration of the deal subject to a maximum of 12 months. Total forward dealt exposure may not exceed 20% of the forecast average daily balance at the time. The GIS defines 'forward' as negotiated more than 4 banking days in advance of deposit. Shorter forward periods are viewed as normal cash management practice providing cash resources are certain. The Investment Manager may make exceptions to this limit where the counterparty is a member of the GLA Group.

Non- Specified Investments

Aggregate exposure to non-specified investment shall not exceed 50% of total forecast daily average balances.

Investment	Minimum Credit Criteria (Expressed as Sector durational band or raw ratings)	Use: Internal (I) or Externally (E) managed	Maximum percentage of total investments	Maximum Duration (months)
Term Deposits, Call Accounts and Certificates of Deposit – institutions eligible for specified investments	Defined as per specified investments	I/E	50%	24
Term Deposits, Call Accounts and Certificates of Deposit – unrated institutions covered by explicit and unconditional parental guarantee from institution meeting criteria as above.	For parental guarantor: Green; domicile long term sovereign rating, equivalent to Fitch AA or better.	I/E	50%	24
UK Government Gilts held to maturity	--	I/E	50%	240
UK Government Gilts held for trading	--	E	50%	600
UK Treasury Bills held for trading	--	E	50%	12
Corporate bonds explicitly guaranteed by UK Government held to maturity	Long term AAA (Fitch or S&P) or Aaa (Moody's)	I/E	50%	240
Corporate bonds explicitly guaranteed by UK Government held for trading	Long term AAA (Fitch or S&P) or Aaa (Moody's)	E	50%	300
Bonds issued by multilateral development banks held to maturity	Long term AAA (Fitch or S&P) or Aaa (Moody's)	I/E	10%	120
Bonds issued by multilateral development banks held for trading	Long term AAA (Fitch or S&P) or Aaa (Moody's)	E	10%	300

Floating Rate Notes (multi lateral development banks [MDB] issuances only)	Long term AAA (Fitch or S&P) or Aaa (Moody's)	I/E	10%	120
Corporate Bonds or commercial paper held to maturity	Green or <i>Fitch credit factor</i> <10.0	I/E	20% [previously 10%]	13 [previously 12]

Creditworthiness Policy: Rated Financial Institutions (Type A counterparties)

The Investment Manager makes use of the sophisticated creditworthiness methodology developed and maintained by Capita Asset Services – Treasury Solutions. The methodology uses an average of the ranked ratings from all three² of the Ratings Agencies to arrive at a score which places the institution into the following recommended durational bands for investment:

Yellow	5 years
Purple	2 years
Orange	1 year
Red	6 months
Green	100 days [previously 3 months]
No Colour	not to be used

An exception is made for those banks with significant share capital in UK public ownership (i.e. >20%).

Blue 1 year (applies only to nationalised or semi-nationalised UK Banks)

Following this initial classification, the score (hence, potentially, the band) is adjusted downwards to account for negative rating watches or outlooks (i.e. indications by the Agencies that a downgrade is being considered). Scores are further adjusted downwards if Credit Default Swap spreads exceed certain barrier levels. UK banks in the Blue band are excepted from these further steps due to the security offered by their nationalised or semi-nationalised status.

It is the opinion of the Participants and their advisors that divestment of Government shareholdings in RBS to below the 20% threshold is unlikely over the next 12 month horizon. However, further divestment of the Government shareholdings in the Lloyd's Banking Group may occur by October 2014 and is likely before May 2015.

Therefore, Participants have reduced the duration of Lloyds exposure so that it would be possible to significantly reduce exposure by October 2014. Nevertheless, in light of the additional security³ provided by effective sovereign backing and the

² Organisations with incomplete ratings are progressively penalised in the scoring system, consistent with the reduction in assurance arising from only one or two opinions.

³ The Participants consider the UK government as a zero-risk counterparty for practical treasury management purposes, since the Participants' individual viability, in common with all UK public bodies, depends on the ability of central government to meet its obligations.

continuing perceived risks in the rest of the financial sector, exposure limits proposed are currently comparatively high.

In addition to organisations placed in the Blue band under Capita Asset Services – Treasury Solution’s methodology, the Investment Manager may, in exceptional circumstances include organisations that fall short of ratings criteria but are backed by an explicit and credible sovereign guarantee.

German Banks

The Association of German Banks (bankenverband) operates a deposit protection scheme for non banking customers (including public bodies) which is essentially a cross-guarantee. The membership of the association spans the majority of commercial banking institutions in Germany including systemically important domestic institutions such as Deutschebank and a large number of important foreign institutions such as RBS, Barclays and Bank of Scotland, either directly or through German subsidiaries. The guarantee extends to each depositor’s aggregate exposure up to a cap computed as a proportion of each bank’s tier 1 capital as at the latest balance sheet date. For the following years the proportions are as follows:

Up to 31 Dec 2014: 30%

Up to 31 Dec 2019: 20%

Up to 31 Dec 2024: 15%

Beyond 1 Jan 2025: 8.75%

A default by the scheme would amount to a total failure of the German commercial banking system and therefore a very high likelihood of sovereign intervention is implied. To the extent that deposits made with counterparties covered by the scheme remain below the guaranteed limit, the investment manager may treat those counterparties as “Purple” subject to the overall aggregate cap for exposure to Germany.

Construction of Lending Lists

The process by which the Investment Manager will construct the lending list of rated organisations will consist of:

- taking the range of organisations placed by Capita Asset Services – Treasury Solutions in the Green band and above, prior to outlook and CDS adjustments;
- excluding those domiciled in foreign countries with a Fitch long-term sovereign rating below AA (or equivalent from another agency); and
- including organisations backed by an explicit and credible sovereign guarantee.

Such a list shall be termed the Approved List and will be monitored on a daily basis by the Investment Manager. The Investment Manager will suspend organisations falling short of the criteria immediately.

Corporate Bonds and non-financial institutions (Type B counterparties)

Following regulatory change to the status of corporate bonds held by local authorities (previously such purchases constituted statutory capital expenditure) opportunity exists for exposure to corporate borrowers other than financial institutions. In the Participants view the overall use of corporate bonds will not increase the overall risk taken by the GIS. The use of corporate bonds increases the potential for diversification, liquidity and yield although there is additional risk arising from potentially less complete ratings information for certain bonds (for which reason these institutions do not appear in the ratings service from Sector). For this reason the overall exposure to instruments of this type is set at 20% (excluding guaranteed or MDB issues). Exposure to counterparties not covered by the Capita Asset Services – Treasury Solutions methodology shall be governed as follows:

Maximum exposure to single Type B (eg. National Grid) counterparty (or group): 5%

For all corporate bonds, excluding guaranteed or MDB issues and including securities issued by Type A counterparties but carrying a lower rating than the issuer's individual rating, the following apply:

Maximum Duration: 397 days (13mths)

Maximum credit factor of any single security: 10.00

Maximum portfolio credit factor (PCF)⁴: 5

Credit Factors are defined with reference to the approach suggest by Fitch for rated MMFs:

Credit Risk Factors by Security Rating and Maturity

Days	'AAA'	'AA+'	'AA/F1+'	'AA-'	'A+'	'A/F1'	'A-'	'BBB+'	'BBB'/'F2'
Overnight	0.01	0.01	0.01	0.01	0.02	0.03	0.04	0.07	0.10
2-7	0.02	0.04	0.06	0.10	0.15	0.20	0.30	0.50	0.80
8-30	0.10	0.15	0.25	0.40	0.60	0.75	1.30	2.10	3.50
31-60	0.20	0.30	0.50	0.80	1.20	1.50	2.60	4.20	7.00
61-90	0.25	0.50	0.75	1.25	1.50	2.50	5.00	7.50	10.00
91-120	0.35	0.65	1.00	1.50	2.30	3.30	6.60	10.00	13.50
121-150	0.40	0.80	1.25	2.10	2.90	4.20	8.30	12.50	16.50
151-180	0.50	1.00	1.50	2.50	3.50	5.00	10.00	15.00	20.00
181-210	0.60	1.20	1.75	3.00	4.00	5.80	11.70	17.50	23.50
211-240	0.70	1.30	2.00	3.30	4.70	6.60	13.30	20.00	27.00
241-270	0.75	1.50	2.25	3.75	5.25	7.50	15.00	22.50	30.00
271-300	0.80	1.70	2.50	4.20	5.80	8.30	16.70	25.00	33.50
301-330	0.90	1.85	2.75	4.60	6.50	9.20	18.50	27.50	37.00
331-397	1.00	2.00	3.00	5.00	7.00	10.00	20.00	30.00	40.00
398-730	2.70	5.30	8.00	13.00	19.00	27.00	43.00	69.00	106.00

⁴ Average for all corporate bonds held, weighted by nominal value

Where no Fitch ratings exist, the following mapping will be used:

Long term			Short term		
Fitch	Moody's	S&P	Fitch	Moody's	S&P
AAA	Aaa	AAA			
AA+	Aa1	AA+			
AA	Aa2	AA	F1+	-	A-1+
AA-	Aa3	AA-			
A+	A1	A+			
A	A2	A	F1+	P-1	A-1
A-	A3	A-			
BBB+	Baa1	BBB+			
BBB	Baa2	BBB	F2	P-2	A-2

Furthermore, securities issued by “blue” counterparties will be treated as AAA if and only if the Investment Manager and Capita Asset Services – Treasury Solutions believes the counterparty will remain in the Blue category until the instrument matures. All Local Authority bonds will be treated as AAA.

In addition to these high level principles, the Group Treasury team may apply a variety of additional market data and media due diligence measures prior to committing funds to a Type B counterparty. These will be detailed in the Group TMPs.

Policy for the Inclusion of Un-rated Organisations (Type C counterparties)

The Investment Manager may add organisations without credit ratings to the Approved List in the following circumstances only:

- The organisation has an explicit, financially credible guarantee from a foreign sovereign state of at least Fitch AA (or equivalent) rating:
 - o Treated in *the Purple (AAA) or Orange (AA and AA+)* band, subject to the duration of deals not exceeding the term of the guarantee;
- The organisation is explicitly guaranteed by a parent company meeting Approved List criteria:
 - o Treated in the same band as its parent, subject to the duration of deals not exceeding the term of the guarantee; and
- The organisation is a UK Public Body meeting criteria for loans from the PWLB or National Loans Fund (e.g. Local Authorities, Police and Fire Authorities):
 - o Treated as UK government securities⁵.

⁵ The rationale for this is that the LPFA would not generally take an alternative view on the credit quality of another Public Body to that taken by HM Treasury acting through the PWLB. However, officers may ask of such bodies’ statutory chief finance officers whether their borrowing falls within their affordable limit as defined by the LGA 2003 and may restrict investments with individual counterparties where there may be a risk that any delay in repayment could disadvantage the LPFA’s operations.

Deposit facility of last resort

In the circumstance of being unable to place funds with counterparties on the operational list within approved limits, the Investment Manager will attempt to place the surplus funds with the Debt Management Agency Deposit Facility (DMADF). This facility may, of course, also be used in other circumstances if it offers rates above equivalent market levels, though in past experience this is unlikely. Where the sums to be invested were large or durations significant, officers would investigate the use of UK government securities held to maturity (or MMFs investing solely in these instruments) and within the parameters of the overall strategy adopt the financially preferable course.

In the instance of technical failures or unexpected monies being received after the cut-off time for sending payments, the Investment Manager will have no choice but to leave the funds with the GLA's bankers, RBS. In such circumstances, the funds will be moved to the GLA's call account at RBS. At present, however, the quasi-governmental security of RBS arising from the high level public ownership means it ranks as a 'blue' counterparty and enjoys a 100% overnight limit.

Determining the Operational List of Approved Counterparties and Investment Limits (Type A and Type C counterparties)

The Approved List shall form the basis of the Operational List used by the Investment Manager when making investments. For the further control of risk, the Operational List may be subject to temporary restrictions to higher levels of credit worthiness or suspension of countries or individual counterparties on the basis of professional external advice or the due diligence of the Investment Manager. This list will be monitored in exactly the same way as the Approved List, with reference to any additional criteria.

Limits for short term balances

The durational band AFTER adjustment for outlook and CDS data, where available, determines the limits on acceptable exposure in terms of both total invested and duration as follows:

		Cash exposure limits			
Band	Max. Tenor	Overnight	> 1 day	> 3 months	> 6 months
Yellow	5 years	100%	30%	15%	5%
Purple	2 years	100%	20%	10%	5%
Blue	1 year	100%	50%	50%	25%
Orange	1 year	50%	15%	10%	5%
Red	6 months	25%	10%	5%	n/a
Green	3 months	10%	5%	n/a	n/a
UK Sovereign	5 years	100%	No more than 50% >12months		
		Percentages applied to daily balance	Percentages are applied to forecast annual average balance and are cumulative		

The limits above are overlaid with the following considerations:

- Companies within the same group shall be subject to group limits, defined as the limits applying the highest rated member of the group; and
- When placing new investments, other than overnight, exposure to organisations domiciled in any one state, excepting the United Kingdom, exposure relative to the forecast average balance shall not exceed 25% for AAA rated states, 15% for AA+ rated states or 5% for AA rated states.
- The 5 year limit for "Yellow" counterparties may be reduced depending on the type of instrument and the trading status. For term deposits, the maximum tenor is 2 years.

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APPROVED COUNTERPARTY LENDING LIST

GLA List of Approved Counterparties

Last updated: 28/02/2014
 By: Freddie Coggle

Approved Counterparties

Country	Name	Band
Abu Dhabi	National Bank of Abu Dhabi	R - 6 mths
Australia	Australia and New Zealand Banking Group Ltd	O - 12 mths
Australia	Commonwealth Bank of Australia	O - 12 mths
Australia	National Australia Bank Ltd	R - 6 mths
Australia	Westpac Banking Corporation	R - 6 mths
Belgium	Fortis Bank	G - 100 days
Canada	Bank of Montreal	O - 12 mths
Canada	Bank of Nova Scotia	O - 12 mths
Canada	Canadian Imperial Bank of Commerce	O - 12 mths
Canada	National Bank of Canada	R - 6 mths
Canada	Royal Bank of Canada	O - 12 mths
Canada	Toronto Dominion Bank	P - 24 mths
Finland	Nordea Bank Finland plc ~	O - 12 mths
France	BNP Paribas	G - 100 days
France	Credit Industriel et Commercial	R - 6 mths
Germany	Deutsche Bank AG	G - 100 days
Germany	DZ Bank AG (Deutsche Zentral-Genossenschaftsbank)	G - 100 days
Germany	Landesbank Berlin AG	N/C - 0 mths
Germany	Landesbank Hessen-Thuringen Girozentrale (Helaba)	G - 100 days
Germany	Landwirtschaftliche Rentenbank	O - 12 mths
Hong Kong	The Hong Kong and Shanghai Banking Corporation Ltd	O - 12 mths
Luxembourg	Banque et Caisse d'Epargne de l'Etat	R - 6 mths
Luxembourg	Clearstream Banking	P - 24 mths
Netherlands	Bank Nederlandse Gemeenten	P - 24 mths
Netherlands	Coöperatieve Centrale Raiffeisen Boerenleenbank BA	R - 6 mths
Netherlands	ING Bank NV	G - 100 days
Norway	DnB Bank	N/C - 0 mths
Qatar	Qatar National Bank	R - 6 mths
Singapore	DBS Bank Ltd	P - 24 mths
Singapore	Oversea Chinese Banking Corporation Ltd	P - 24 mths
Singapore	United Overseas Bank Ltd	P - 24 mths
Sweden	Nordea Bank AB	O - 12 mths
Sweden	Skandinaviska Enskilda Banken AB	R - 6 mths
Sweden	Swedbank AB	R - 6 mths
Sweden	Svenska Handelsbanken AB	O - 12 mths
Switzerland	Credit Suisse	G - 100 days
Switzerland	UBS AG	G - 100 days
U.K	Bank of New York Mellon (International) Ltd	O - 12 mths
U.K	Barclays Bank plc	G - 100 days
U.K	Credit Suisse International	R - 6 mths
U.K	HSBC Bank plc	O - 12 mths
U.K	MBNA Europe Bank	R - 6 mths
U.K	Standard Chartered Bank	R - 6 mths
U.K	Sumitomo Mitsui Banking Corporation Europe Ltd ~	G - 100 days
U.K	UBS Ltd	R - 6 mths
U.K	Nationwide BS	G - 100 days
U.K	Lloyds Banking Group plc	B - 12 mths
U.K	Bank of Scotland Plc	B - 12 mths
U.K	Lloyds TSB Bank Plc	B - 12 mths
U.K	Royal Bank of Scotland Group plc	B - 12 mths
U.K	National Westminster Bank Plc	B - 12 mths
U.K	The Royal Bank of Scotland Plc	B - 12 mths
U.K	Ulster Bank Ltd	B - 12 mths
U.S.A	Bank of New York Mellon, The	O - 12 mths
U.S.A	Citibank, N.A. ~	G - 100 days
U.S.A	HSBC Bank USA, N.A.	R - 6 mths
U.S.A	JP Morgan Chase Bank NA	R - 6 mths
U.S.A	Northern Trust Company	G - 100 days
U.S.A	State Street Bank and Trust Company	O - 12 mths
U.S.A	Wells Fargo Bank NA	O - 12 mths
U.K Local	Lancashire County Council	O - 12 mths
U.K Local	Birmingham City Council	O - 12 mths
U.K Local	North Tyneside MBC	O - 12 mths
U.K Local	Blackpool Borough Council	O - 12 mths
U.K Local	West Dunbartonshire Council	O - 12 mths
U.K Local	London Borough of Islington	O - 12 mths
U.K Local	Police & Crime Commissioner for Nottinghamshire	O - 12 mths
U.K Local	London Borough of Newham	O - 12 mths
U.K Local	North Lanarkshire Council	O - 12 mths
U.K Local	City of Glasgow Council	O - 12 mths
U.K Local	Nottinghamshire County Council	O - 12 mths

Automatically approved and treated as UK Sovereign are:

- UK Government Securities
- DMADF
- UK public bodies eligible for PWLB or NLF finance

Verified by:

Approved Countries

(Limits will automatically be enforced by the Counterparty Exposure report)

	Rating	Agency	Limit
Abu Dhabi	AA	Fitch	5%
Australia	AAA	Fitch	25%
Belgium	AA	Fitch	5%
Canada	AAA	Fitch	25%
Finland	AAA	Fitch	25%
France	AA+	Fitch	25%
Germany	AAA	Fitch	25%
Hong Kong	AA+	Fitch	15%
Luxembourg	AAA	Fitch	25%
Netherlands	AAA	Fitch	25%
Norway	AAA	Fitch	25%
Qatar	AA	S&P	5%
Singapore	AAA	Fitch	25%
Sweden	AAA	Fitch	25%
Switzerland	AAA	Fitch	25%
U.K	AA+	Fitch	100%
U.S.A	AAA	Fitch	25%

The country limit is applied to the forecast average balance to calculate the gross aggregate limit for investments with counterparties domiciled in that state, other than overnight investments.

General Limits Policy

Band	Duration	Cash exposure limits %				
		O/night	> 1 day	> 3 months	> 6 months	> 12 months
UK Sovereign	2 years	100%	100%	100%	100%	50%
Yellow	2 years	100%	30%	15%	5%	5%
Purple	2 years	100%	20%	10%	5%	5%
Blue	1 year	100%	50%	50%	25%	0%
Orange	1 year	50%	15%	10%	5%	0%
Red	6 months	25%	10%	5%	0%	0%
Green	100 days	10%	5%	0%	0%	0%

Overnight limits apply to daily cash balance, others to forecast average balances

Calculation parameters

	Average Balance Forecasts (£m)	Upper threshold for reapproval (£m)
GLA	981.56	1,079.72
BRS	196.46	216.10

Limits may be re-calculated daily by the Treasury Team; however, if the average balance forecasts exceed the upper thresholds, fresh approval should be sought

Total Core Balances permitted for longer term investment (£m)

GLA	300.00
BRS	30.00

(These balances may be invested subject to the general limits policy, but without the restriction of 91 days WAM)

General Remarks

This list should be edited and reapproved weekly or whenever an investment is proposed for a counterparty whose status has changed, whichever is sooner;

The weekly Sector list should be appended for the benefit of the approver. Where there are reasons for limits on this list differing from the Sector report, the relevant correspondence should also be attached;

Approval from this list is necessary but not sufficient - check Sector's updates or Bloomberg to verify there has been no change in counterparty or country status before placing investments;

Any dealer may suspend a counterparty but should report the reason to their manger at the earliest available opportunity;

New investments should be supported by a copy of the most recent approved version of this report, to justify the counterparty AND a Counterparty Exposure Report to justify the amount.

Approved by:

Executive Director of Resources/Assistant Director- Finance

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Subject: Development of the Legacy Corporation's Community Infrastructure Levy (CIL): Publication of the Draft Charging Schedule

Meeting date: 30 April 2014

Report to: Board

Report of: Anthony Hollingsworth, Director of Planning Policy and Decisions

This report will be considered in public

1. SUMMARY

- 1.1 The Legacy Corporation is a Charging Authority for the Community Infrastructure Levy (CIL), which mainly replaces the section 106 regime from April 2015. The first stage in establishing the levy is consultation on a Preliminary Draft Charging Schedule (PDCS). Consultation on the PDCS took place in summer 2013. This report summarises the results of consultation, updates the Board on changes to the CIL regime since summer 2013, and seeks Board's approval to consult on a Draft Charging Schedule, draft section 106 SPD and draft Regulation 123 list.
- 1.2 The updated viability study, summary of comments received and Legacy Corporation's response to those comments would also be made available as part of the consultation, and are attached to this report as appendices.
- 1.3 Planning Decisions Committee considered a report on the Draft Charging Schedule at their meeting on 25 February, and made a number of comments which are summarised at section 9 below.

2. RECOMMENDATION

- 2.1 The Board is invited to:
 - a) Agree the Draft Charging Schedule, Draft Planning Obligations SPD and draft Regulation 123 list for consultation, in accordance with the Statement of Representations Procedure;
 - b) Agree that following consultation, the Director of Planning Policy and Decisions has delegated responsibility to submit the Draft Charging Schedule and other documents for examination; and
 - c) Agree that the Director of Planning Policy and Decisions has delegated authority to make minor changes to the consultation documents, including the Draft Charging Schedule, if necessary

before consultation and prior to submission to the examiner.

3. BACKGROUND

- 3.1 The Board considered the Preliminary Draft Charging Schedule at their meeting on the 25 June 2013. The Board agreed the Preliminary Draft for consultation, and public consultation took place in July and August 2013.

4. RESULTS OF CONSULTATION

- 4.1 28 responses were received to the consultation. A summary of these comments, grouped into issues, and the proposed Legacy Corporation response is attached at Appendix 1 to this report.

Responses from consultation bodies

- 4.2 The Legacy Corporation is legally obliged to consult the local planning authorities within and adjoining its area, and the Mayor of London on the Preliminary Draft Charging Schedule.

- 4.3 Responses were received as follows:

- a. **London Borough of Hackney:** concerns raised about the difference in rates between their rate for the Clapton and Stamford Hill area adjacent to the Legacy Corporation Hackney Wick area. Legacy Corporation's rate is £60 a square metre, and the adjacent rate in Hackney's is £25 a square metre. This issue is discussed in more detail in the responses to the comments attached at appendix 1 but broadly the consultants feel their evidence indicates that the Hackney Wick area within the Legacy Corporation area is likely to achieve better residential sales values than those in the adjacent LB Hackney area for two reasons. Firstly, the values in the adjacent LB Hackney area on which the proposed Hackney CIL rate is based reflect average land values across a larger area with a wider variation in land values than LLDC's area. The consultants consider that the values in the LLDC area are less prone to variations and are adequately evidenced. Secondly, the wider regeneration in the Legacy Corporation area provides access to good transport links and amenities while the LB Hackney area is severed from these facilities by barriers such as the A12. This means that land values in the Legacy Corporation area should on average be higher than the values of land in the neighbouring Hackney Area which is physically cut off from the amenities in the Legacy Corporation Area. Officers support these conclusions, and also consider that it is pragmatic to have a single residential rate across its small area and that it is in accordance with the CIL regulations and government guidance to do so in this case.
- b. **London Borough of Tower Hamlets:** comments regarding provision and funding of infrastructure through the Legacy Corporation CIL to mitigate the impact of development in Tower Hamlets. A further discussion has taken place with the boroughs on this issue, and officers feel that the process for allocation of CIL funds that has been established (establishment of the Project Proposals Group as agreed

by Board at their meeting in June 2013) will in due course take account of the need to fund infrastructure within and as necessary outside the Legacy Corporation area to mitigate the impact of new development.

- c. **London Borough of Waltham Forest:** Similar comments made regarding funding of infrastructure in Waltham Forest. Comment that the rates proposed do not differ significantly from those set by Waltham Forest in their charging schedule. The officers response on infrastructure is the same as the response to Tower Hamlets comments.
- d. **London Borough of Newham:** no response.
- e. **Mayor of London:** no response.
- f. **Residents and Businesses within the Legacy Corporation area, voluntary bodies:** Letters were sent to all groups, individuals and businesses that are registered on the Local Plan database, known landowners and developers were individually consulted. The consultation was also advertised on the Legacy Corporation website. Other stakeholders such as the environment agency and the highways agency were also consulted. A summary of the responses and the proposed Legacy Corporation response is attached at Appendix 1. In summary, most of the responses, as to be expected, were from developers and landowners. Where residents and community groups did comment, they were largely concerned with how the money would be spent, and how spending may be devolved to local communities. As set out above, a general spending process has been established. It is not necessary for the Legacy Corporation to set out at this stage how it will meet the requirements for spending a proportion of CIL receipts in consultation with the local community. The regulations are not prescriptive where there are no parish councils or neighbourhood plans (which is currently the case in the Legacy Corporation area). Government guidance suggests that charging authorities clearly set out their approach to engaging with neighbourhoods using their regular communication tools. Therefore, officers consider that it would be appropriate for the Legacy Corporation to set out its approach to neighbourhood funding once the Charging Schedule is in operation and there are funds available to be spent.
- g. **In relation to comments from landowners and developers,** detailed responses are provided in the attachment at appendix 1. Officers facilitated a meeting with stakeholders, landowners and developers during the consultation period, which was well attended. Officers offered to meet with 4 of the consultees individually to discuss their comments, but only 2 took up this offer. These meetings enabled officers to better understand the matters raised in their consultation responses and helped to inform some elements of change reflected within the proposed Draft Charging Schedule.

- 4.4 Although a number of the developers and landowners that responded to consultation commented that the charges proposed are too high, they provided no substantive viability evidence to support this assertion. The

viability consultants reached their conclusions on the proposed rates by taking a cautious approach, so it is considered that there is enough headroom within the rates proposed to be sure that development across the Legacy Corporation area as a whole remains viable. It is considered that the amendments to the charging schedule and updates to the viability study address the concerns raised as far as this is possible.

5. CHANGES TO LEGACY CORPORATION APPROACH FOLLOWING CONSULTATION

5.1 A number of issues were highlighted through the consultation, and Legacy Corporation officers have therefore decided to amend certain matters set out in the charging schedule as follows:

- a. **Instalment Policy:** it has been identified that under the regulations if the Legacy Corporation introduces an instalment policy then this will also apply to the collection of Mayoral CIL and superseded the Mayor of London's instalment policy. Officers consider that it would be simpler therefore to follow the Mayor of London's instalment policy in relation to its CIL, rather than having its own instalment policy.
- b. **Table in charging schedule:** a number of respondees commented that it was unclear whether Mayoral CIL was payable on top of the Legacy Corporation CIL, or if it was included within the rates quoted. It was the viability consultants and Legacy Corporation's intention that Mayoral CIL was payable on top of the rates set out in the table. The table has been updated to show more clearly the Legacy Corporation charge and the charge including Mayoral CIL. The table is copied below:

Figure 1

The Legacy Corporation as a charging authority is required to have regard to the Mayoral CIL when setting its own CIL rate(s). The rates set out in this DSC are exclusive of the Mayoral rate. The Mayoral CIL rate is £20 per square metre in Newham and Waltham Forest, and £35 per square metre in Hackney and Tower Hamlets.

Development Type	Exclusive of Mayoral CIL	Inclusive of Mayoral CIL ¹	
	Proposed Legacy Corporation CIL Charge (£/m ²)	Mayor of London and proposed Legacy Corporation CIL rates Newham and Waltham Forest (£/m ²)	Mayor of London and proposed Legacy Corporation CIL rates Tower Hamlets and Hackney (£/m ²)
All residential development	£60	£80	£95
Convenience supermarkets and superstores and retail warehouses (over 1000 sq m).	£100	£120	£135
Hotels	£100	£120	£135
Student Accommodation	£100	£120	£135
Comparison and all other retail (A1-A5) in 'Stratford' ²	£100	£120	£135
Comparison and all other retail (A1-A5) in 'Rest of Area' ³	Nil	£120	£135
All other uses except education and healthcare	Nil	£20	£35
Education and Healthcare	Nil	Nil	Nil

- c. **Evidence on 280m² threshold for convenience retail outside Stratford:** The 280 m² threshold above which the consultants recommended CIL should be charged for convenience retail floorspace outside of the Stratford town centre area was questioned by some respondents to the consultation. The consultants have provided further information to suggest that the rent paid by occupiers of this type of floorspace is significant enough to result in a development viability which would justify charging CIL above this threshold. Officers have reviewed this information, and have decided that it would be appropriate to set a higher threshold at 1000m²,

¹ These rates are shown for information only and are not formally part of the charging schedule.

² See Draft Charging Schedule for geographical boundary of 'Stratford' retail.

³ See Draft Charging Schedule for geographical boundary of 'Rest of Area' retail.

where the viability evidence is clearer and well set out in the consultant's report. This is shown in the table above and in the Draft Charging Schedule.

- d. **Mechanisms for review:** As the CIL is being prepared through a period of economic uncertainty views were invited on a review mechanism during consultation on the Preliminary Draft Charging Schedule. Responses were not conclusive. Therefore it is proposed to apply the rates set out in the DCS for at least three years. Review will be undertaken sooner if circumstances change materially.

6. DRAFT CHARGING SCHEDULE

- 6.1. The Draft Charging Schedule has been amended as set out above, and to take account of some changes to government guidance and the CIL regulations⁴ since it was prepared last summer. It is shorter than previously, but complies with regulation 12 of the CIL regulations which covers format and content of charging schedules. The DCS refers to the new government guidance and amended regulations as necessary, rather than repeating sections of it. The proposed CIL rates remain unchanged, apart from the change to the threshold for convenience floorspace outside Stratford (as explained in paragraph 5.4) and are as set out in Figure 1 above. The Draft Charging Schedule is attached to this report at appendix 4.

7. DRAFT SECTION 106 SPD

- 7.1. It is a requirement of government guidance on CIL that the Charging Authority have a draft section 106 Supplementary Planning Document (SPD) available at the examination. The ability to pool section 106 funding is limited once CIL is adopted, so it is necessary for the Charging Authority to explain how section 106 will continue to be used in relation to planning applications in their area, and how it will operate alongside CIL. The draft section 106 SPD is attached at Appendix 2 to this report. Board members will see that the Legacy Corporation will still negotiate some section 106 financial contributions in relation to individual schemes that come forward. The Legacy Corporation area is unusual in that much of the area is developable land, and much of the area already has planning permission with financial and in kind benefits secured through section 106 agreement. Officers have considered the implications of this carefully, and appropriate wording has been added to the SPD. The general approach is that schemes that already have planning permission such as Stratford City, the Legacy Communities Scheme, Bromley by Bow north and Sugar House Lane will be implemented broadly as planned. This is necessary because the existing section 106 agreements provide for pooled contributions towards infrastructure, which as set out in the draft 123 list will in future be funded by CIL and the Legacy Corporation will not be able to secure such

⁴ Amended regulations came into force in February 2014. The changes made by these Regulations can be grouped into five broad categories: the setting of the Levy; calculation and payment of the Levy; reliefs and exemptions from the Levy; the relationship between the Levy and planning obligations and highway agreements; and appeals.

contributions in new section 106 agreements. In the case of the Legacy Communities Scheme any subsequent applications for substantially the same development would be bound by the existing section 106 agreement. In the case of Bromley by Bow North and Sugar House Lane it is understood that these schemes will have been implemented before the Legacy Corporation CIL comes into effect.

- 7.2. The draft SPD and 123 list anticipate that when planning applications come forward on the Bromley by Bow south site, on site infrastructure such as the school, IDEA store and new open space will be required through section 106 agreement rather than CIL payment. In this case this would be justified and in accordance with the tests for section 106 agreements as set out in regulation 122 of the CIL regulations.

8. 123 LIST

- 8.1. Regulation 123 of the CIL regulations provides that the Charging Authority publish on its website a list of infrastructure projects or types of infrastructure that it intends will be, or may be, wholly or partly funded by CIL. Regulation 123 also provide that a planning obligation may not constitute a reason for granting planning permission for the development to the extent that the obligations provides for the funding or provision of relevant infrastructure. So the effect of this is that if the Authority is planning to use CIL to fund certain infrastructure projects, then it cannot seek contributions under section 106 for that infrastructure. The ability for authorities to pool contributions required through section 106 agreements is also limited by this regulation if five or more separate planning obligations which provide for the funding or provision of that project or type of infrastructure have been entered into on or after 6th April 2010.
- 8.2. Officers have therefore drafted a '123 list', which is attached to this report at appendix 3, which specifies which projects from the Infrastructure Delivery Plan it is initially expecting to fund (wholly or in part) through CIL during the lifetime of this draft Charging Schedule. This has been carefully drafted and should be read alongside the draft section 106 SPD. The Local Planning Authority can review and update the Regulation 123 list when it considered that this is necessary or appropriate without revising the CIL Charging Schedule provided that it consults on that proposed change. It is intended that any need to update the Regulation 123 list would be identified through the annual review of the infrastructure list within the Infrastructure Delivery Plan which itself will involve input from and consultation with boroughs and other infrastructure providers. As projects included in the 123 list are completed, they will be removed from the list and replaced with other infrastructure projects.

9. PLANNING DECISIONS COMMITTEE COMMENTS

- 9.1. The Planning Decisions Committee considered the Draft Charging Schedule at their meeting of 25 February 2014. A comment was made concerning the references to travel plans in the draft SPD, and therefore this has been amended to include a reference to Travel Plans being secured through section 106 agreement or condition.

- 9.2. Questions were raised about the limited nature of the Regulation 123 list, and whether children's play space should be listed. Officers explained that play space would normally be provided on site as part of development through section 106 agreements. The 123 list has been derived from the Infrastructure Delivery Plan (IDP), and it is proposed to update the IDP and 123 list annually. Additionally, once CIL is in operation then arrangements will be made to engage with the local community to allocate a proportion of the funding to local projects – projects funded through the neighbourhood element do not need to be on the 123 list. A reference to this has been added to the charging schedule.
- 9.3. Questions were raised about how contaminated land was treated within the viability study. Officers responded that if land was severely contaminated that this would be reflected in the land value. Also, the CIL charge is a small proportion of development costs (circa 1.5%) and therefore not likely to be a key component in the viability of a scheme. In most cases if developments are unviable with CIL they would also be likely to be unviable without CIL.

10. NEXT STEPS

- 10.1. If agreed by the Board at this meeting, the Draft Charging Schedule will be published for consultation soon after. The responses to that consultation will then be submitted alongside the Draft Charging Schedule for examination by an independent examiner. In accordance with CIL regulation 16 a 'statement of the representations procedure' will be published alongside the Draft Charging Schedule which will set out the timescales and methods for submitting representations. A draft of this is attached at appendix 5. When submitting the Draft Charging Schedule to the examiner, officers will summarise the representations and provide copies of these representations in accordance with regulation 19. The statutory period for consultation on the Draft Charging Schedule is 4 weeks. It is proposed that the consultation runs for a period of six weeks to provide additional time for consultees to respond. It is anticipated that submission for examination will take place soon after the close of the consultation period with the examination anticipated to take place during the autumn.

11. PRIORITY THEMES

- 11.1. The priority themes of the Legacy Corporation are: Promoting convergence and community participation; Championing equalities and inclusion; Ensuring high quality design; Ensuring environmental sustainability. These themes have been taken into account in developing the proposed Draft Charging Schedule and its underlying evidence base. The CIL, if adopted and charged following an Examination, will form a key component in funding the delivery of infrastructure to support the growth planned for the Legacy Corporation area in a way that complies with each of the key themes. In adding the necessary infrastructure, CIL will particularly help to deliver the convergence agenda.

12. FINANCIAL IMPLICATIONS

12.1. The costs involved in implementing and monitoring the Community Infrastructure Levy are included within the planned budget of Planning Policy and Decisions. In time, CIL will provide a much needed source of revenue for infrastructure across the Legacy Corporation area. It is estimated between £7 million and £11 million could be raised through CIL from residential development in a ten year period, depending on the level of affordable housing delivered. Any CIL raised from non-residential uses would be additional to this figure.

13. EQUALITIES IMPLICATIONS

13.1. The Equality Act 2010 provides protection from discrimination in respect of certain protected characteristics namely: age, disability, gender reassignment, pregnancy and maternity, race, religion, or beliefs and sex and sexual orientation. It places the Local Planning Authority under a legal duty to have due regard to the advancement of equality in the exercise of its powers including planning powers. Officers have taken this into account in preparation of the Community Infrastructure Levy Draft Charging Schedule. The Community Infrastructure Levy is also an integral part of the Legacy Corporation's planning policy as expressed in the developing Local Plan and each stage of which has and will be subject to specific Equalities Impact Assessment.

14. LEGAL IMPLICATIONS

14.1. Under section 206 (1) and (5) of the Planning Act 2008 (the Act), the Legacy Corporation as a Mayoral Development Corporation is the charging authority for the purposes of preparing a CIL charging schedule for its area. LLDC is required to set out its proposed rates of CIL in a charging schedule, and under the Community Infrastructure Levy Regulations 2010 (the Regulations), the charging schedule is subject to two stages of consultation. The Preliminary Draft stage of consultation has already been completed and has resulted in the Draft Charging Schedule which is the subject of this report. Before submitting the Draft Charging Schedule for public examination, the Legacy Corporation is now required to invite representations on the Draft Charging Schedule and on its supporting evidence base. The Regulations provide LLDC with an opportunity to amend the Draft Charging Schedule in the light of comments made during the consultation period before it submits the charging schedule to examination.

14.2. In preparing the Draft Charging Schedule and in its preparations for the examination of the Draft Charging Schedule, the Legacy Corporation has complied with the requirements of the Act and the Regulations, and has had regard to the most recent government guidance published by the Department for Communities and Local Government dated February 2014 as required by section 221 of the Act.

LIST OF APPENDICES (Circulated separately)

- Appendix 1: Responses to consultation
- Appendix 2: Draft Planning Obligations SPD
- Appendix 3: Draft 123 list
- Appendix 4: Draft Charging Schedule
- Appendix 5: Draft Statement of Representations Procedure
- Appendix 6: Viability Study

List of Background Papers:

Reports to Board 28th June 2013 –
Report 6 – Development of the Legacy Corporation’s Community Infrastructure Levy (CIL): consulting on the Preliminary Draft Charging Schedule and Infrastructure Delivery Plan
Report 7 – Allocation of S106 and CIL Funds

Report to Board 27th September 2012 – Planning Functions
CIL Regulations 2010 (as amended)
Community Infrastructure Levy – DCLG Guidance February 2014

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Subject: Transformation Quarterly Report – to 31 March 2014
Meeting date: 30 April 2014
Report to: Board
Report of: Colin Naish, Executive Director of Infrastructure

FOR DECISION

This report will be considered in public

1. SUMMARY

- 1.1 This paper is the fifth and final Transformation Quarterly Report, drafted to provide the Board with internal assurance on the delivery of the Transformation programme of works.
- 1.2 It sets out the position of the Transformation programme of works to end of March 2014 on safety, governance, change control, programme, risk and priority themes of the Transformation programme.
- 1.3 A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2. RECOMMENDATIONS

- 2.1 The Board is invited to:
- 2.2 Note that delivery of the Transformation Works is complete; South Park Hub and Plaza along with all South Park infrastructure required for 5 April 2014 Park Opening was handed over to LLDC Park Operations and Venues in the period. Velopark is complete and handed over to LVRPA, the legacy owner and operator, with Eton Manor to follow in April 2014. The reinstatement of East Marsh playing fields is complete and will be handed over to LBH once the grass pitch has established in compliance with the agreed pitch quality specification.
- 2.3 Note the excellent Health and Safety performance over the eighteen month Transformation programme of work.

3. TIMING

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

4. BACKGROUND

- 4.1. This is the fifth Transformation Quarterly Report on progress to end of March 2014.

5. SAFETY

- 5.1. Over 4.8m man-hours have been worked as at the end of March 2014. There remains a strong health and safety culture on site, supported by an executive leadership team comprising senior representatives from LLDC, Mace and all Tier 1 contractors, project leadership teams, safety briefings, daily activity briefings, stand-downs for safety etc. Particular safety assurance is carried out on all lifting operations and electrical isolations, as these activities were assessed as being high risk in the context of the transformation works scope. Health is addressed through ill-health prevention and wellbeing programmes and a series of monthly awareness campaigns.
- 5.2. The programme Accident Frequency Rate (accidents reportable under the RIDDOR Regulations divided by number of hours worked x 100,000) remains at 0.08, below our target of 0.1 or one Reportable accident for every million hours worked. This was 0.15 for ODA pre-Games. The All Accident Frequency Rate (all accidents resulting in injury however minor divided by number of hours worked x 100,000) has fallen slightly from 1.47 to 1.39. This was 2.02 for ODA pre-games.

6. GOVERNANCE

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

7. CONTROL OF CHANGE

- 7.1. LLDC Corporate Change Board controls change and is chaired by the Executive Director of Finance and Corporate Services. Its role is to review, interrogate and approve or reject proposed changes to scope, schedule and budget and ratify the exercise of delegated authority changes.

8. MANAGEMENT AND VALUATION OF CHANGE

- 8.1. The management and valuation of change is being implemented in accordance with the process embedded in the NEC form of contract being used for all Tier 1 appointments.

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

9. PROGRESS

- 9.1. The eighteen month programme of Transformation works is now complete with some historical delay in non-critical areas now being fully recovered.
- 9.2. Velopark is complete and handed over to the legacy owner and operator LVRPA, with Eton Manor to follow in April 2014. The reinstatement of East Marsh playing fields is complete and will be handed over to LBH once the grass pitch has established in compliance with the agreed pitch quality specification.
- 9.3. Commercial closeout and defect rectification is ongoing.

10. RISK

- 10.1. A monthly routine of Risk Reviews form the basis of the identification and assessment of each project and programme risk, largely relying on the expert knowledge and expertise of the programme team. These assessments form the basis upon which the cost and time risk exposure to each individual project and the programme is derived.
- 10.2. A Quantified Risk Analysis (QRA) of risks to the individual projects and the overall transformation programme is undertaken on a monthly basis to determine the forecast level of contingency required to deliver the residual LLDC Transformation Works.

11. LEGAL IMPLICATIONS

- 11.1. None.

12. PRIORITY THEMES

- 12.1. Transformation presented the LLDC with its first opportunity to deliver against its strategic aim of being a catalyst for regeneration and Convergence in east London and its public commitment in terms of employment and skills benefits

during post-Games construction. LLDC's focus has been on the creation of job and apprenticeship opportunities in legacy for local residents, particularly for young people and under-represented groups who face significant barriers to entering or returning to the labour market. The principle vehicle for delivering these benefits has been through embedding them as a requirement in procurement and putting in place effective, fine-tuned approach that responds to and supports contractors' recruitment processes and requirements, so as to deliver an employment legacy within the four Growth Boroughs of Hackney, Newham, Tower Hamlets and Waltham Forest.

12.2. To date, a total of 9260 workers have worked on Transformation and whilst the targets for most metrics including local employment were consistently exceeded, the performance for disabled people as part of the workforce was less regularly above target. The LLDC recognises that subsequent phases of works at QEOP offer the opportunity to develop partnerships and programmes that improve the employment opportunities for disabled people and strengthen opportunities for other under-represented groups including women.

Metric	Min. target	Peak achievement
% Local	25%	44%
% Prev. unemployed	10%	18%
% BAME	25%	62%
% Women	5%	6%
% Disabled	3%	3%
% Apprentices	3%	5%

12.3. In response to under-performance on disability, the LLDC has focused on putting in place mechanisms to:

- Support workers self-declare a disability at the point of induction
- Engagement with contractors to identify specific opportunities for disabled people
- Disability Awareness amongst contractors/on-site workforce

12.4. The Legacy Corporation is keen to work closely with partner organisations to support the implementation of effective delivery mechanisms for jobs and apprenticeships. To date, we have been approached to discuss our own approach to delivering jobs and apprenticeships by Crossrail, HS2, the GLA, the four Growth Boroughs and private sector partners including Capital and Counties and Taylor Wimpey amongst others.

APPENDICES

None

List of Background Papers
<ul style="list-style-type: none"> • None

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Subject: Estate Strategy for the Queen Elizabeth Olympic Park – April 2014 Update
Meeting date: 30 April 2014
Report to: Board
Report of: Rosanna Lawes, Director of Development

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update on the ongoing work on the Estate Strategy for the Queen Elizabeth Olympic Park (QEOP). The previous Investment Committee paper set out the work undertaken on the Fixed Estates Charge (the 'Charge'), and the proposed entity to manage the Park in the longer term.
- 1.2. A paper is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation, any discussion of that exempt information must take place after the press and public have been excluded from this meeting. The Mayor has considered the principle of a charitable entity focusing on the example of the Royal Commission of 1851 and has asked the Legacy Corporation to consider the merits of establishing a '2012 Commission'.

2. RECOMMENDATIONS

- 2.1 The Board is invited to:
- 2.2 Note the contents of the Paper and the supplemental paper on Part 2 of the agenda.
- 2.3 Approve the recommendations set out in the supplemental paper on Part 2 of the agenda.
- 2.4 Note and discuss the next steps in relation to establishing a '2012 Commission' or alternative entity to manage the Park in the longer term.

3. TIMING

- 3.1. It is important to conclude work on the Charge now as the procurement of the next phase of development platforms is underway and it is essential that consistency is applied across the Park.

4. BACKGROUND

- 4.1. The Queen Elizabeth Olympic Park is an immensely important public asset with the responsibility residing with the Legacy Corporation.
- 4.2. The Queen Elizabeth Olympic Park 'Estate' comprises:
 - The development platforms on which the new neighborhoods and commercial development will be delivered;
 - The retained public realm and venues comprising Copper Box Arena, Aquatics, ArcelorMittal Orbit waterways, bridges, highways and utilities infrastructure. The paper refers throughout to the Estate and is intended to cover both.
- 4.3. The Corporation intends that, while significant areas of the development platforms are being redeveloped for a mix of residential, civic and commercial uses, there will be a long term recreational Park with associated infrastructure and sports facilities. Our working assumption is that the estate should continue to be held and managed by the Legacy Corporation, operating in the public interest, though this assumption will need to be tested as proposals are developed.
- 4.4. The estate is currently managed through the Estate and Facilities Management (EFM) contract with Cofely (formerly Balfour Beatty Workplace). Working alongside this contract a long-term estate management structure will be established to enable revenue income (event, estate charges, rent and ground rent income) from the QEOP estate to be reinvested to help pay for the upkeep of the estate.
- 4.5. Since the last update the Government has announced that the Legacy Corporation will be granted Section 33 status, the detail is being negotiated with HMRC.

5. FIXED ESTATE CHARGE

- 5.1. The principle is that residential and commercial occupiers alone should not pay the full costs of managing the accessible Parklands and venues but will be required to pay a contribution through the Charge. This model provides for the Legacy Corporation to ring fence income for the benefit and investment in the Park.

6. COLLECTION OF THE CHARGE

- 6.1. The current structure places the obligation on the Estates Management Company for each of the neighborhoods or development platforms to collect the Charge on behalf of LLDC. The Estate Management Company will collect the Charge on behalf of the Legacy Corporation. This will simplify the process for the tenant, and reduce the administrative burden on the Legacy Corporation. This structure will be replicated on Phase 2.
- 6.2. The Legacy Corporation will collect the Charge from Here East starting in October 2014.

7. ESTATE MANAGEMENT ENTITY

- 7.1. The Legacy Corporation will continue to manage and collect the Charge as per the structure outlined at paragraph 6.1 above to ensure consistency and transparency to tenants on the estate. When the estate is established the assets can be passed to the longer term body.
- 7.2. To address the requirements of future tenants , it will be important to demonstrate longer term stewardship of the Park. The Mayor's proposal to establish a '2012 Commission' could be set up in shadow form with the immediate role being that of a fundraising body, with high calibre Chair and champion for the E2020 Vision. These ambitious plans to create a new cultural and higher education quarter in the Park will require significant public sector support, which has already been received from the Chancellor. Public grant funding will not be sufficient and significant philanthropic funding will be required.
- 7.3. This body could then, in time, be the body responsible for the longer term management of the estate, providing the benefit of the experience that the Legacy Corporation will build up through the evolution of the development programme.
- 7.4. The Legacy Corporation is in the process of establishing appropriate estate management support for the management of the Park and assets.
- 7.5. The Legacy Corporation will undertake further analysis of this option and continue to consult with the Mayor and the GLA on the structure of the entity.

8. NEXT STEPS

- 8.1 It is recommended that the Board approve the recommendations as set out in Section 2 and the Legacy Corporation continue to explore the role of the '2012 Commission' in the immediate years.

Background papers

- Papers for the meeting of the Investment Committee on 22 October 2013

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Subject: Hackney Wick and Fish Island Conservation Area extensions
Meeting date: 30 April 2014
Report to: Board
Report of: Director of Planning Policy and Decisions

FOR INFORMATION

This report will be considered in public

1. SUMMARY

- 1.1 The purpose of this report is to seek the London Legacy Development Corporation Board's approval to designate extensions to the existing Fish Island Conservation Area in the London Borough of Tower Hamlets (LBTH) and the Hackney Wick Conservation Area in the London Borough of Hackney (LBH). The Board is asked to note that the boundaries of the proposed Conservation Areas, as shown at Appendix 3, have been amended to take account of responses received during consultation on the proposed designations.
- 1.2 The Legacy Corporation has the planning powers to designate new or extend existing Conservation Areas in accordance with the provisions of the Planning (Listed Buildings and Conservation Areas) Act 1990. The decision to designate rests with the Board. The Planning Decisions Committee has considered the proposals and their comments are included in this report at Appendix 5.
- 1.3 The proposed Conservation Area boundary extensions are compatible with the Legacy Corporation's priority themes, and take forward and augment work previously undertaken by the London Boroughs of Tower Hamlets and Hackney to promote heritage-led regeneration that takes inspiration from, and maximises the value created by, this part of the Lower Lea Valley's industrial heritage.
- 1.4 The Legacy Corporation consulted on proposed boundary extensions, as shown at Appendix 2, and Conservation Area Appraisals (CAAs) and draft Management Guidelines. The CAAs conclude that special historic and architectural interest exists in the waterways, buildings, streets, yards and structures that combine to create a character and appearance that is worthy of protection and enhancement in accordance with relevant legislation and guidance.
- 1.5 The historic fabric that remains today is of a late 19th and early 20th century waterside industrial area that formed part of the world's largest industrial city and the greatest port in the world, as shown in the photographs at Appendix 4.

It creates a local distinctiveness and sense of place, the quality of which the Legacy Corporation will seek to preserve and enhance in its management of new development in this area.

- 1.6 There is support for the boundary extensions from English Heritage, Greater London Authority, the London Boroughs of Tower Hamlets and Hackney, residents, businesses and interest groups, including the East End Waterways Group, Victorian Society, SAVE Britain's Heritage, Hackney Wick and Fish Island Cultural Interest Group and a petition with over 1,000 signatures.
- 1.7 The support for the boundary extensions is contrasted by objections from landowners on the grounds that the area does not possess sufficient historic and/or architectural importance (either as individual or as a collection of heritage elements) whose character and appearance is desirable to preserve or enhance, and the designation will harm development viability and stifle regeneration.
- 1.8 The Planning Decisions Committee expressed a range of views. The majority were supportive, either wholly or qualified, with some firmly against. In light of these, and comments received following consultation, amendment to the proposed Fish Island and Hackney Wick South Conservation Area extension is recommended, as shown at Appendix 3.

2. RECOMMENDATIONS

- 2.1 The Board is invited to:
 - a) Designate the extension to Fish Island Conservation Area boundary in the London Borough of Tower Hamlets as shown on the plan at Appendix 3.
 - b) Designate the extension to Hackney Wick Conservation Area boundary in the London Borough of Hackney as shown on the plan at Appendix 3.

3. PROPOSAL

- 3.1 In accordance with the provisions set out in the London Legacy Development (Planning Functions) Order 2012 and section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990, the Legacy Corporation is proposing to extend the Fish Island Conservation Area located within the London Borough of Tower Hamlets and the Hackney Wick Conservation Area located within the London Borough of Hackney to include waterways, buildings, streets, yards and structures which are considered to contribute to the area's special historic or architectural interest, the character and appearance of which is desirable to preserve or enhance, as shown on the drawing attached at Appendix 3.

4. DESIGNATING OR EXTENDING CONSERVATION AREAS

- 4.1 Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 enables local planning authorities to protect areas which are valued (either nationally or locally) for their special architectural and historic interest – the character and appearance of which it is desirable to preserve and enhance – through the designation of Conservation Areas.
- 4.2 The Act does not include a definition of what is considered to be special interest or character. It is the responsibility of the local planning authority, taking into account the Coalition Government's National Planning Policy Framework (NPPF) and the English Heritage guidance set out in "*Understanding Place: Conservation Area Designation, Appraisal and Management*" to define an area's special interest or character.
- 4.3 The NPPF (paragraph 126) requires local planning authorities to set out a positive strategy for the conservation and enjoyment of the historic environment and recognise that heritage assets are an irreplaceable resource and conserve them in a manner appropriate to their significance. In developing this strategy the NPPF acknowledges the desirability of sustaining and enhancing the significance of heritage assets; the wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring; the desirability of new development making a positive contribution to local character and distinctiveness; and the opportunities to draw on the contribution made by the historic environment to the character of a place. These factors are aligned with the Legacy Corporation's priority themes and the wider objectives of regeneration and convergence.
- 4.4 The NPPF (paragraph 127) requires local planning authorities to ensure that an area justifies such status because of its special architectural and historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest.
- 4.5 When defining special architectural and historic interest, paragraphs 137 and 138 of the NPPF recognise that local planning authorities should look for opportunities for new development within Conservation Areas (and within the setting of heritage assets to better reveal their significance), and that not all elements of a Conservation Area will necessarily contribute to its significance. The proposed boundary extensions are compatible with the support for new development identified in adopted policy (please refer to Section 5).
- 4.6 The English Heritage guidance notes that areas suitable for designation may be identified in a number of ways: historic characterisation studies in response to development threats, for master-planning, and as part of evidence collection for the local plan, and that some areas may be "linked to a particular industry...or may have particular local interest". The Legacy Corporation has therefore undertaken and consulted on Conservation Area Appraisals of the architectural and historic interest of the areas proposed within the extended boundaries in accordance with the legislative and policy framework and guidance.

5. LOCAL PLANNING POLICY CONTEXT

- 5.1 The existing Fish Island Conservation Area was designated by the London Borough of Tower Hamlets (LBTH) in 2008 and includes a number of buildings and structures that are considered to “fundamentally contribute to its character and appearance” (please refer to Appendix 1). These buildings and structures, which remain clustered around White Post Lane and Hepscott Road to the north of the Hertford Union Canal, also included buildings located between the Conservation Area and the River Lea Navigation at Bream Street and Stour Road. These buildings, known as the Former Warehouses Bream Street, together with the Lea Tavern Public House on White Post Lane and a boundary wall fronting the junction of the Hertford Union Canal, have since been demolished without recognition of the contribution they made to the overall character and appearance of the area and without subsequent redevelopment.
- 5.2 In recognition that the buildings centred on White Post Lane and Hepscott Road contribute to the wider character and appearance of the area, the more recently adopted Fish Island Area Action Plan (2012) proposes a new Conservation Area boundary around the buildings identified as fundamentally contributing to the character and appearance of the existing Fish Island Conservation Area. This proposed Conservation Area boundary would lie within the Legacy’s Corporation’s proposed Conservation Area boundary and within setting of the existing Hackney Wick Conservation Area to the north.
- 5.3 The existing Hackney Wick Conservation Area was designated by the London Borough of Hackney in 2009 and is tightly drawn around Locally Listed Buildings and Buildings of Townscape Merit to be retained.
- 5.4 The existing Conservation Areas do not include the River Lea Navigation and Hertford Union Canal. The significance of the architectural and historic role of these features in the creation of a waterside industrial area that formed part of the world’s largest industrial city and one of the greatest ports in the world has been overlooked to date, despite the late 19th and early 20th century buildings and structures within Fish Island (also known as Old Ford) and Hackney Wick being one of the largest and least fragmented that remains today.
- 5.5 The Mayor of London’s Olympic Park Legacy Supplementary Planning Guidance (OLSPG) and Fish Island and Hackney Wick Area Action Plans (AAPs) already promote heritage-led renewal based on the opportunity for new mixed use development to deliver a high quality environment that reinforces the strong local character based on the area’s unique industrial heritage and waterways.
- 5.6 The implication of extending the Conservation Area boundaries is that demolition would require planning permission, and new development already promoted by the OLSPG and AAPs, would be required to demonstrate how the character and appearance of the area would be preserved or enhanced. To not extend the Conservation Area boundaries would expose the area to uncontrolled demolition, already evidenced by the recent loss of fabric considered to fundamentally contribute to the character and appearance of, but located outside, the existing Fish Island Conservation Area, and would undermine the policy objective of heritage-led regeneration.

6. CONSERVATION AREA APPRAISAL

- 6.1 The Legacy Corporation commissioned Robert Bevan, an independent planner and urban designer, and a member of the International Council on Monuments and Sites (ICOMOS) and advises UNESCO on world heritage, to assess the area's architectural and historic interest both within and outside of the existing Conservation Areas in accordance with the NPPF and English Heritage guidance. Mr Bevan's conclusions are set out in two Conservation Area Appraisals (CAAs) that were published for consultation¹.
- 6.2 The CAAs conclude that the waterways; the buildings that are already identified as fundamentally contributing to the character and appearance of the area but located outside the existing Conservation Areas; and additional buildings and structures, justify extending the Fish Island Conservation Area northwards to include the River Lea Navigation and Hertford Union Canal, and the buildings around White Post Lane and Hepscott Road, and extending the Hackney Wick Conservation Area to include the River Lea Navigation and south to include the setting of the adjacent Conservation Area (please refer to Appendix 2)
- 6.2 Hackney Wick and Fish Island's special interest lies in its history as a zone of creative production and innovation in the late Victorian and early Edwardian period. The industrial heritage remains visible in the architectural typologies, materials and scale of buildings and streets; the layout of yards and spaces; the presence of the waterways; and other industrial features such as boundary walls, chimney stacks and crane platforms. The role of the canal network in stimulating and supporting the physical form and scale of economic growth is considerable and the contribution it makes to the character and appearance today significant (please refer to the photographs at Appendix 4).
- 6.3 This fabric is a survivor of consumer-oriented industrial processes used to make products for home or world markets that supported London's industrial revolution and growing world reputation. Industrial activity included innovation in, and the production of, plastics, petrol, waterproof clothing, dyes and dyeing, printing, dry cleaning and confectionary. For example, the material plastic was invented at George Spill's Vulcanised Rubber works on Wallis Road, dry cleaning was patented by Archille Serre at White Post Lane, the term petrol was coined at the Hope Chemical Works and confectionary produced at the Clarnico chocolate factory.
- 6.4 The significant buildings are also fine examples of structures that at the time of construction were exploring the transition from using cast iron and timber to concrete and steel.
- 6.5 While the CAAs identify the heritage buildings, and their relative significance, that are considered to contribute to the overall character and appearance of the

¹ The Board is asked to note that the CAAs as published for consultation in January 2014 included draft management guidelines. If the board decides to approve the proposed extensions to the existing conservation areas, these draft guidelines will themselves be subject to a separate process of consultation and public engagement.

area, their formal designation as either Locally Listed Buildings or Buildings of Townscape Merit will be through the Local Plan.

- 6.6 The occupation of many heritage buildings by workspace providers (since the 1980s) such as SPACE Studios, Cell Studios, Mother Studios, Bridget Reilly Studios and Stour Space, and small scale industries such as the London Centre for Book Arts, The Trampery and CRATE Brewery, reflects the robustness and adaptability of the buildings and yards, and the continuum of innovative and creative activity, that strongly characterises the area.

7. CONSULTATION

- 7.1 The Legacy Corporation consulted on proposals to extend the Conservation Area boundaries between 11 December 2013 and 8 January 2014 and 24 January 2014 and 21 February 2014. The first round of consultation sought views on the proposed boundary extensions, as supported by evidence set out in the Hackney Wick and Fish Island Design and Planning Guidance prepared in support of the Local Plan. The second round of consultation sought views on the proposed boundary extensions, as supported by the Conservation Area Appraisal (CAA) and draft Management Guidelines for each proposed Conservation Area extension as shown at Appendix 2.
- 7.2 The consultation process has generated significant expressions of support and objection. Support for the proposed Conservation Area boundary extensions was expressed by the following:
- English Heritage
 - Greater London Authority
 - London Borough of Hackney
 - London Borough of Tower Hamlets
 - Lea Valley Regional Park Authority
 - Canal and Rivers Trust
 - Natural England
 - East End Waterways Group, including a petition with currently 71 signatures and request that the Fish Island and Hackney Wick South Conservation Area be renamed Fish Island and White Post Lane Conservation or Old Ford Conservation Area
 - East End Preservation Society
 - Victorian Society
 - SAVE Britain's Heritage
 - Greater London Archaeology Society
 - Hackney Wick Cultural Interest Group
 - 174 emails and letters from local businesses, residents and visitors were received during the first round of consultation and 40 from the second round of consultation, and a petition organised by the Hackney Wick Cultural Interest Group with currently hosts 1,126 signatures of support.
- 7.3 21 separate objections have been received from 15 landowners and developers whose property would fall within the extended conservation areas. The landowners, or those instructed to act on their behalf, object to the principle of

the extended Conservation Areas on the grounds that the area does not possess sufficient historic and/or architectural importance (either as individual or as collection of heritage elements) whose character and appearance is desirable of preservation or enhancement. They also argue that the proposed Conservation Areas will harm their ability to maximise the development potential and value of their land and stifle regeneration.

- 7.4 On 25 February and 25 March 2014 the Legacy Corporation's Planning Decisions Committee (PDC) considered reports, which included summaries of the grounds for support and objection received during the consultation process, seeking their views on the proposed boundary extensions. On 25 March 2014 the PDC members expressed a range of views with four members expressing support for the proposal; two members supporting the arguments for extending the Fish Island Conservation Area to include the buildings around White Post Lane and Hepscott Road but expressing concern about including the land and buildings fronting the River Lea Navigation to the south of the Hertford Union Canal; two members objecting to the proposal outright; and one member objecting to the proposal while noting there was some merit in extending the Hackney Wick Conservation Area to include the station and surrounding buildings. An extract from the draft minutes of that meeting is attached at Appendix 5.

8. CONSIDERATION OF THE KEY GROUNDS FOR OBJECTION

- 8.1 A summary schedule of the objections received is attached at Appendix 5. The following provides a consideration of, and response to, the key grounds for objection:

There is insufficient special architectural or historic interest within the area of the proposed Conservation Areas boundary extensions whose character and appearance is desirable to preserve and enhance.

The area as a whole is not one of consistent or special interest and devalues the concept of conservation.

- 8.2 A detailed assessment has been undertaken of the area's special historic and architectural value, and the extent to which it contributes to a character and appearance that is desirable to preserve or enhance. This has been undertaken in accordance with the legislation and guidance set out in the Planning (Listed Buildings and Conservation Areas) Act 1990, the National Planning Policy Framework (NPPF) and guidance published by English Heritage and is set out in the proposed Conservation Area Appraisals.
- 8.3 The Act does not include a definition of what is considered to be special interest or character as it is the responsibility of the local planning authority, taking into account the NPPF and the English Heritage guidance set out in "*Understanding Place: Conservation Area Designation, Appraisal and Management*" to define an area's special interest or character. Section 69 of the Act refers to 'area'. The case of *R v Swansea City Council (192)* confirms that not every part of a conservation area needs to have something of interest on it. The NPPF also

acknowledges that “*not all elements of a... Conservation Area will necessarily contribute to its significance*”. The principle of including land which, at the time of designation, includes little or no historic or architectural interest but provides a clear opportunity for enhancing heritage assets and their setting, benefits from a clear legislative, policy and case law basis.

- 8.4 The character and appearance of a Conservation Area can, therefore, be made up of many elements i.e. it is not limited to individual buildings. The character and appearance of this area is derived from the architectural and historic significance of individual buildings and structures, the historic street pattern and yards, and the canal network and associated infrastructure.
- 8.5 The CAAs demonstrate that the area’s special architectural and historic interest lies in its history as a zone of creative production and innovation in the late Victorian and early Edwardian period of which sufficient industrial heritage remains visible in the architectural typologies, materials and scale of buildings and streets; the layout of yards and spaces; the presence of the waterways; and other industrial features such as boundary walls, chimney stacks and crane platforms.
- 8.6 The significance of the canal, in stimulating the historic type and form of development that still exists in part today, has, therefore, heavily informed the proposed boundary extension. The historic and contemporary impact of the River Lea Navigation, Old Ford Locks, towpath and original crane platforms on the character and appearance of the area today is undoubted and none of the objectors have challenged this.
- 8.7 As the River Lea Navigation, and the connecting Hertford Union Canal, are heritage elements that are intrinsically linked to the area’s overall historic significance and contribute to a character that extends the length of the area, it is reasonable that they, and the group of historic buildings that still survive, are included within an extended boundary. While this is the first time the significance of the waterways within this is being properly recognised with adjacent and related built fabric, this approach can be seen in numerous locations elsewhere in London, such as the Regents Canal, other sections of the River Lea Navigation, and the Limehouse Cut.
- 8.8 The area’s special historic interest derives from it being a survivor of a waterside industrial area that supported consumer-oriented industrial processes used to make products for home or world markets that supported London’s industrial revolution and growing world reputation. Industrial activity included innovation in, and the production of, plastics, petrol, waterproof clothing, dyes and dyeing, printing, dry cleaning and confectionary.
- 8.9 This is of particular relevance to Hackney Wick and Fish Island given the social and economic significance of the industrial activities and processes that contributed to London’s rapid economic growth in the late 19th and early 20th century, and the extent to which the infrastructure, buildings that supported and housed those industries, and the grain of the area make up the positive aspects of the area’s character and appearance today. This character and appearance contributes to the strong sense of place which it is widely recognised amongst its residents, business and visitors. When all heritage assets that embody this

historic and architectural interest are mapped (from the Greenway to north of the railway line) they make up a very substantial proportion of the developed footprint (please refer to Appendix 3). This is considered to comfortably exceed any threshold for an area of special interest.

- 8.10 There are, however, significant opportunities for enhancement. Where cleared sites or those redeveloped post war exist, their inclusion within the extended Conservation Area extension is justified by their close proximity to heritage assets and the opportunity to preserve or enhance their setting.
- 8.11 Moreover, while much of the objection to the proposal is directed at the architectural merits of individual buildings, the objections received do not raise any substantial objections to the assessment of the historic significance of the overall area, or the fact that the industrial heritage is reflected not just in individual buildings, but also in the relatively small-scale of the industrial buildings (thereby contrasting with more recent, and larger scale twentieth century industrial development), their layout, plot sizes and the often direct physical relationship of those buildings and plots to the lifeline of the canal and/or the street pattern. It is all of this (and not just the architectural merits of individual buildings) which combine to create the character and appearance of the area's urban fabric.
- 8.12 In response to arguments put forward that the disparate (i.e. relative to the clustering of buildings within the existing Fish Island and Hackney Wick Conservation Areas) arrangements of buildings does not amount to a character or appearance that is desirable to preserve or enhance, there is no requirement in any legislation and guidance for heritage assets to be tightly grouped in order to merit conservation area designation, and this does not take into account the influence of the canal network and the street pattern on reinforcing that area-wide character.
- 8.13 The historic and architectural interest exhibited by the area's industrial heritage has been noted in repeated studies (e.g. the historic research undertaken by East End Waterways Group) and is, on the whole, considered to be of local and regional significance.
- 8.14 The historic analysis and townscape appraisal of the area, endorsed by English Heritage and supported by others, including the London Boroughs of Tower Hamlets and Hackney, confirms that the proposed Conservation Area boundary extensions meet the relevant tests of the NPPF. The historic and architectural interest contained within the proposed boundary extensions is not considered to devalue the concept of conservation (paragraph 137) and it is recognised that, to enable enhancement, not all elements of a Conservation Area will necessarily contribute to its significance (paragraph 138).
- 8.15 The concept of enhancement, as opposed to restrictive preservation, is central to the idea of extending the Conservation Areas. The possibility of enhancement is based on identifying opportunities for improvement, with the NPPF (paragraph 126) requiring local planning authorities to adopt a positive strategy to the role of conservation and "*recognise that heritage assets are an irreplaceable resource and conserve them in a manner appropriate to their significance*" and, in developing this strategy, take into account "*the desirability*

of sustaining and enhancing the significance of heritage assets” and “the desirability of new development making a positive contribution to local character and distinctiveness.”

- 8.16 Change and improvement, and particularly the comprehensive redevelopment of a number of sites within the proposed boundaries, is key to the designation and management process and this is made explicit in adopted planning policy and the proposed Conservation Area Appraisals and Management Guidelines accompanying the proposal.

Does the proposed extension between the existing Fish Island Conservation Area and the Hertford Union Canal possess the historic merit required to justify extending the boundary to include the sites adjacent to the canal?

- 8.17 When determining the extended Conservation Area boundaries, careful consideration has been given to whether to include sites that contain little or no architectural or historic interest but which fall within the setting of heritage assets that do.
- 8.18 As originally drawn, the proposed extension of the Fish Island Conservation Area included land and buildings located along the western edge of the River Lea Navigation on the basis that the land fell within the setting of a number of heritage assets, including the existing Conservation Area, the River Lea Navigation and buildings that are considered have townscape merit.
- 8.19 In response to objections received and concerns expressed during the consultation process, and views expressed by the Planning Decisions Committee, officers have reconsidered the extent to which the land and buildings along the western edge of the River Lea Navigation possess sufficient architectural or historic interest to be included within the boundary.
- 8.20 It is recommended that the buildings located on Roach Road and Stour Road (including Vittoria Wharf and Stour Space and adjoining buildings), which were identified as being of townscape merit, and the site referred to as the Former Warehouses Bream Street (identified within the Fish Island Conservation Area as accommodating buildings that fundamentally contribute to the character and appearance of the Conservation Area), are removed from the originally proposed Fish Island and Hackney Wick South Conservation Area boundary for the following reasons:
- Vittoria Wharf and Stour Space and adjoining buildings are not identified as buildings that fundamentally contribute to the character and appearance of the existing Fish Island Conservation Area;
 - While the updated Conservation Area Appraisal identifies them as adopting a form and materials that contribute positively to the townscape, it is acknowledged that they are of no great architectural merit;
 - Part of Vittoria Wharf benefits from planning permission to construct a new pedestrian and cycle bridge across the River Lea Navigation that would result in significant demolition of part of the building;

- The group of buildings are geographically distinct from the group of heritage buildings located within the existing Fish Island Conservation Area and around White Post Lane and Hepscott Road.
- The site referred to as the Former Warehouses Bream Street is now cleared and possess no special architectural or historic interest, and on the basis that the buildings to the north are excluded from the proposed Conservation Area boundary, is not within the setting of heritage assets on its north, south, east and west boundaries.
- The future redevelopment of these sites would, in accordance with relevant policy, need to be considered in terms of their ability to enhance the setting of the existing Conservation Area and the canal and associated structures.
- The former Timberyard Gatehouse and Carlton Chimney (both identified within the existing Fish Island Conservation) can continue to be identified as structures of historic interest despite being located outside the amended boundary.

8.21 The reasons for excluding the Former Warehouses Bream Street and not other sites that do not possess any special architectural or historic interest within the proposed Conservation Area boundaries is justified on the basis that the other cleared sites are surrounded by heritage assets and are smaller in size.

8.22 It is also recommended that the boundary wall surrounding 34-38 Wallis Road is excluded from the proposed Hackney Wick and Fish Island South Conservation Area on the basis of its limited spatial relationship to other heritage assets.

Can a Conservation Area include sites that possess no special architectural or historic interest?

8.23 The proposed Conservation Area boundary extensions include land that does not possess architectural or historic interest. This approach is supported by the case of *R v Swansea City Council ex.p Elitestone Ltd [1992]* and the NPPF which recognises that *“not all elements of a ... Conservation Area will necessarily contribute to its significance”*. The principle of including land which, at the time of designation, includes little or no historic or architectural interest but provides a clear opportunity for enhancing heritage assets and their setting, benefits from a clear legislative, policy and case law basis.

8.24 Furthermore, the English Heritage guidance *Understanding Place: Conservation Area Designation, Management and Appraisal* provides further advice on identifying the boundary. It states that *“the desirability of a unified approach to their management including long term use and boundary treatments suggests that in almost all situations the conservation area boundary runs around rather than through a space or plot.”* This supports the inclusion of certain sites within the extended Conservation Area boundaries, particularly where it can be demonstrated they are surrounded by and within the immediate setting of heritage assets.

- 8.25 To carve out these sites (e.g. Hamlet Industrial Estate, land at Queens Yard and land at Wallis Road) would not be best practice as it would cause fragmentation and ignore the importance of each site's relationship to adjacent heritage assets.
- 8.26 The recommended boundaries allow for a consistency of treatment when responding to development proposals across the area and creates more certainty for developers in offering guidance as to what is of heritage value. It is an approach that will help achieve the best end-result for opportunity sites and support heritage-led regeneration of the area.

Is the proposed extension of the Conservation Areas only motivated by a desire to secure greater control over new development?

- 8.27 The proposed Conservation Area extensions is motivated by a desire to preserve or enhance the area's historic and architectural character or appearance, as defined by the industrial buildings, supporting canal infrastructure, historic street pattern, and associated yards and structures, which contribute to an area-wide character and appearance that reflects its strong association with the industrial Lower Lea Valley and the part it played in London's innovative and fast growing economy in the late 19th and early 20th century.
- 8.28 To increase the prospects of this character or appearance being preserved and enhanced, through the retention, refurbishment and continued adaptation of its built fabric, and interweaving it with expertly designed contemporary buildings and new uses, Conservation Area designation is recommended to guard against indiscriminate demolition which has taken place in the past in this area and provide a level of control and certainty required to assist heritage led regeneration.
- 8.29 This heritage-led regeneration is already a requirement of, and promoted by the Mayor's Olympic Legacy Supplementary Planning Guidance and Fish Island and Hackney Area Action Plans, which together, identify the potential for new mixed use development to deliver a high quality environment that reinforces the strong local character based on the area's unique industrial heritage and waterways.
- 8.30 Furthermore, the Fish Island Area Action Plan specifically proposes the boundary of a new Conservation Area focussed on the canal, canal frontage, and buildings, street pattern and yard space that characterises White Post Lane and Hepscoot Road. This, together with the wider canal network, forms the majority of the proposed boundary extensions.

The conservation area extensions will impact on the scale and viability of future proposals and stifle regeneration.

- 8.31 The Mayor's Olympic Legacy Supplementary and London Borough's of Tower and Hackney's Fish Island and Hackney Wick Area Action Plans (AAPs), which have been the subject of public consultation and/or examination in public, include policy guidance on appropriate land use, building heights and development density in order to achieve a range of planning objectives,

including heritage-led regeneration. These planning policy objectives should inform land value, development viability and the prospects of regeneration. While the proposed boundary extensions introduce a presumption in favour of the retention of buildings that are already identified as fundamentally contributing to the character and appearance of the existing Fish Island Conservation (but not protected from demolition), they do not prevent the redevelopment of cleared land or the demolition of buildings that do not contribute to the character and appearance of the proposed Conservation Areas. This enhancement through redevelopment is established by the AAPs and acknowledged in the Legacy Corporation's consultation draft Local Plan complemented by the draft Conservation Area Management Guidelines.

8.32 The policy commitment to heritage led regeneration, achieved through the retention, renovation and potential reuse of heritage buildings, alongside the streets, yards and waterways that contribute to their setting, has the potential to facilitate a higher design quality, reinforce local distinctiveness and sense of place and result in a diversity and richness of architecture. If all stakeholders in the area embrace this opportunity, higher value development and sustainable regeneration can be realised

8.33 English Heritage has published statements on the economic benefits of heritage led regeneration and growth and there is no evidence to suggest that already high levels of developer interest in the area would be harmed by extending the Conservation Areas to preserve and enhance its special architectural and historic character and appearance as part of a high quality mixed used development that provides an exciting and complementary counterpoint to Queen Elizabeth Olympic Park and Stratford City.

9. FINANCIAL IMPLICATIONS

9.1. The proposed designation is not expected to impact on LLDC's annual budget and business plan

10. LEGAL IMPLICATIONS

10.1. Under Article 4 of the London Legacy Development Corporation (Planning Functions) Order 2012, LLDC has the power to designate conservation areas. This power has not been delegated to either the Planning Committee or officers of the Planning Policy and Development Team, and hence remains with the Board.

10.2. There is no formal statutory procedure for declaring a conservation area. However the proposals contained in this report have been prepared following two rounds of public consultation and on the basis of conservation area appraisals and proposals which themselves conform with best practice.

10.3. Following any designation, planning decision makers faced with applications within a conservation area will be required to pay special attention to the need to preserve or enhance the character or appearance of the conservation area. Recent case law has clarified that this duty is likely to require the decision

makers to give “considerable weight and importance” to the need to preserve and enhance the character of the conservation area. It is likely that this will place a greater emphasis on the importance of design quality for development in this area in line with the Legacy Corporation Priority Themes.

11. PRIORITY THEMES

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

- **Community Participation:** The proposed Conservation Area boundaries have been the subject of public consultation with local residents, businesses, landowners, developers and interest groups.
- **Promoting convergence:** The extension of the existing Conservation Areas would enable the Legacy Corporation, in its capacity as local planning authority and regeneration agency, to support and deliver heritage-led regeneration that reinforces the area’s local distinctiveness and sense of place comparable to successful regeneration experienced in other parts of London.
- **Ensuring high quality design:** The extension of the existing Conservation Areas would enable the Legacy Corporation, in its capacity and local planning authority and regeneration agency, to support and encourage the highest quality and contextually appropriate urban design and architecture that would need to preserve or enhance the character and appearance of the extended Conservation Areas and their setting.
- **Ensuring environmental sustainability:** The proposal aims to preserve and enhance the character and appearance of the area through the retention, redevelopment, restoration and/or reuse of the buildings, streets, yards, structures and water frontages that define it or detract from it. There is an inherent sustainability in the retention, redevelopment, restoration and/or reuse of the area for the enjoyment of future generations.

12. CONCLUSION

12.1 The views of those in support and objection of the proposed extensions to the Hackney Wick and Fish Island Conservation Areas has been carefully considered, and the proposed boundaries have been reported twice to the Legacy Corporation’s Planning Decisions Committee. In response, the recommended boundary extensions have been amended to that shown at Appendix 3, in accordance with legislation and national and local planning guidance and policy, and this is recommended for designation by Board.

APPENDICES

- Appendix 1 Existing Fish Island Conservation Area and Hackney Wick Conservation Area boundaries
- Appendix 2 Originally Proposed Fish Island and Hackney Wick South and Hackney Wick Conservation Area boundaries
- Appendix 3 Revised Proposed Fish Island and Hackney Wick South and Hackney Wick Conservation Area boundaries
- Appendix 4 Photographs of the heritage buildings and structures located along the River Lea Navigation and Hertford Union Canal, and around White Post Lane and Hepscott Road
- Appendix 5 Extract of the draft minutes of the Planning Decisions Committee meeting dated 25 March 2014
- Appendix 6 Schedule summary of objectives received

List of Background Papers:

1. Fish Island and Hackney Wick South Conservation Area Appraisal and Draft Management Guidelines (LLDC, January 2014)
2. Hackney Wick Conservation Area Appraisal and Draft Management Guidelines (LLDC, January 2014)
3. Draft Hackney Wick and Fish Island Design and Planning Guidance (LLDC, 2013)
4. Fish Island Area Action Plan (LBTH, September 2012)
5. Heritage and Growth (English Heritage, 2011)


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Appendix 1

EXISTING CONSERVATION AREA BOUNDARIES AND IDENTIFIED HERITAGE BUILDINGS AND STRUCTURES

 Hackney Wick Conservation Area Boundary


 Locally Listed Buildings

1. Lion Works (west block)
2. Central Books


 Buildings of Townscape Merit Hackney Wick Conservation Area

- a. Oslo House
- b. Lion Works
- c. Former Carless Institute
- d. Daro Works
- e. Eton Mission Rowing Club

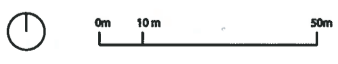
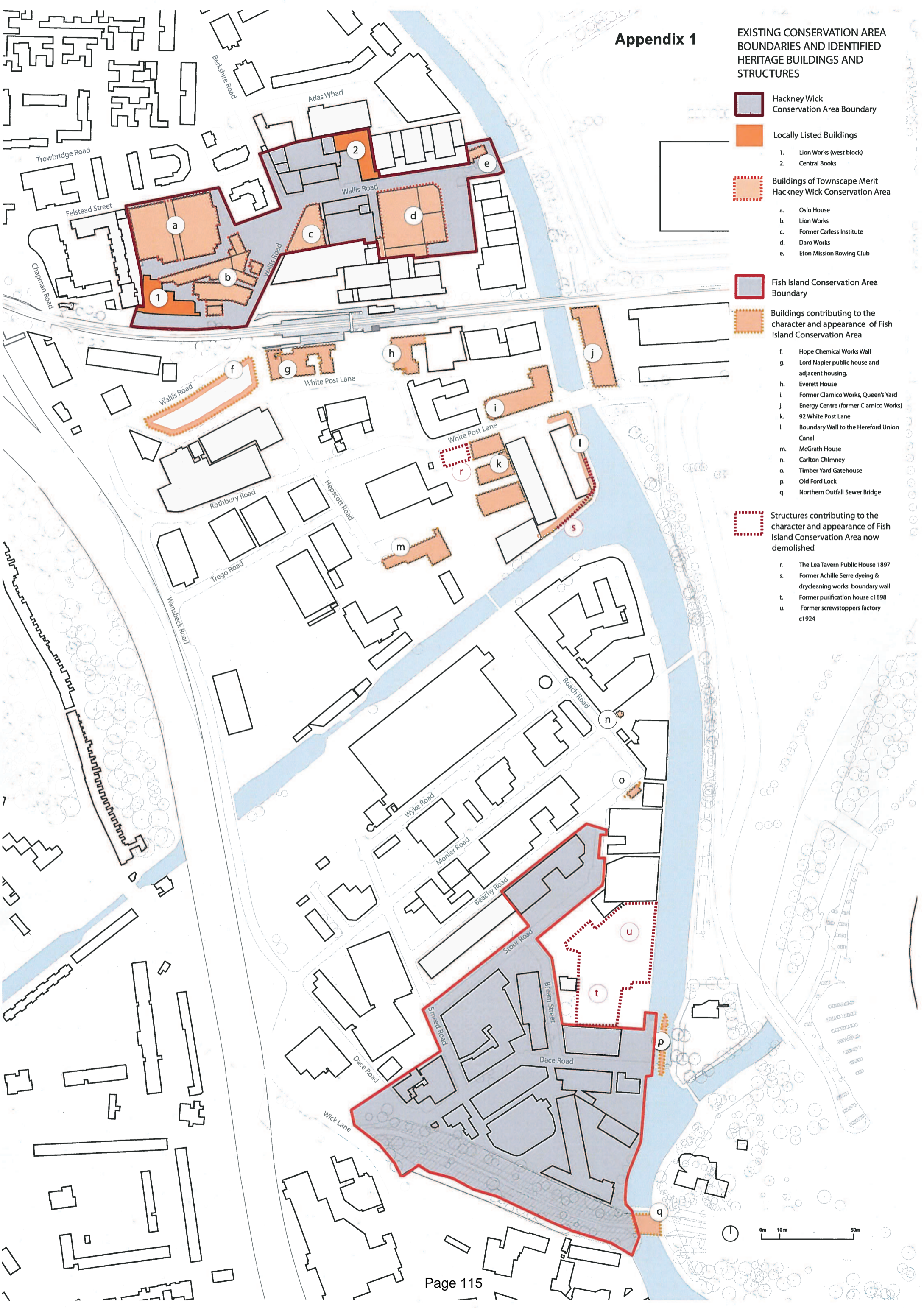
 Fish Island Conservation Area Boundary

 Buildings contributing to the character and appearance of Fish Island Conservation Area

- f. Hope Chemical Works Wall
- g. Lord Napier public house and adjacent housing.
- h. Everett House
- i. Former Clarnico Works, Queen's Yard
- j. Energy Centre (former Clarnico Works)
- k. 92 White Post Lane
- l. Boundary Wall to the Hereford Union Canal
- m. McGrath House
- n. Carlton Chimney
- o. Timber Yard Gatehouse
- p. Old Ford Lock
- q. Northern Outfall Sewer Bridge

 Structures contributing to the character and appearance of Fish Island Conservation Area now demolished

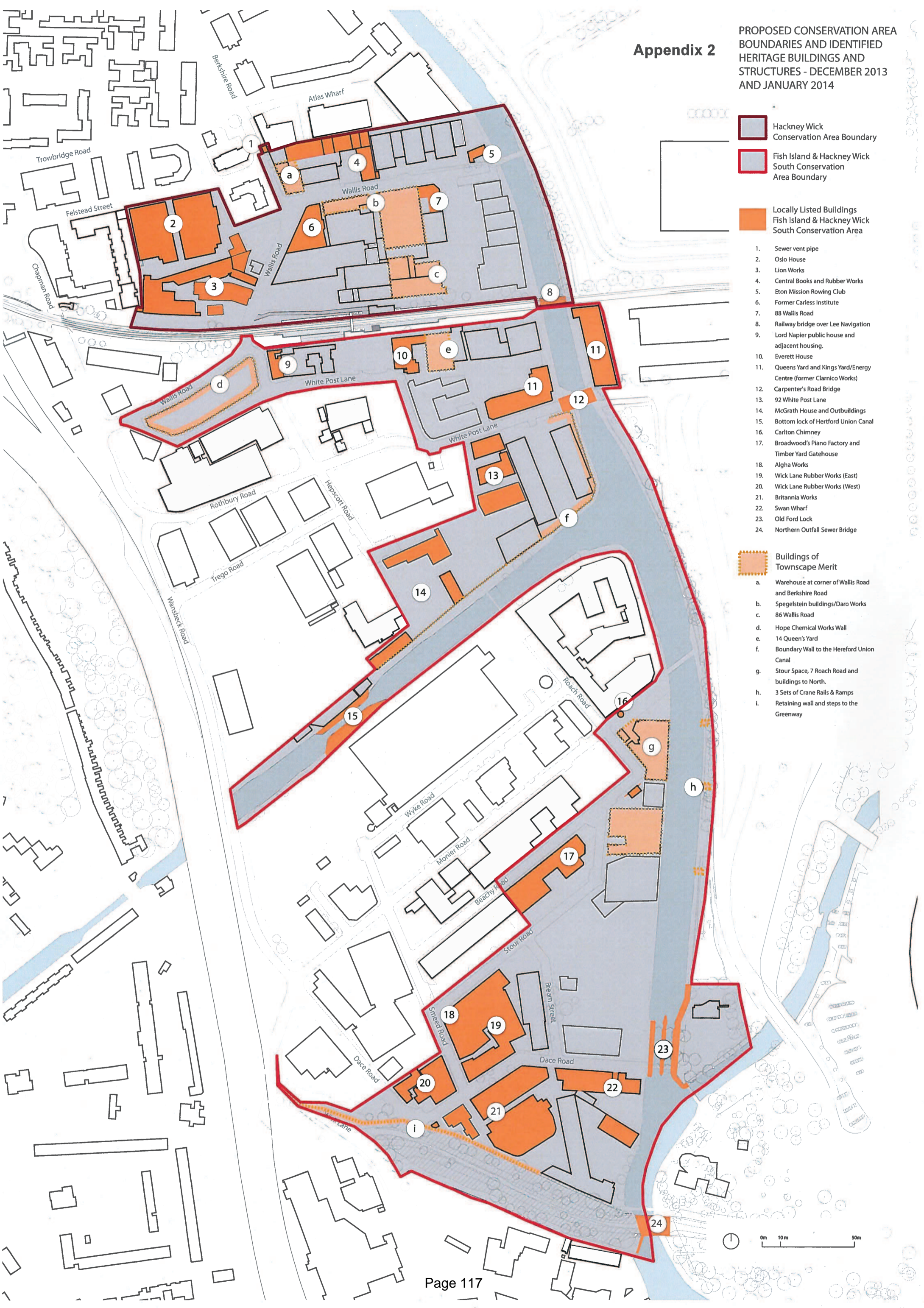
- r. The Lea Tavern Public House 1897
- s. Former Achille Serre dyeing & drycleaning works boundary wall
- t. Former purification house c1898
- u. Former screwstoppers factory c1924



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Appendix 2

PROPOSED CONSERVATION AREA BOUNDARIES AND IDENTIFIED HERITAGE BUILDINGS AND STRUCTURES - DECEMBER 2013 AND JANUARY 2014



- Hackney Wick Conservation Area Boundary
- Fish Island & Hackney Wick South Conservation Area Boundary

Locally Listed Buildings Fish Island & Hackney Wick South Conservation Area

1. Sewer vent pipe
2. Oslo House
3. Lion Works
4. Central Books and Rubber Works
5. Eton Mission Rowing Club
6. Former Carless Institute
7. 88 Wallis Road
8. Railway bridge over Lee Navigation
9. Lord Napier public house and adjacent housing.
10. Everett House
11. Queens Yard and Kings Yard/Energy Centre (former Clarico Works)
12. Carpenter's Road Bridge
13. 92 White Post Lane
14. McGrath House and Outbuildings
15. Bottom lock of Hertford Union Canal
16. Carlton Chimney
17. Broadwood's Piano Factory and Timber Yard Gatehouse
18. Alpha Works
19. Wick Lane Rubber Works (East)
20. Wick Lane Rubber Works (West)
21. Britannia Works
22. Swan Wharf
23. Old Ford Lock
24. Northern Outfall Sewer Bridge

Buildings of Townscape Merit



- a. Warehouse at corner of Wallis Road and Berkshire Road
- b. Spiegelstein buildings/Daro Works
- c. 86 Wallis Road
- d. Hope Chemical Works Wall
- e. 14 Queen's Yard
- f. Boundary Wall to the Hereford Union Canal
- g. Stour Space, 7 Roach Road and buildings to North.
- h. 3 Sets of Crane Rails & Ramps
- i. Retaining wall and steps to the Greenway



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Appendix 3

PROPOSED CONSERVATION AREA BOUNDARIES AND IDENTIFIED HERITAGE BUILDINGS AND STRUCTURES - AS RECOMMENDED FOR DESIGNATION

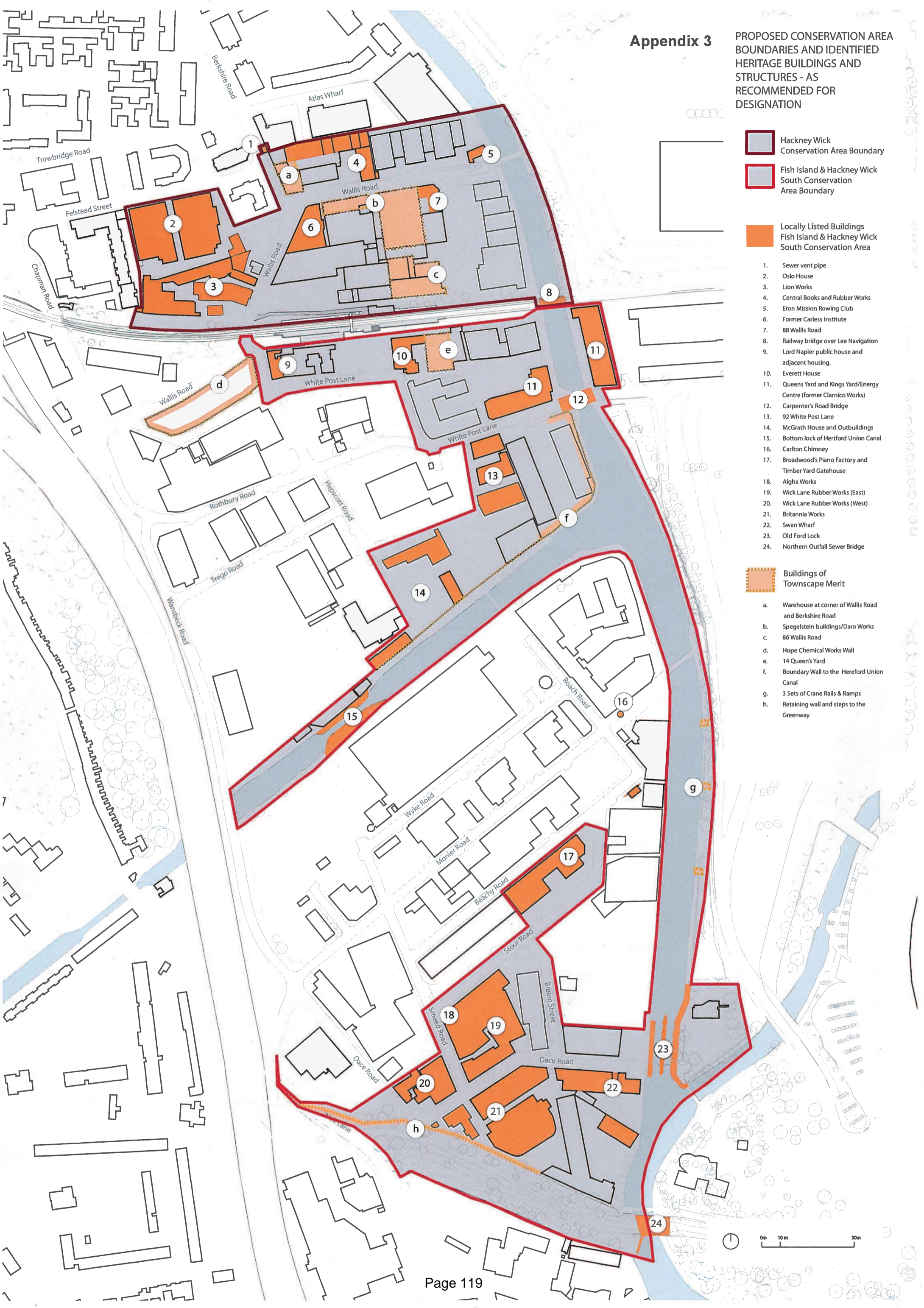
-  Hackney Wick Conservation Area Boundary
-  Fish Island & Hackney Wick South Conservation Area Boundary

-  Locally Listed Buildings Fish Island & Hackney Wick South Conservation Area

1. Sewer vent pipe
2. Oslo House
3. Lion Works
4. Central Books and Rubber Works
5. Eton Mission Rowing Club
6. Former Carless Institute
7. 88 Wallis Road
8. Railway bridge over Lee Navigation
9. Lord Napier public house and adjacent housing.
10. Everett House
11. Queens Yard and Kings Yard/Energy Centre (former Clarrico Works)
12. Carpenter's Road Bridge
13. 92 White Post Lane
14. McGrath House and Outbuildings
15. Bottom lock of Hertford Union Canal
16. Carlton Chimney
17. Broadwood's Piano Factory and Timber Yard Gatehouse
18. Algha Works
19. Wick Lane Rubber Works (East)
20. Wick Lane Rubber Works (West)
21. Britannia Works
22. Swan Wharf
23. Old Ford Lock
24. Northern Outfall Sewer Bridge

-  Buildings of Townscape Merit

- a. Warehouse at corner of Wallis Road and Berkshire Road
- b. Spegelstein buildings/Daro Works
- c. 86 Wallis Road
- d. Hope Chemical Works Wall
- e. 14 Queen's Yard
- f. Boundary Wall to the Hereford Union Canal
- g. 3 Sets of Crane Rails & Ramps
- h. Retaining wall and steps to the Greenway



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Minutes of the Meeting of the London Legacy Development Corporation
Planning Decisions Committee

Date: Tuesday 25 March 2014
Time: 6.00 pm
Venue: Rooms 1, 2 & 3, LLDC, Level 10, 1 Stratford Place,
Montfichet Road, London E20 1EJ

PRESENT:

Philip Lewis (Chair)
Lynda Addison OBE
Nicholas Bitel
Piers Gough CBE RA
Councillor Lester Hudson
Lord Mawson OBE
Councillor Geoff Taylor
Dru Vesty MBE
Councillor Terry Wheeler

IN ATTENDANCE:

Anthony Hollingsworth, Director of Planning Policy and Decisions, LLDC
Alex Savine, Head of Planning Policy , LLDC
Allison De Marco, Senior Planning Development Manager, LLDC
Rachel Gleave, Senior Planning Development Manager, LLDC
Anne Ogundiya, Senior Planning Decisions Manager, LLDC
Simon Kelly, Planning Solicitor, LLDC
Joanna Brown, Committee Secretary, GLA

1 Updates, Order of Business and Requests to Speak (Item 1)

- 1.1 The Chair stated that there were Update Reports for:
- Agenda Item 6 (Eton Manor Landscaping – ref 13/00444/FUL);
 - Agenda Item 7 (Queen Elizabeth Olympic Park Temporary Events 14/00037/FUL); and
 - Agenda Item 9 (117 Wallis Road, London E9 5LN).
- 1.2 The Chair stated that he had received requests to speak in respect of the following items:
- Agenda Item 5 (Extensions to Hackney Wick and Fish Island Conservation Areas);
 - Agenda Item 6 (Eton Manor Landscaping – ref 13/00444/FUL); and
 - Agenda Item 9 (117 Wallis Road, London E9 5LN).
- 1.3 The Chair reminded people who had requested to speak that they would have a maximum of five minutes.

2 Apologies (Item 2)

- 2.1 Apologies for absence were received from Councillor Conor McAuley and Councillor Rabina Khan.

3 Declarations of Interest (Item 3)

- 3.1 The Committee received the report of the Director of Planning Policy and Decisions which set out, for the purposes of transparency, where a Member of the Committee was an elected Member of a Host Borough to which a planning application and/or other matter to be dealt with at the meeting related.
- 3.2 Nick Bitel declared a non-pecuniary interest in Agenda Item 7 (Queen Elizabeth Olympic Park Temporary Events 14/00037/FUL), and stated that he would withdraw from the meeting during the discussion of that item because he was director of a company that held events in the Park.
- 3.3 Councillor Geoff Taylor declared a non-pecuniary interest in Agenda Item 9 (117 Wallis Road, London, E9 5LN – 13/00157/COU), as he was a member of the London Borough of Hackney's Licensing Committee but he stated that he had not taken part in any of the decisions relating to the licensing issues concerning the property. As the interest was not considered to constitute a disclosable pecuniary interest Councillor Taylor remained in the meeting for this item.
- 3.4 **Resolved:**
- That the report be noted.**

4 Minutes from previous meeting - 25 February 2014 (Item 4)

4.1 Resolved:

That, subject to the deletion of paragraph 6.22, the minutes of the meeting of the Committee held on 25 February 2014 be signed by the Chair as a correct record.

5 Extensions to Hackney Wick and Fish Island Conservation Areas (Item 5)

5.1 The Committee considered a report of the Director of Planning Policy and Decisions.

5.2 In response to a question about why the matter had been brought back to the Committee, the Director of Planning Policy and Decisions stated that since the matter had been considered by the Committee at its meeting on 25 February 2014, the planning officers had considered the Committee's comments, for example could the proposed boundary of the extensions be changed, and the intention of this report was to update the Committee on those points and for the Committee to make any further comments before a report was submitted to the Legacy Corporation's Board meeting on 30 April 2014. The Chair added that the cancellation of the Legacy Corporation's Board meeting scheduled for earlier in the day on 25 March 2014, which had been due to consider the proposal, had provided an opportunity for the Committee to give further consideration to the proposals.

5.3 The Senior Planning Development Manager made a presentation to the Committee (attached as **Appendix 1** to the minutes) and published on the LLDC's website: <http://www.london.gov.uk/LLDC/ieListDocuments.aspx?CId=273&MId=5185&Ver=4>).

5.4 The Senior Planning Development Manager stated that the Board would give considerable weight to the Committee's comments. He stated that section 5 of the report dealt with each of the comments raised by the Committee.

5.5 The Senior Planning Development Manager referred to the expressions of support and objections that had been received. He stated that English Heritage supported the proposal and that on 25 March 2014 a petition in support had been received from the East End Waterways Group.

5.6 The Senior Planning Development Manager explained the rationale for the proposal and stated that the proposal would reinforce the wider benefits of the distinctiveness of Hackney Wick and Fish Island and would contribute to place-setting. Officers were confident about the case for extending the boundaries of the conservation areas and considered that the existing fabric provided sufficient historic interest to justify those extensions, whilst providing for new buildings and new uses.

- 5.7 The Chair invited Mr Lance Forman, Formans, to speak for up to five minutes against the proposal.
- 5.8 Mr Forman's speech to the Committee, which he circulated is attached at **Appendix 2** to the minutes and is published on the LLDC's website:
<http://www.london.gov.uk/LLDC/ieListDocuments.aspx?CId=273&MId=5185&Ver=4>).
- 5.9 Mr Forman disputed some of the comments in the officer's report concerning the merits of including the Forman's site in the proposed extension of the conservation area, the support expressed by English Heritage in their letter, and that the Committee had expressed support for the proposal at its last meeting. He concluded by stating that the Forman's site should be excluded from the proposed extension to the conservation area. He considered that an extension of the conservation area would lead to fragmentation and would be pointless and he questioned the inconsistency of why the Neptune Wharf and Monier Road sites had been excluded.
- 5.10 The Chair invited Mr Charlie Hammond, to speak for up to five minutes against the proposal.
- 5.11 Mr Hammond stated that he was speaking on behalf of Hamlets Industrial Estate, which owned two sites in the northern part of the proposed extension to the conservation area. He stated that he wished to reiterate the points made by Mr Richard Coleman and Piers Gough at the last meeting. Mr Hammond stated that he considered that the proposal devalued the designation of a conservation area and that the Committee should take on board the points made by Piers Gough at the last meeting. Mr Hammond considered that the proposal was not justified and was a shift away from the Tower Hamlets Area Action Plan and would exacerbate the housing crisis. He stated that he could not recall the suggestion for a site visit but he welcomed it and suggested that Board Members be accompanied by Members of the Committee.
- 5.12 The Chair reminded the Committee that in relation to this particular matter, the Committee was a consultee and that it was not considering a planning application. Nevertheless the Legacy Corporation's Board had made it clear before the last meeting that it would welcome the views of the Committee. The Chair therefore requested Members to express their views.
- 5.13 Nick Bitel stated that he understood the purpose was to protect the canal but he was somewhat confused as to why a large area of land to the east of Roach Road was not included in the proposed extension. He considered that the proposal for the south part was illogical, as there were very few buildings of historic merit (although he suggested that the chimney and the lock could be included in a smaller extension). However, he did consider that there were buildings of historic merit in the northern part of the proposed extension. Nick Bitel concluded by stating that his view had not changed from the previous meeting in that he considered that the proposed extension in respect of the southern part went far beyond what was required for the preservation of the area.

- 5.14 Councillor Taylor stated that he considered that the inclusion of the photographs in the presentation had been very helpful in elucidating the issues. He stated that if the Committee considered that the canalside was worthy of inclusion in the proposed extensions, then in his view it was necessary to include the area between the canal and Fish Island in order to have a coherent boundary. Councillor Taylor stated that therefore for him the issue was whether the buildings, especially the wharves, contained within the proposed extension were worthy of a conservation area. He requested more information on the buildings.
- 5.15 The Senior Planning Development Manager responded to Councillor Taylor's question, stating that the buildings had historically been used for printing purposes and had an intrinsic relationship with the canal so although they were not of great architectural merit, they were of townscape merit, particularly those that related to the corner of Roach Road and the canal. The Senior Planning Development Manager noted that there was an empty site in the proposed extension and stated that the National Planning Policy Framework (NPPF) acknowledged that a conservation area might contain large empty sites that did not contribute to that conservation area. He added that the implication of a conservation area was that conservation area consent would be required for demolition and in relation to the empty site in the proposed extension, as it was empty already, officers were confident that it would come forward for development. Furthermore, as the empty site was surrounded by a number of heritage elements and its development would affect those heritage elements, the inclusion of the empty site in the conservation area was warranted.
- 5.16 A Member sought clarification as to why the Omega Works and other canalside buildings had been excluded from the conservation area. The Committee was informed that the Omega Works site had received planning permission within the last 10 years, was unlikely to change and in itself was not deemed worthy of preserving. Its exclusion from the conservation area served as a reminder that the LLDC advocated good architecture.
- 5.17 In response to a question about whether the Committee would have dealt differently with the Neptune Wharf and Monier Road sites if they had been in a conservation area, the Director of Planning Policy and Decisions stated that the report to the Committee had considered both sites in the context of the existing conservation areas.
- 5.18 Lynda Addison stated that her views, which the Chair had reported to the last meeting of the Committee, had not changed and that the current report before the Committee reinforced her views and she therefore supported the proposal. She believed that the proposed extension would benefit the area, helping to achieve regeneration and give the area uniqueness and character. She suggested that it had been demonstrated across the country that conservation areas had assisted regeneration and had given uniqueness to those areas. The designation of the conservation area would help to keep the character of the area, which was different from the rest of the Legacy Corporation's area and would preserve the canal pattern and street patterns. She considered that the whole townscape

issue, which was about spaces as well as buildings and how they related to the water, justified its designation as a conservation area.

- 5.19 Lord Mawson stated that he tended to agree with the above point although it was a matter of opinion how much the buildings were of historical interest. He supported the careful management of development, but acknowledged that it might not be as good as other conservation areas. It was a question of thinking about how the spaces, including the canals, and buildings worked together and their potential.
- 5.20 Dru Vesty stated that she supported the proposal, given the townscape setting and the potential to develop the area whilst retaining its charm. She recommended that Board be encouraged to visit the area to inform their consideration of the proposal.
- 5.21 Councillor Wheeler stated that the report to this meeting had reinforced the point that a conservation area was not just about buildings but about the area and the space and bringing forward developments sensitive to a conservation area. He therefore supported the proposal. He acknowledged that there were a number of comments in support for the proposal from the community at large, whilst noting the views of principal landowners against.
- 5.22 Piers Gough stated that he did not support the proposal. He stated that he had been either a member of English Heritage's London Advisory Committee or an English Heritage Commissioner for 14 years and he took heritage designations very seriously. However, he was concerned that the proposed extension lacked intellectual rigour and he considered that it failed the NPPF tests. He compared it with other conservation areas around Britain and suggested that this area would fall within the bottom quartile of existing conservation areas and would devalue the point of conservation areas. Piers Gough stated that he considered that the officer's report was an emotional response and overstated a very modest case for the heritage significance within the proposed extensions.
- 5.23 Councillor Hudson stated that he did not support the proposal as his main concern was to see the creation of jobs and housing and he did not consider that the proposal for the extension of the conservation areas outweighed the need for either jobs or housing.
- 5.24 The Chair stated that he did not support the proposal. He believed that there was some merit in extending the Hackney Wick Conservation Area to include the station and surrounding buildings but saw no merit in extending the conservation area in the south. He agreed with Councillor Hudson's point that the Legacy Corporation should be proactively encouraging the creation of new developments.
- 5.25 The Chair commented that Members had expressed very mixed views during the discussion and the Board should be informed of those differing views. He noted that paragraph 3.4 of the report to the Committee did not accurately reflect the views expressed at the meeting of the Committee on 25 February 2014 and suggested that point ought to be revised in the report to the Board. The Director of Planning Policy and Decisions assured

the Committee that he had not been of the view after the meeting of the Committee in February that there was overwhelming support for the proposal, and that was one of the reasons for submitting a further report to the Committee to address the points which had been raised. He added that, in the light of the Committee's various comments, he would now give further consideration as to whether to submit a report to the Board.

5.26 Resolved:

That the Committee's comments be provided to the Legacy Corporation's Board.

6 Eton Manor Landscaping - ref 13/00444/FUL (Item 6)

6.1 The Committee considered the report of the Senior Planning Development Manager.

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<u>Objector</u>	<u>Summary of Objection</u>	<u>Board Report Reference</u>
<p>Nathaniel Lichfield letters dated 20 December 2013 and 18 February 2014 on behalf of the owners (Groeworld) of 80-84 and 88 Wallis Road and 115-119 Wallis Road.</p>	<ul style="list-style-type: none"> • The appraisal does not provide an objective analysis of the area and in particular the relative merits of individual sub-areas in accordance with English Heritage guidance. It does not adequately discriminate between the area’s attributes and deficiencies or those detracting features that present opportunities for redevelopment and enhancement. • The Conservation Area Appraisal does not provide any detailed analysis of or justification for the proposed extension. • The reason behind the extension relates to the desire to protect the proposed Conservation Areas from unacceptable development at sites adjacent to areas of townscape merit. • 115, 117 and 119 Wallis Road are low grade and visually unattractive industrial sheds that have no architectural, historic or townscape merit and their inclusion within an extended conservation area boundary does not meet English Heritage guidance. Development in the immediate setting of the existing Conservation Area can be controlled without the need to expand the Conservation Area itself to include a buffer within its boundary. • With the exception of the corner building of 88 Wallis Road, 80-84, 86 and 88 Wallis Road have insufficient architectural, historic or townscape merit to justify their designation as Buildings of Townscape Merit or Locally Listed Buildings as that would create a presumption in favour of their retention. The corner building at 88 Wallis Road should continue to be designated a Building of Townscape Merit only. 	<p>4.1 to 4.6, 5.1 to 5.6, 6.1 to 6.5, 8.2 to 8.16, 8.23 to 8.26 and Appendix 4</p> <p>6.1 to 6.5 and Appendix 4</p> <p>8.27 to 8.30</p> <p>4.5, 5.4, 6.1 to 6.5 and 8.6 to 8.8</p> <p>4.5, 5.4, 6.1 to 6.5 and 8.6 to 8.8</p>

<p>Austin Mackie Associates letter dated 8 January 2014 and accompanying Richard Coleman – City Designer Report dated 8 January 2013, Richard Coleman – City Designer Report dated 21 February 2014, and letter from Charlie Hammond letter dated 3 March on behalf of the owner of the Hamlet Industrial Estate.</p>	<ul style="list-style-type: none"> • The proposed extension of the Fish Island Conservation Area does not meet the statutory criteria to justify designation: it does not constitute an area the character and appearance of which it is desirable to preserve or enhance. • The area is of insufficient special architectural or historic interest to be an area whose character or appearance it is desirable to preserve or enhance: it does not merit designation under Section 69 of the Planning (Listed Buildings and Conservation Areas) Act (1990) and devalues the concept of conservation contrary to paragraph 127 of the National Planning Policy Framework. • The character and appearance of the area within the proposed extension boundary is much less coherent and of a lesser interest than either of the existing Conservation Areas to the north and the south: it is principally of large open sites and relatively modern, poor quality architecture of little or no value, interspersed with a limited number of isolated 20th century factory buildings making little townscape contribution. • The proposed extension includes disparately located historic factory buildings set amongst cleared sites and modern building of no interest; there is therefore no meaningful physical relationship between the historic factory buildings which could denote an area of special interest; • A large proportion of the built fabric is relatively modern development and of no architectural or historic value; • The yards around which historic buildings were orientated have been very substantially altered over time; • The architectural merit of the historic structures identified in Fish Island North is significantly lower than that of the structures in the designated Fish Island Conservation Area further south; 	<p>4.1 to 4.6, 5.1 to 5.6, 6.1 to 6.5, 8.2 to 8.16, 8.23 to 8.26 and Appendix 4</p> <p>4.1 to 4.6, 5.1 to 5.6, 6.1 to 6.5, 8.2 to 8.16, 8.23 to 8.26 and Appendix 4</p> <p>4.1 to 4.6, 5.1 to 5.6, 6.1 to 6.5, 8.2 to 8.16, 8.23 to 8.26 and Appendix 4</p> <p>4.1, 4.2, 4.5, 5.1 to 5.4, 6.1 to 6.4, 8.12 and Appendix 4</p> <p>4.1, 4.2, 4.5, 5.1 to 5.4, 6.1 to 6.4, 8.12 and Appendix 4</p> <p>4.2, 4.5 and 8.12</p> <p>5.1, 5.2, 6.1 to 6.5 and Appendix 4</p>
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	<ul style="list-style-type: none"> • The area is of a mediocre townscape environment with an interesting history which is already well documented and which can be further documented. A more sober assessment of the area shows that the streets in the area are of ordinary tarmac and their layout is not of particular interest; paths are basic; boundaries are rarely defined by structures; the pre-war factory buildings are sporadically located and greatly outnumbered by post-war development of no merit; public spaces are limited to linear routes; private spaces are service yards of little character which have significantly altered over time.; and street furniture is ordinary. • Creative industries do exist and “hold a certain character” but their manifestation in the physical and visual form is not of a degree to suggest designation. • Individual buildings of interest should be considered for national or local listing not for conservation area status. Exaggerated claims of a coherent historic area made up of ‘many’ historic buildings are incorrect and the use of such exaggeration in order to designate a conservation area to protect disparately placed buildings is a clear breach of NPPF policy. • The appraisal notes “intense development pressure” in the area and describes extensive opportunities for enhancement. The objector argues that this suggests an intention to use designation to promote and control regeneration and that this is not the purpose of designation under the terms of the Act. • Only the management guidelines are indicated as draft and not the Conservation Area Appraisals leaving confusion over whether buildings are locally listed or if they will become so only if a designation is made. • The heritage significance of the following buildings within the proposed conservation areas is exaggerated: <ul style="list-style-type: none"> a. Walls to Hope Chemical Works 	<p>4.1 to 4.6, 5.1 to 5.6, 6.1 to 6.5, 8.2 to 8.16, 8.23 to 8.26 and Appendix 4</p> <p>6.1 to 6.6</p> <p>4.1 to 4.6 and 6.1 to 6.5</p> <p>5.1 to 5.6 and 8.27 to 8.30</p> <p>6.5</p> <p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p>
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	<ul style="list-style-type: none"> b. The Lord Napier Public House and neighbouring buildings c. Buildings at Queens Yard: Everett House/9 Queens Yard and White Building d. King's Yard e. Hamlet Industrial Estate and 92 White Post Lane f. The McGrath site buildings <ul style="list-style-type: none"> • Disagree with the sudden and unexpected view that conservation area designation will not stifle development and gravely concerned that the core principles in the AAP and Olympic Legacy Supplementary Planning Guidance relating to land use, scale and massing seem to have been watered down in favour of a suggested character that long ago breathed its last in the hope that it might be resuscitated. • There is little evidence of a viability led economic imperative having been considered and applied any stage other than turning the area into a museum with minimal exhibits. • A Conservation Area will do irreparable and unjustifiable harm to increasing housing supply for the only questionable benefit of keeping an area cheap and run down for existing inhabitants and ensuring there is less competition for the LLDC's own housing development partners. 	<p>5.5, 8.25 and 8.31 to 8.33</p> <p>5.5 and 8.31 to 8.33</p> <p>5.5 and 8.31 to 8.33</p>
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<p>BUJ Architects letter dated 8 January 2014 and accompanying Peter Stewart Consultancy Report dated July 2012, and Stephen Levrant Heritage Architecture Report dated February 2014 on behalf of the owners of the McGrath site.</p>	<ul style="list-style-type: none"> • The area around Hepscoth Road possesses no special architectural or historic interest, the character of which is desirable to preserve or enhance; it is of little quality and lack cohesion, and it fragments and lacks a sense of place particularly south of White Post Lane. • The inclusion of the area around Hepscoth Road would devalue of the concept of conservation, contrary to the National Planning Policy Framework • The proposed extension would serve to dilute the genuine character of Fish Island Conservation Area with the inclusion of a fragmented area that has completely lost its historic cohesiveness. The cluster of late 19th century and early 20th century factory buildings within Fish Island Conservation Area give the streets around Stour Road and Dace Road a strong identity missing in the proposed extension • Despite Everett House, the former Clarnico Works (Queens Yard), 92 White Post Lane, McGrath House and the Lord Napier Public House possessing some historic and architectural interest, the damage/change to the general urban fabric and buildings is such that neither the buildings nor the area they are within possess significance worthy of designation. 	<p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p> <p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p> <p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p> <p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p>
<p>BNP Paribas Letter dated 8 January 2014 on behalf of the owners of land at 47-51 Dace Road (working in collaboration with other landowners of the Former Warehouse Breem Street site).</p>	<ul style="list-style-type: none"> • There is limited information on why the buildings along White Post Lane and Hepscoth Road or the Lea Navigation and Hertford Union Canal are considered to have special historic and architectural interest. • The site does not possess any special architectural or historic interest to warrant Conservation Area designation. • The Former Warehouse Breem Street comprises relatively sub-standard commercial buildings which are of no historic or architectural interest and a vast area which is used for servicing and car parking. As the site is not identified as having a special interest, it does not meet the test set out in section 69 of the Planning (Listed Buildings and 	<p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p> <p>5.1 to 5.5, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p> <p>8.17 to 8.22</p>

	<p>Conservation Areas) Act 1990 and should not be included within the designation.</p> <ul style="list-style-type: none"> • As part of the site falls within the existing conservation area is adjacent to Old Ford Lock and several buildings of local interest within the area, the need to have regard to the setting of the existing conservation area already provides adequate protection. • The special interest referred to in the Fish Island Conservation Area Appraisal is contradicted by the area's predominantly historic residential rather than industrial character. • The Forman's site contains some trees that are already protected by a TPO and these do not require further protection through conservation area designation. • The site was excluded from the boundary of the 2009 Fish Island Conservation Area and no additional information supports inclusion of the site. While the area has a long history of industrial activity, particularly with the creation of the Hertford Union Canal and the arrival of the railways, this does not generate grounds for including the site. 	<p>8.17 to 8.22</p> <p>5.2, 5.4, 6.3-6.5 and 8.2 to 8.16</p> <p>8.17 to 8.22</p> <p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p>
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<p>Lance Forman (owner of H. Forman & Son on Stour Road and Former Warehouse Breen Street site) emails dated 8 January 2014 and 19 February 2014.</p>	<ul style="list-style-type: none"> • Despite being one of the most prominent buildings in the area, in its distinctive salmon pink colour, the detailed Conservation Area Appraisal entirely fails to even mention Forman’s business or property despite the building and the large derelict adjacent yard being within the Conservation Area extension. • The Conservation Area will be a policy of stagnation rather than regeneration. • The special character of the Forman’s site is dominated by the Olympic Stadium and park rather than the Conservation Area. • The Conservation Area Appraisal and draft Management Guidelines for Fish Island and Hackney Wick South do not mention the premises of H Foreman & Son. • The Conservation Area Appraisal fails to distinguish the existing Conservation Areas from the proposed new Conservation Areas. • The Conservation Area Appraisal fails to make clear that almost all references to existing physical heritage are to buildings within the existing Fish Island Conservation Area and north of the Hertford Union Canal, and almost none are in the proposed extension of the Conservation Area in Fish Island and none at all are in the Forman’s site. • The objector does not believe that his development site (to the south of his current premises) should be included within the conservation area boundary because of its lack of historic or architectural interest, as defined by English Heritage’s Understanding Place: Conservation Area, Designation and Appraisal. • Objects to the extent to which the area’s history of ‘printing ink, rubber, dry cleaning, confectionary and plastics’ can be considered to be of special historic significance given that they were plain noxious industries of the worst kind that the contaminated land bears witness to. 	<p>8.3, 8.5 and 8.17 to 8.22</p> <p>5.1 to 5.6 and 8.31 to 8.33</p> <p>8.17 to 8.22</p> <p>6.1 to 6.5</p> <p>6.1 to 6.5</p> <p>8.17 to 8.22</p> <p>8.17 to 8.22</p> <p>6.3 and 6.4</p>
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	<ul style="list-style-type: none"> • Object to the suggestion that the area has a historic association with creative industries and claim that artists' studios did not develop in the area until around 2000 and not since 1980. State that the existing creative industries/artist studios are almost entirely within the existing Hackney Wick and Fish Island Conservation Areas or the area north of Hertford Union Canal and almost none are located in the proposed extension of the conservation area in Fish Island and none at all are location in the Forman's site which makes up a large part of the proposed extension. • There is absolutely nothing of architectural or historic interest in Forman's site and there are no elements of architectural or historical interest even abutting Forman's site. • As the Forman's site is devoid of architectural and historic interest because it is vacant with no street pattern, its inclusion within the Conservation Area devalues the areas that truly merit Conservation Area designation. • The Conservation Area Appraisal effectively switches what appeared to be a site for perhaps relaxing planning constraints for some greater good into being a planners opportunity to foist on the site extra planning constraints. • A height limit of 4 storeys will be imposed on the Forman's site. • There may be a case for extending the Conservation Area south from the current Hackney Wick Conservation Area to the Hertford Union Canal but to go beyond this is tenuous to the extreme and certainly not based on robust and credible argument. 	<p>6.6</p> <p>8.17 to 8.22</p> <p>8.17 to 8.22</p> <p>5.1 to 5.6, 8.27 to 8.30 and 8.31 to 8.33</p> <p>8.31</p> <p>6.1 to 6.5 and 8.17 to 8.22</p>
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<p>CMA Planning letters dated 8 January 2014 on behalf of the owner of Vittoria Wharf.</p>	<ul style="list-style-type: none"> • There is a general objection that the extended conservation area does not possess the quality or special interest of the original conservation area. • Stour Space does not match the quality of the rest of the Fish Island Conservation Area and is not considered to possess the special architectural or historic interest required. • The Legacy Communities scheme proposes a new bridge (H16) that cuts through the southern half of the Vittoria Wharf building. • The existing conservation areas were declared only recently. The objector is not aware what has changed since to “reach a different conclusion.” • The detail of the demarcation of the local listing of Central Books and Rubber Works complex and that of the building of townscape merit at the corner of Wallis and Berkshire Roads is questioned and the townscape merit status of the latter seen as in appropriate. • The proposed Conservation Area extensions would devalue the concept of conservation contrary to the paragraph 127 of the National Planning Policy Framework. 	<p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p>
<p>CMA Planning letter dated 21 February 2014 and accompany Ray Rogers Heritage and Urban Design Report dated February 2014 on behalf of the owner of 75-89 Wallis Road.</p>	<ul style="list-style-type: none"> • The building at the corner of Wallis Road and Berkshire Road does not possess sufficient historic or architectural interest to be identified as a Building of Townscape Merit and its designation will frustrate future regeneration proposals. 	
<p>E.M. Pick Planning letter dated 20 February 2014</p>	<ul style="list-style-type: none"> • The reasons for extending the conservation area are not sufficiently coherent. 	<p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p>

<p>on behalf of the owners of Pall Mall (86 Wallis Road).</p>	<ul style="list-style-type: none"> • The designation would cause severe economic harm in frustrating future regeneration proposals. • Disagree with the identification of 88 Wallis Road as being of townscape merit and consider its designation to devalue the concept of conservation. 	<p>8.31 to 8.33</p> <p>6.2 and 6.5</p>
<p>L & Q Housing Trust letter dated 21 February with interest in the site referred to as Former Warehouse Breem Street.</p>	<ul style="list-style-type: none"> • The extension of the conservation area creates uncertainty for future investment; may unnecessarily fetter the development potential of a number of sites; and dissuade investors from committing to much needed regeneration • The inclusion of a number of open areas and buildings of very poor quality within the proposed boundary is contrary to the National Planning Policy Framework • Protection is already offered to the area by planning policies which require development to protect or enhance the setting of existing conservation areas. • Designation would directly impact on development capacity of sites and the achievement of other policy objectives such as affordable housing and the provision of employment space. 	<p>5.5 and 8.31 to 8.33</p> <p>4.1 to 4.6 and 6.1 to 6.4</p> <p>5.6</p> <p>5.5 and 8.31 to 8.33</p>
<p>Nathaniel Lichfield/Bluecroft – dated 21 February On behalf of land at Queens Yard.</p>	<ul style="list-style-type: none"> • The appraisal does not provide an objective analysis of the area and in particular the relative merits of individual sub-areas in accordance with English Heritage guidance. It does not adequately discriminate between the area’s attributes and deficiencies or those detracting features that present opportunities for redevelopment and enhancement. • There is insufficient justification for extending the conservation area north of the Hertford Union Canal and the majority of the buildings are low-rise, low-grade industrial buildings. • The introduction of conservation area status merely adds another constraint to regeneration and would inhibit the delivery of the LLDC’s wider vision and objectives for 	<p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p> <p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16, 8.23 to 8.26 and Appendix 4</p> <p>5.5 and 8.31 to 8.33</p>

	<p>the area.</p> <ul style="list-style-type: none"> • The Conservation Area Appraisal does not provide any meaningful analysis or justification for the suggested extension and does not discuss the reasoning underpinning the suggested new boundary. • The majority of the buildings that would be included within the enlarged conservation area do not fulfil the 12 considerations contained within English Heritage guidance for elements that may contribute to the area's special interest. • There is no evidence to support 14 Queens Yard being designated a Building of Townscape Merit. • Agree that 9 Queens Yard justifies designation as a Building of Townscape Merit. 	<p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p> <p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16 and Appendix 4</p> <p>6.1 to 6.5</p> <p>6.1 to 6.5</p>
Manchester Square Enterprises letter dated 30 January 2014 on behalf of the owner of 90 White Post Lane.	<ul style="list-style-type: none"> • Support the grounds for objection set out by Lance Forman. • The proposed extension plans are a significant deviation from the local area plan currently in place. 	<p>See above</p> <p>5.1 to 5.6 and 8.31 to 8.33</p>
Toga Plant Hire email dated 18 December 2013.	<ul style="list-style-type: none"> • While agree that the canal frontages should be preserved where possible, believe that there is an over extension, particularly the inclusion of the buildings between White Post Lane and the over ground line, and the buildings forming and adjoining McGraths yard. The properties within the Hamlet Industrial Estate have no historic significance 	<p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16, 8.23 to 8.26 and Appendix 4</p>
Tony Price email dated 8 January 2014.	<ul style="list-style-type: none"> • The plans to extend the Conservation Areas will only benefit the Olympic Park, and not allow Fish Island, to regenerate. 	<p>5.1 to 5.6 and 8.31 to 8.33</p>
Montagu Evans letter dated 18 December 2013, report dated January 2014	<ul style="list-style-type: none"> • Fully support and embrace the existing Conservation Area boundaries but strongly object to the proposed extensions; 	<p>5.1, 5.2, 6.1 to 6.5, 8.2 to 8.16, 8.23 to 8.26 and Appendix 4</p>

<p>and letter dated 21 February 2014 on behalf of The Anderson Group, owners of land within the Fish Island Conservation Area and outside the proposed Conservation Area boundary extension on Roach Road.</p>	<ul style="list-style-type: none"> • While recognising the LLDC’s aim to encourage heritage led regeneration, the extension of the Conservation Areas would lead to inappropriate designation and would stifle development interests in the area; • The proposed extensions are unnecessary to achieve the strategic and supported heritage led objectives. Such objectives can be achieved by other Draft Management Policies as already exist in the Fish Island Area Plan. • The proposal contradicts paragraph 127 of the National Planning Policy Framework. • While there a small number of buildings with some heritage interest, namely that of the former Clarnico Works, the immediate setting of the existing [Fish Island] Conservation Area does not require protection under the additional controls that result from designation. The setting of the Fish Island Conservation is sufficiently protected by national policy and policies in the development plan. National Policy with regard to non-designated heritage assets ensures their protection; • The proposed extension of the Hackney Wick Conservation Area would increase the size of the existing designation to incorporate late twentieth century buildings of no historic interest and would dilute the special interest of the area; • A critical review of the proposed extension to include areas to the north [of the Fish Island Conservation Area] reveals that his has paid little regard to the integrity and quality of the built environment. The proposed addition of a much wider area of low grade, mixed twentieth century development is not of special architectural or historic interest. • The proposed extension would erode the character of the [Fish Island] Conservation Area. 	<p>5.1 to 5.6 and 8.31 to 8.33</p> <p>5.1 to 5.6</p> <p>4.1 to 4.6, 5.1 to 5.6 and 6.1 to 6.4 8.17 and 8.22</p> <p>5.2, 5.4 and 6.1 to 6.5</p> <p>4.5, 5.1, 5.2, 6.1 to 6.4 and 8.2 to 8.16 and Appendix 4</p> <p>4.5, 5.1, 5.2, 6.1 to 6.4 and 8.2 to 8.16 and Appendix 4</p>
<p>Austin Mackie Associates</p>	<ul style="list-style-type: none"> • Consider that the adopted development plan framework affords an appropriate level of 	<p>4.1 to 4.6, 5.1 to 5.6, 6.1 to</p>

<p>email dated 8 January 2014 on behalf of Neptune Group, owners of Neptune Wharf (located outside the existing or proposed Conservation Area boundary extensions).</p>	<p>guidance on the future form of development, such that an additional layer of control through an inappropriate conservation area is designation is unwarranted.</p> <ul style="list-style-type: none"> • Wholly unconvinced that the areas put forward meet the tests set out in policy and guidance in terms of the character that they should possess. • The outlying areas within the Fish Island Conservation Area do not possess the same character or quality of buildings or spaces, buildings and open spaces are of limited significance, they are fragmented, indeed disparate, and do not justify an area based heritage designation. The area proposed for extension does not meet the test required in terms of possessing a special architectural and historic interest. 	<p>6.4, 8.2 to 8.16 and Appendix 4</p>
<p>East End Waterway Group.</p>	<ul style="list-style-type: none"> • It is requested that Stour Space and the building now known as Vittoria Wharf are locally listed. • The extended conservation area should not be named Fish Island & Hackney Wick South because the Hackney Wick element is an unofficial preference and should instead be named 'White Post Lane' or the whole extended area named 'Old Ford'. 	<p>5.1, 6.5 and 8.17 to 8.22</p> <p>7.2</p>

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Subject: Planning Decisions Committee Membership
Meeting date: 30 April 2014
Report to: Board
Report of: Dennis Hone, Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. This report seeks approval of the reappointment of the five borough representatives and their substitutes to the London Legacy Development Corporation's Planning Decisions Committee (PDC).

2. RECOMMENDATIONS

- 2.1 The Board is **invited to approve the** reappointment of the borough representatives and their substitutes to the PDC, subject to the agreement to the re-appointment by the Mayor of London under the Localism Act 2011.
- 2.2 Subject to the approvals above, the Board is invited to delegate to the Chief Executive to issue appointment letters to the independent members.

3. BACKGROUND

- 3.1. At its meeting in July 2012, the Board agreed to appoint a Planning Decisions Committee comprising six members from the Board and five nominated by the local boroughs. At its September 2012 meeting the Board agreed to the membership of the PDC. That agreement included the naming of three substitutes for Board members unable to attend any particular committee meeting and provided for the boroughs to put forward named substitutes for their nominees.
- 3.2. Subsequently, it was agreed at the December Board meeting that the membership of the committee be amended to include four independent members which would allow three Board members to stand down from the committee and obviate the need for substitutes for Board members. At its March 2013 meeting, the Board agreed to the membership of the PDC set out in Appendix 1.

3.3. The borough representatives on the Planning Decisions Committee were appointed from 1 October 2012 until 1 May 2014. The term of appointment was defined as: “for the period ending on: (i) 1 May 2014; or (ii) The expiry of your term of office as an elected councillor of the London Borough of []; or (iii) Fourteen days after the London Borough of [] notifies the LLDC Chief Executive and you in writing that the LLDC appoint another named elected member in your place; whichever is the sooner (the “term”). At the end of the term you may be eligible for re-appointment.”

3.4. The borough representatives are:

	Member	Substitute
London Boroughs of Hackney	Cllr Geoff Taylor	Cllr Guy Nicholson
London Borough of Newham	Cllr Conor McAuley Cllr Lester Hudson	To be confirmed
London Borough of Tower Hamlets	Cllr Rabinah Khan	Cllr Maium Miah
London Borough of Waltham Forest	Cllr Terry Wheeler	Cllr Peter Barnett

4. PROPOSAL

- 4.1. It is proposed to re-appoint the five borough representatives and their substitutes, subject to receiving the Mayor of London’s consent, from 2 May 2014 for a four year term, or until the expiry of their term of office as an elected councillor, or fourteen days after their respective borough notifies the Legacy Corporation that it wishes to appoint another named elected member in their place, whichever is the sooner. This will enable Borough representatives to attend the Planning Decisions Committee meeting on 27 May 2014.
- 4.2. If one of the boroughs needs to change its representative on the Committee, either because the member loses office in the Local Government elections on 22 May 2014, or because the borough wishes to appoint another elected member in their place, Mayoral consent would need to be sought for the new appointment. It is unlikely that any new appointment proposed after the local elections could be confirmed by the date of the May committee meeting.
- 4.3. The Legacy Corporation wrote to the Chief Executive’s of the four local boroughs in early April to inform them of these proposed arrangements.

5. FINANCIAL IMPLICATIONS

- 5.1. The borough members are unremunerated.

6. LEGAL IMPLICATIONS

- 6.1. Pursuant to Schedule 21 paragraph 6 of the Localism Act 2011, Mayoral approval is required for the co-option of any person(s) who are not Corporation Board members onto a committee.

APPENDICES

Appendix 1 – Current membership of the Planning Decisions Committee.

List of Background Papers:

- Local Government (Access to Information) Act 1985
- LLDC Standing Orders
- Report to Board 17 July 2012 – Membership of the Planning Decisions Committee
- Report to Board 27 September 2012 – Planning Functions
- Report to Board 5 December 2012 – Governance Review
- Report to the Board 26 March 2013 - Planning Decisions Committee, Membership and amended Terms of Reference

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Current membership of the London Legacy Development Corporation Planning Decisions Committee (as at 30 April 2014)

- Philip Lewis (Chair)
- Nick Bitel
- Andrew Mawson
- Dru Vesty, Independent member
- Joanne Moon, Independent member
- Lynda Addison, Independent member
- Piers Gough, Independent member
- Cllr Geoff Taylor
- Cllr Conor McAuley
- Cllr Lester Hudson
- Cllr Rabina Khan
- Cllr Terry Wheeler

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