

Meeting of the London Legacy Development Corporation Investment Committee**Meeting Date:** Tuesday 11 November 2014**Time:** 10.00 am**Venue:** LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

Members of the London Legacy Development Corporation Investment Committee are hereby notified and requested to attend the meeting of the Investment Committee of the Corporation at 10.00 am on Tuesday 11 November 2014 to transact the business set out below.

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

Committee Members:

David Edmonds CBE (Chairman)
Neale Coleman CBE
Nicky Dunn
Keith Edelman
David Gregson
Jayne McGivern

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 the Previous Meetings held on 9 and 22 October 2014

(Pages 1 - 8)

The Committee is asked to agree the minutes of the meetings held on 9 and 22 October 2014.

4 Matters Arising and Actions List (Pages 9 - 10)

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

5 East Wick and Sweetwater Developer Procurement (Pages 11 - 12)

The Committee is asked to note the report which provides an update on the procurement process for a developer for the new neighbourhoods of East Wick and Sweetwater on the Queen Elizabeth Olympic Park.

6 Commercial Strategy (Pages 13 - 14)

The Committee is asked to note the report on the Legacy Corporation's commercial strategy.

7 Ten Year Business Plan Update (Pages 15 - 16)

The Committee is asked to note the report which provides an update on the 10 Year Business Plan and recommend that the Board approve the revised 10 Year Plan as the basis of the Legacy Corporation's submission to GLA Budget process.

8 Culture and Higher Education Quarter (Olympicopolis) Outline Business Case Update (Pages 17 - 18)

The Committee is asked to note the report which provides an update on the cultural and educational quarter (Olympicopolis) in the Queen Elizabeth Olympic Park.

9 ArcelorMittal Orbit Update (Pages 19 - 20)

The Committee is asked to note the report and the Appendix in Part 2 of the agenda which provides an update on the ArcelorMittal Orbit.

10 Fees and Charges (Pages 21 - 22)

The Committee is asked to note the report which provides an update on the proposed process for the annual revision of the Legacy Corporation's commercial fees and charges in advance of the financial year 2015-16.

11 Any Other Business the Chairman Considers Urgent

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

12 Date of Next Meeting

The next meeting of the Investment Committee is due to be held on 14 January 2015 at 10.00am.

13 Exclusion of the Press and Public

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

14 Minutes of the Previous Meetings held on 9 and 22 October 2014 that Contain Exempt Information (Pages 23 - 34)

The Committee is asked to agree the minutes of the meetings held on 9 and 22 October 2014 that contain exempt information.

15 East Wick and Sweetwater Developer Procurement - Exempt Information Relating to the Item on Part 1 (Pages 35 - 46)

The Committee is asked to note the report which provides an update on the procurement process for a developer for the new neighbourhoods of East Wick and Sweetwater in the Queen Elizabeth Olympic Park, and agree the recommendations.

16 Commercial Strategy - Exempt Information Relating to the Item on Part 1 (Pages 47 - 76)

The Committee is asked to agree the Legacy Corporation's commercial strategy.

17 10 Year Business Plan Update - Exempt Information Relating to the Item on Part 1 (Pages 77 - 94)

The Committee is asked to note the report containing exempt information which provides an update on the 10 Year Business Plan and recommend that the Board approve the revised 10 Year Plan as the basis of the Legacy Corporation's submission to GLA Budget process.

18 Culture and Higher Education Quarter (Olympicopolis) Update - Exempt Information Relating to the Item on Part 1 (Pages 95 - 116)

The Committee is asked to note the report containing exempt information on the cultural and educational quarter (Olympicopolis) in the Queen Elizabeth Olympic Park.

19 ArcelorMittal Orbit Update - Exempt Information Relating to the Item on Part 1 (Pages 117 - 118)

The Committee is asked note the report containing exempt information which provides an update on the ArcelorMittal Orbit, and agree the recommendations

20 Fees and Charges - Exempt Information Relating to the Item on Part 1
(Pages 119 - 122)

The Committee is asked to agree the recommendations in the report containing exempt information on the proposed process for the annual revision of the Legacy Corporation's commercial fees and charges in advance of the financial year 2015/16.

MINUTES



Minutes of the Meeting of the London Legacy Development Corporation Investment Committee

Date: Thursday 9 October 2014
Time: 8.30 am
Venue: Committee Room 4, City Hall, The Queen's Walk, London, SE1 2AA

Present: David Edmonds CBE (Chairman)
Neale Coleman CBE
Nicky Dunn
Keith Edelman
David Gregson
Jayne McGivern (until 9.45am)

In Attendance: David Goldstone, Chief Executive Officer
Jonathan Dutton, Executive Director of Finance and Corporate Services
Colin Naish, Executive Director of Stadium
Ben Fletcher, Director of Communications and Public Affairs
Julie Clark, Head of Sport and Leisure, Pricewaterhouse Coopers (for item 10)
Michele Reeves, Mayor's Observer
Justine Curry, Legal Services
Jonathan Morris, Legal Services
Rachel Massey, Board Secretary
Sue Riley, Secretariat Officer, GLA

1 Apologies for Absence

1.1 There were no apologies for absence.

2 Declarations of Interest

2.1 The Chairman noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.

2.2 There were no additional declarations of interest.

3 Minutes of the Previous Meeting Held on 30 September 2014

- 3.1 It was agreed that the minutes of the meeting of the Investment Committee held on 30 September 2014 be signed by the Chairman as a correct record.**

4 Matters Arising and Actions List

- 4.1 The Committee noted the Actions List.**

5 E20 Stadium Limited Liability Partnership Project Update

- 5.1 The Executive Director of Stadium presented the report relating to the Stadium transformation works.**

- 5.2 The Committee noted the update.**

6 Any Other Business the Chairman Considers Urgent

- 6.1 There was no urgent business.**

7 Date of Next Meeting

- 7.1 The Committee noted that the next meeting was due to be held on 11 November 2014 at 10.00am.**

8 Exclusion of the Press and Public

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

9 Minutes of the Previous Meeting Held on 30 September 2014 that Contain Exempt Information

- 9.1 It was agreed that the minutes of the meeting of the Investment Committee held on 30 September 2014 containing exempt information be signed by the Chairman as a correct record.**

10 E20 Stadium LLP Project Update - Exempt Information Relating to the Item on Part 1

10.1 The Chief Executive gave an oral update on the Stadium transformation works, naming rights and Stadium operator.

10.2 The Committee:

- a) authorised the Chief Executive and the Deputy Chairman to enter into further negotiations with the contractor on the Stadium Transformation works;
- b) authorised the Chief Executive to be given delegated authority to continue discussions on naming rights; and
- c) noted that the E20 Board would make the final decision on the naming rights contract.

11 Close of meeting

11.1 The meeting closed at 10.20am.

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

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Minutes of the Meeting of the London Legacy Development Corporation Investment Committee

Date: Wednesday 22 October 2014

Time: 12.30 pm

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

Present: David Edmonds CBE (Chairman)
Neale Coleman CBE
Nicky Dunn
Keith Edelman
David Gregson (by conference call, for item 8)

In Attendance: David Goldstone, Chief Executive Officer
Jonathan Dutton, Executive Director of Finance and Corporate Services
Ben Fletcher, Director of Communications and Public Affairs
Sean Graham, TfL Legal
Colin Naish, Executive Director of Stadium
Michelle Reeves, Mayor's Observer to LLDC Committees (GLA)
Greg Smith, Project Sponsor – Stadium
Rachel Massey, Board Secretary
David Burgh, GLA Secretariat

1 Apologies for Absence

1.1 An apology for absence was received on behalf of Jayne McGivern.

2 Declarations of interest

2.1 The Chairman noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.

2.2 The Chairman, David Gregson and Nicky Dunn declared their interest in the E20 Stadium LLP Project Update report in their roles as E20 LLP board members. The interests were not declared as a disclosable pecuniary interest and therefore the Members took part in the discussion of the relevant items.

2.3 Neale Coleman declared his interest in the report on the Stadium Plus Operator

procurement in his role as a board member for the 2017 Games. The interest was not declared as a disclosable pecuniary interest and therefore he took part in the discussion of the relevant items.

2.4 There were no additional declarations of interest.

3 E20 Stadium LLP Update Stadium Plus Operator Procurement Update

3.1 The Executive Director of Stadium presented the report that provided an update on the Stadium Plus Operator procurement process.

3.2 The Committee had held detailed discussions at its meetings on 30 September and 9 October 2014 on the appointment of the winning bidder in the Stadium Plus Operator procurement. On 30 September 2014, the Committee had agreed the appointment of a Stadium Plus Operator subject to a further review of aspects of the agreement, and there had been further progress following the meeting on 9 October.

3.3 The Committee noted the report and the report on Part 2 of the agenda.

4 E20 Stadium LLP Transformation Works

4.1 The Executive Director of Stadium presented the report relating to the Stadium transformation works.

4.2 The Committee had reviewed the progress with transformation works at its meetings on 30 September and 9 October 2014.

4.3 The Committee noted the report and agreed the recommendations in the report on Part 2 of the agenda.

5 Date of Next Meeting

5.1 The Committee noted that the next meeting was due to be held on 11 November at 11am.

6 Exclusion of the Press and Public

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

7 E20 Stadium LLP Plus Operator Procurement Update - Exempt Information Relating to the Item on Part 1

7.1 The Executive Director of Stadium presented the report that provided an update on the Stadium Plus Operator procurement process.

7.2 The Committee considered the progress on this procurement following the meeting on 9 October.

7.3 The Committee noted the report and the developments since the meeting on 9 October 2014.

8 E20 Stadium LLP Transformation Works Update - Exempt Information Relating to the Item on Part 1

8.1 The Executive Director of Stadium presented the report that provided an update on the Stadium transformation works.

8.2 The Committee

a) noted the progress of the transformation works;

b) approved the final settlement position reached with Balfour Beatty; and

c) delegated authority to the Chief Executive to enter into a formal settlement agreement with Balfour Beatty in the terms set out in the report.

9 Close of meeting

9.1 The Committee thanked the outgoing Executive Director of Finance and Corporate Services for his help and support during his time in the post.

9.2 The meeting closed at 1.45pm

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

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Investment Committee Actions List (reported to the meeting on 11 November 2014)

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
8.3 (17 June 2013)	Community led housing solution Officers to explore other means of developing community leadership in the management of homes and the neighbourhood at Chobham Manor and in future phases of housing development.	Paul Brickell and Rosanna Lawes	18 November 2014	In progress, being discussed with LCS Phase 2 bidders

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Subject: East Wick and Sweetwater Development Partner Procurement
Meeting date: 11 November 2014
Report to: Investment Committee
Report of: Rosanna Lawes, Executive Director of Development

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to Investment Committee on the procurement process to identify a development partner to take forward the next phase of new neighbourhoods on the Park, creating up to 1,500 homes at East Wick and Sweetwater. The Committee last received an update on this matter at its meeting on 13 May 2014.
- 1.2. A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2. RECOMMENDATIONS

- 2.1 **The Committee is asked to note this report and agree the recommendations in the report on Part 2 of the agenda.**

3. TIMING

- 3.1. The procurement process is nearing conclusion. The ambition is to start delivering homes at East Wick and Sweetwater in 2016. In line with this programme, the approvals sought are required to progress to the Board on 18 November 2014.

4. PROCUREMENT UPDATE

- 4.1. LLDC undertook an OJEU procurement process, which launched in November 2013. Following responses to the Pre Qualification Questionnaire (PQQ), six companies / consortia were shortlisted for Outline Solutions. Following evaluation, three consortia were shortlisted for Detailed Dialogue: Grainger; Mace, Argent and Peabody; and Places for People and Balfour Beatty.
- 4.2. Following a period of detailed competitive dialogue meetings, the formal proposals were received in early October and have now been evaluated. Further information is provided in the Part 2 report.

5. FINANCIAL AND LEGAL IMPLICATIONS

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

6. PRIORITY THEMES

6.1. LLDC's priority themes have been incorporated into each stage of the procurement process and bidders have responded positively and creatively.

7. LIST OF APPENDICES TO THIS REPORT

7.1. None

List of Background Papers

Papers for the meeting of the Investment Committee on 13 May 2014 (exempt information)

Report originator(s):

Delia Beddis

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Subject: Commercial Strategy
Meeting Date: 11 November 2014
Report to: Investment Committee
Report of: Mark Camley, Executive Director of Park Operations & Venues

This report will be considered in public

1. SUMMARY

- 1.1. This paper presents the Commercial Strategy to the Investment Committee for agreement.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2. RECOMMENDATION

- 2.1. **The Committee is asked to note this report and agree the strategy (at Appendix 1 in Part 2 of the agenda), and that it should be updated in line with the Legacy Corporation's overall strategy and 10 year plan.**

3. BACKGROUND

- 3.1. As part of 2013/14 internal audit programme, the need for a Commercial Strategy was identified. The strategy has been developed over a number of months, including internal consultation, and was presented to the Audit Committee on 10 September 2014.
- 3.2. As the phasing of building and new developments is settled, the document will need to be revised to reflect the strategic direction and prevailing plans. The Strategy seeks to provide the initial baseline version, from which changes can be measured.
- 3.3. It is proposed that the strategy is updated in line with the Corporation's overall strategy and 10 year plan. As a minimum, it should be reviewed and presented to the Investment Committee annually.

4. FINANCIAL IMPLICATIONS

- 4.1. The next version will be aligned with the 10 year plan that is adopted by the GLA.

5. APPENDICES

5.1. Appendix 1 - Commercial strategy (exempt information)

List of Background Papers:

Papers for the meeting of the Audit Committee on 10 September 2014

Report originator(s):

Mark Camley

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markcamley@londonlegacy.co.uk



Subject: 10 Year Business Plan Update
Meeting Date: 11 November 2014
Report to: Investment Committee
Report of: David Goldstone, Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update on the work being undertaken to revise the Legacy Corporation's 10 Year Plan to reflect the latest financial implications of the cultural and higher educational quarter (Olympicopolis) development and the other financial pressures facing the Legacy Corporation ahead of submission to the Board and the Greater London Authority (GLA) for approval as part of the budget submissions to the GLA in November 2014. The Investment Committee considered a report on this matter at its meeting on 10 September 2014 and the Board received an update at its meeting on 23 September 2014.
- 1.2. A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of part 1, paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2. RECOMMENDATION

- 2.1. **The Committee is asked to note the report and the report in Part 2 of the agenda and recommend that the Board approve the revised 10 Year Plan as the basis of the Legacy Corporation's submission to the GLA Budget process.**

3. CULTURAL AND HIGHER EDUCATIONAL QUARTER

- 3.1. Detailed work has been undertaken by the Legacy Corporation, working closely with partners to develop an Outline Business Case (OBC) on costs and funding requirements for the cultural and higher educational quarter project and this was presented to Government in October. There is a separate item on the agenda relating to this matter. In the revised version of the 10 Year Business Plan appropriate adjustments have been included to reflect the detailed assumptions made in the development of the OBC to Government.

4. CAPITAL BUDGET

- 4.1. A number of significant potential cost pressures were facing the Legacy Corporation. Since the last meeting, these have been reviewed along with potential areas of savings.

The capital budget changes are reflected in the revised 10 Year Business Plan. Further information can be found in the Part 2 report.

5. REVENUE BUDGET

- 5.1. Revenue income and expenditure have been reviewed with both potential long term and short term pressures being identified. The revised 10 Year Plan reflects these budget pressures and where areas of potential savings have been made. Further information can be found in the Part 2 report.

6. SUMMARY AND NEXT STEPS

- 6.1. Work will continue on updating our capital and revenue budgets in conjunction with GLA finance, to enable the Corporation to submit an acceptable budget to the Board and then the GLA as part of the Mayor's budgeting process in November 2014.

7. APPENDICES

- 7.1. None

List of Background Papers:

Papers for the meeting of the Board on 30 April 2014 - 10 year plan report (exempt information)
Papers for the meeting of the Board on 23 September 2014 (exempt information)
Papers for the meeting of the Investment Committee on 10 September 2014 (exempt information)

Report originator(s): Shannon Kelley and Rachel Massey
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Subject: Culture and Higher Education Quarter (Olympicopolis) Outline Business Case Update
Meeting Date: 11 November 2014
Report to: Investment Committee
Report of: Rosanna Lawes, Executive Director of Development

This report will be considered in public

1. SUMMARY

- 1.1. This report provides the Committee with an update on the plans to create a cultural and higher education quarter known as Olympicopolis on Queen Elizabeth Olympic Park. The Committee and Board received an update on this matter at their meetings on 10 September and 23 September 2014.
- 1.2. A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2. RECOMMENDATION

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

3. TIMING

- 3.1. Since the last Board meeting, detailed work has been undertaken to finalise the outline business case. This has been submitted to Government ahead of the Autumn Statement.

4. BACKGROUND

- 4.1. In December 2013, the Mayor of London, the Chancellor and the Legacy Corporation agreed to work together to create a major new higher education and cultural district on the Park. The plans were included in the National Infrastructure Plan.
- 4.2. The Legacy Corporation has been working closely with the University College London (UCL), the Victoria & Albert Museum (V&A) and other partners to develop an Outline Business Case (OBC) for submission to Government in October 2014.

5. APPENDICES

5.1. None.

Background papers

Papers for the meeting of the Investment Committee on 10 September 2014
(exempt information).

Papers for the meeting of the Board on 23 September 2014 (exempt information).

Report originator(s):	Rosanna Lawes
Telephone:	0203 288 1768
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Subject: ArcelorMittal Orbit Update
Meeting Date: 11 November 2014
Report to: Investment Committee
Report of: Peter Tudor, Director of Visitor Services

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Committee on the visitor numbers to the ArcelorMittal Orbit (AMO) and further plans for enhancing visits.
- 1.2. The Committee last received an update at its meeting on 10 September 2014 including sales to date and the opportunities for providing different internal and external content for visitors and recommended to the Board that further work be undertaken on these opportunities.
- 1.3. A report is included on Part 2 of the agenda, which contains exempt supplemental information. A further presentation will be provided at the meeting. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2. RECOMMENDATION

- 2.1 The Committee is asked to note the report and agree the recommendations in the report on Part 2 of the agenda.**

3. TIMING

- 3.1. The Board will be provided with an update at their next meeting.

4. FINANCIAL IMPLICATIONS AND LEGAL IMPLICATIONS

- 4.1. The financial implications of the revised visitor projections are captured in the revised 10 year plan. Further revisions will be required subject to the recommendations adopted.

5. PRIORITY THEMES

- 5.1. The AMO is the centre of the South Park Plaza, and provides opportunities for the Corporation to deliver on all of the priority themes and contribute to its aspirations around People, Park, Place.

6. APPENDICES

6.1. None.

List of Background Papers:

Papers for the meeting of the Investment Committee on 10 September (exempt information)

Papers for the meeting of the Board on 23 September 2014 (exempt information)

Report originator(s): Peter Tudor
Telephone: 0203 288 1858
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Subject: Fees and Charges
Meeting Date: 11 November 2014
Report to: Investment Committee
Report of: Peter Tudor, Director of Visitor Services

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update to the Committee on the proposed process for the annual revision of LLDC's commercial fees and charges in advance of the financial year 2015/16.
- 1.2. A report is included on Part 2 of the agenda, which contains exempt information relating to the methodology for the proposed fee increase process. The information is exempt by virtue of part 1, paragraph 3 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation.

2. RECOMMENDATION

- 2.1 **The Committee is asked to note this report and agree the recommendations in the report on Part 2 of the agenda.**

3. TIMING

- 3.1. Fees and charges for 2015/16 will be set early in 2015, and approval of the process to be applied will ensure that this timetable is met.

4. APPENDICES

- 4.1. None

List of Background Papers:

None

Report originator(s): Peter Tudor
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