

Jennette Arnold OBE AM  
Member for North East London  
City Hall  
The Queen's Walk  
London SE1 2AA

7 October 2015

Dear Ms Arnold

Thank you for your letter of 1 October 2015, asking me to provide a CV for the hearing on 13 October. This is attached.

You also asked if I would like to provide a supporting statement or any other details of interest to the Committee.

First may I say that I am delighted to have been nominated by the Mayor to chair the London Legacy Development Corporation (LLDC).

I have been a Board Member of LLDC since its inception in 2012 and prior to that, the Olympic Park Legacy Company. For the last few months I have undertaken the role of Deputy Chairman. I have chaired the Investment Committee, been a member of the Audit Committee, and with the support of the London Borough of Newham, have chaired the joint venture responsible for the transformation of the Olympic Stadium. I therefore would come to the role with a good working knowledge of the work that has been carried out by the LLDC and of that which remains to be done.

While there is much to celebrate about the work that has already been delivered there is much to do. Taking just four areas as examples, Olympicopolis is a wonderfully ambitious and inspiring project involving some of the world's greatest arts, culture and educational institutions. Working with UAL, UCL, the Victoria and Albert Museum and Sadler's Wells we will create a new international visitor destination and set of world class educational facilities in the heart of east London. There is a great deal of work to be done to ensure we deliver the full potential of the scheme in terms of 3,000 new jobs, £2.8bn of economic benefit and the millions of additional visitors.

The Stadium has been transformed from a temporary Olympic venue into a multi-use, year-round venue capable of hosting a range of events and activities. With a long term concessionaire, British Athletics creating a new national competition centre and an operator with a track record of delivering successful multi use stadiums, the venue has a strong future ahead. The success of the events staged this summer and autumn bode well for a building that will support the Park's regeneration objectives.

Residents will move into the first new homes to be built on Queen Elizabeth Olympic Park later this year at Chobham Manor. There has been great demand for the homes. The LLDC brought forward further schemes at East Wick and Sweetwater to meet that demand. Both schemes are now forecast to outperform significantly LLDC's original business plan receipt forecasts. The challenges for the future will be to maintain this level of interest and to ensure that the levels of housing indicated in the Local Plan (24,000 with 35% affordable) are realised.

The new private sector owners of Here East, the former Press and Broadcast centres, are on site with a £150m programme of investment with BT Sport, a major data centre and Loughborough University secured as anchor tenants set to provide over 5,300 new jobs. This sits alongside the success of The International Quarter (TIQ) on the edge of the Park with work underway to build new offices for the Financial Conduct Authority and Transport for London creating London's fourth major office quarter. Some 25,000 people will work at TIQ, with Crossrail providing the spur for even more development and new jobs.

I believe that LLDC has a strong executive team in place. We need to keep up the pace, continuing to work with borough mayors and leaders, and extensive private sector expertise, as represented on the Board and which is working to a clear ten year strategy. Among the most important challenges are:

- maintaining the success of the Park and venues and consolidating the stadium as a top class multi-use venue with a wide range of different sporting and other events and looking forward to the World Athletics Championships and Paralympic Championships in summer 2017;
- completing the masterplanning and design for Olympicopolis (UCL East and Stratford Waterfront sites) and moving forward into securing planning consent and into procurement and successful delivery of the major residential scheme; and
- continuing to support and develop employment, skills, education and community programmes to maximise the regeneration benefits for local people and communities and supporting the convergence objectives in the London Plan.

All this will require very strong partnership, working with a wide range of stakeholders starting with the boroughs; ensuring LLDC has the right resources in place, particularly for the large and complex Olympicopolis project; robust programme, project and risk management and systems; a continuing focus on efficiency and value for money and strategic leadership to deliver its policies and objectives.

As the CV illustrates, I have had experience in Whitehall, and working closely with Ministers and, of course Members of Parliament. I was Chief Executive for seven years of the national social housing agency, remodelling the grant regime, and working very closely with local government. I spent seven years leading the development arm of a major bank, developing major projects in the City and elsewhere in the UK. As a Non-Executive Director I have chaired a major logistics company as well as chairing other Boards in both the public and private sectors, and served on a number of other major Boards. I believe that this mix of public/private/voluntary sector experience – as well as a facility for running Boards effectively, is a great background for taking on this role.

I very much look forward to delivering a period of continuity for the LLDC as it both reinforces the work we have done and embarks on the next phases of its work over the next three years.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'David Edmonds', with a stylized flourish at the end.

**David Edmonds CBE**

## **David Edmonds CBE, D.Litt**

### **Current Chair and Non-executive Director Positions**

Chairman, PhonepayPlus ( the regulation of premium rate telephony)  
Board Member, London Legacy Development Corporation; Deputy Chair  
Board Member, Barchester Healthcare (a private sector care home business)  
Chair, NHS Shared Business Services Ltd (a jv between the DOH and a major IT company to provide back office services to health trusts)

### **Previous non-executive positions**

Between 1998 and 2014 I held NED and Chair roles at various stages including:

Board Member, Hammerson PLC (the FTSE 100 property and development group)  
Chairman of Pension Trustees, Hammerson PLC  
Board Member, William Hill PLC; Senior Independent Director (FTSE 100)  
Chairman, Legal Services Board (regulating the legal services sector)  
Chairman, Wincanton PLC (a FTSE 250 UK logistics business)  
Chairman, NHS Direct  
Commissioner, Legal Services Commission (legal aid)  
Board Member, Office of Communications (the merged Communications regulator)  
Board Member, English Partnerships  
Board Member, The Housing Finance Corporation (raising funds for social housing)

### **Pro Bono**

Chair of CRISIS, the charity for the single homeless 1997-2001; Council Member, Keele University 1995-2003; Chair of the Board of New Society 1998-2000. I am currently the Chair of the Governing Board at Kingston University and a Board Member of the Trinity Laban Conservatoire in Greenwich.

### **Executive Career**

#### **1998 - 2003                      Director General of Telecommunications (OfTel)**

Appointed by the Secretary of State for Trade and Industry, with the agreement of the Prime Minister. The UK's telecommunications regulator, heading the Office of Telecommunications (OfTel) with a professional staff of around 240, and an annual budget of £22 million. As Accounting Officer, responsible to the Public Accounts Committee and the Trade and Industry Committee

#### **1991 - 1997                      Managing Director, Group Central Services, National Westminster Group**

Responsibility for the development, operation and management of the Group's £2.8 billion property portfolio and for many of the Group's support services. An annual revenue spend of £820 million, and a capital budget of £360 million, with 25 business units, employing over 2,500 people, and providing most elements of support across the Group, successfully benchmarked against alternative private sector suppliers. A successful entrepreneurial development arm that planned, built or redeveloped (profitably) 1 million square feet of buildings in London and elsewhere.

### **1984 – 1991: Chief Executive, Housing Corporation**

During this period, the Corporation (with 1000 staff and a direct spend of £1 billion) became the major instrument for delivering the Government's social housing programme, responsible for funding and supervising the housing association movement. The Housing Corporation was also responsible for the financial and ethical regulation of all housing associations. As Chief Executive, a principal architect of the 1988 Housing Act, which radically reformed housing association finance by bringing in private finance on a massive scale. Member of the Board; and directly responsible to the Public Accounts Committee of the House of Commons for expenditure and propriety.

### **1966 – 1984: Civil Service Posts at the Department of Environment**

Progression through various posts in the administrative class of the Home Civil Service at the Ministry of Housing and Local Government, and subsequently the Department of the Environment. These included:

- Private Secretary to the Permanent Secretary, DoE.
- Assistant Secretary, Housing Division: responsible for policy on private housing finance, the housebuilding sector, and building society sector.
- Principal Private Secretary to the Secretary of State for the Environment from 1979-1983.
- Under Secretary, Inner Cities Directorate, responsible for policy and management of Government's Inner Cities Programme, with an annual spend of £450 million.

### **Education and Qualifications**

1955 – 1962	Helsby Country Grammar School, Cheshire
1962 – 1966	University of Keele, BA (Hons) Political Institutions and History
1968 – 1969	Centre for Administrative Studies, economics and social administration
1974 – 1975	Johns Hopkins University, Baltimore, USA as Senior Fellow, Centre for Metropolitan Planning and Research
2004	Doctor of Letters (Honorary) Keele University

### **Interests**

Opera, travel, hill-walking, golf, watching Fulham FC as a season ticket holder, watching cricket, cycling (London 100 and London-Paris 2015).

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## **Updated summary of the role and responsibilities of the Chairman of the LLDC**

The London Legacy Development Corporation was established on 1 April 2012, under the provisions of the Localism Act 2011. Its aims were defined by the Mayor of London as follows:

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

The Chairman is responsible for leadership of the board and ensuring its effectiveness on all aspects of its role. The Board is responsible for providing leadership, advice and support to the organisation, setting strategic direction and overall policy as well as the values and standards, approving expenditure in line with the scheme of delegations, monitoring performance and corporate governance, as well as representing the Corporation with stakeholders.

The Standing Orders set out the procedures for Board and Committee meetings as well as the code of conduct for members. The scheme of delegations sets out the arrangements for delegation of decisions to LLDC’s Committees and officers including the provision for urgent decisions by the Chairman and Deputy Chairman.

In particular, the Chairman has the following responsibilities:

- Ensuring the efficient conduct of the board’s business as set out in the Standing Orders
- Encouraging high standards of propriety and compliance with the code of conduct is followed;
- Ensuring that the Chief Executive is managed to meet the objectives of the LLDC;
- Ensuring that the necessary financial and human resources are in place for the LLDC to meet its objectives.
- Providing strategic leadership on the development of policies and plans to achieve the objectives of the LLDC;
- Assessing the performance of the Board members from time to time;
- Represent the LLDC in the media and at key public events including appearing before the London Assembly as required.
- Setting the LLDC’s values and standards and ensure that its obligations to its shareholders and others are understood and met.

## **A summary of key issues and priorities for the LLDC for the 2015/16 year and beyond**

During 2015-16, the Legacy Corporation’s budgets will be deployed to:

- successfully operate the Park and venues, building on successful Park and venue visitor numbers achieved to date;
- deliver annual community, cultural and sporting events programming;

- support the hosting of major sports events, including five Rugby World Cup Matches and athletics meets in the Stadium through the E20 Stadium LLP, Euronations Hockey, World Track Cycling Championships through LVRPA;
- maintain Green Flag status for the Park;
- progress development schemes on the Park and surrounding area including residential schemes, the development of two new schools, and the Olympicopolis scientific, educational and cultural vision for Stratford Waterfront and south of the Park, in particular:
  - Chobham Manor : first residents moved in, and phase 2 works commenced;
  - begin phased opening for East Wick School and commence construction for Legatum school;
  - progress masterplanning and design of Olympicopolis university campus and new cultural destination;
  - progress Hackney Wick Station improvements;
- adopt the Local Plan;
- adopt the Community Infrastructure Levy and commence collection (from 1 April 2015);
- deliver an effective and responsive planning service;
- target 60,000 engaged through arts and culture, 75,000 through community and 30,000 through sport;
- achieve peak of 40-50 apprentices on the Park;
- hold annual National Paralympic day;
- ensure all projects on Park meet Inclusive Design Standards;
- establish Mandeville Place in Park;
- support 195 people to achieve training or qualification certificates through community projects;
- engage 26,000 disabled people in sporting activities through Motivate East programme;
- ensure continuous improvement of the one organisation culture and values plan; and
- continue to honour LLDC's commitment to pay the London living wage.

During 2016-17, the Legacy Corporation's budgets will be deployed to:

- complete the Stadium transformation by the summer of 2016;
- commence the build on the East Wick and Sweetwater neighbourhoods;
- bring forward a final business case for the Olympicopolis programme and procure partners for the construction of the university campus and new cultural destination; and
- complete Hackney Wick Station improvements.

By March 2023 (or by previous dates where stated): the LLDC will:

1. Continue the successful operation of Park and venues, building on the high visitor numbers achieved to date by expanding our reach beyond east London.
2. Maintain Green Flag status for the Park.
3. Attract and host 15 major sporting events/championships by 2017/18.
4. Achieve zero events waste to landfill.
5. Deliver the first 2,500 homes on the Park
6. Build two high quality new schools.
7. Achieve zero carbon homes.



8. Create 13,000 jobs through developments on Queen Elizabeth Olympic Park, including through delivery of Here East and planned investment in Olympicopolis.
9. 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.
10. 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.
11. 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.
12. Operate on a stable financial footing, without additional public subsidy.

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