

Subject: Governance review
Agenda item: Public item 12
Report No: 9
Meeting date: 05.12.12
Report to: Board
Report of/by: Dennis Hone, Chief Executive

FOR DECISION

This report will be considered in public

1. SUMMARY

- 1.1. At the 27 September board meeting, the Chairman proposed that a governance review of LLDC committees would be undertaken by the then Interim Chief Executive, Dennis Hone, and Neale Coleman. to maximise the opportunities for board members to contribute their expertise.
- 1.2. This paper sets out the proposed changes to committee formation, membership and terms of reference.

2. RECOMMENDATIONS

- 2.1 The Board is invited to **AGREE** to the Committee structure, membership and terms of reference set out in this report.
- 2.2 The Board is invited to **NOTE** the Mayor of London's intention to appoint new Board members, and to designate a Board member as Deputy Chairman.
- 2.3 The Board is invited to **DELEGATE** the Mayor of London the appointment of any new members of the Board appointed in December 2012 to committees, subject to consultation with the chairs of each committee.
- 2.4 The Board is invited to **NOTE** the intended recruitment of independent members of the Planning Decisions Committee.
- 2.5 The Board is invited to **NOTE** that it will be asked to agree to revised membership of the Planning Decisions Committee following the recruitment exercise.
- 2.6 The Board is invited to **NOTE** that a paper on revised delegations will be presented early in the New Year.

3. BACKGROUND

- 3.1 There are currently six committees. Their terms of reference were agreed in May and June 2012. Five of the committees have the remit of advising the Board within their terms of reference and have no delegated authority. The Planning Decisions Committee can take decisions in accordance with the Planning Scheme of Delegations.

- 3.2 Part VA of the Local Government Act 1972 (which deals with access to meetings and documents) applies to the committees so that they meet in public except for when confidential, personal or financial information matters are being discussed. The agenda for these meetings shows both the public and private items. The agenda and any public papers are available on the LLDC website.
- 3.3 A summary of the main functions of the current committees is set out in [Appendix 1](#).

4. PROPOSALS

- 4.1. It is proposed to amend the committee structure to match more closely the Corporation's businesses and priorities. The proposed revised structure is summarised below.

Committee	Remit
Investment Committee	As now, covering all investment decisions and oversight of transformation, but with addition of stadium committee remit
Park Opening and Operations Committee	To oversee the park opening programme, event programming and park operations
Planning Decisions Committee	As now, with additional remit to advise on planning policy (the adoption of which will remain a function of the Board)
Audit Committee	As now, ensuring proper financial administration
Regeneration and Communities Committee	As per the current Communities Committee, to monitor and advocate delivery of regeneration objectives across the organisation, including learning and education
Chairman's Committee	To ensure co-ordination of different committees, to advise on organisation development issues, and to agree Chief Executive appointment, remuneration and departure terms

- 4.2. Terms of reference for these committees are attached as [Appendix 1](#).

Membership

- 4.3. [Appendix 2](#) sets out proposals for membership.
- 4.4. In the case of the Planning Decisions Committee, it is proposed to recruit external members onto the Committee, subject to the agreement of the Mayor of London. The addition of these members will reduce the number of Board members serving on the Committee, therefore enabling them to devote more time to other duties. The aim will be to recruit four such external members, with relevant expertise in development, construction, design and urban regeneration. A further paper will be brought to the Board when this recruitment exercise has been completed, and some of the current Committee members will be able to step down at that stage.
- 4.5. In addition, the Mayor of London has indicated that he intends to appoint two-three new Board members, and to designate a Board member as Deputy Chairman, in line with the Standing Orders agreed in September 2012. It is proposed that the Mayor should appoint these new members to appropriate committees in consultation with current committee chairs, and it is hoped that the

Mayor will be able to update the Board on these appointments at the 5 December meeting.

Delegation

- 4.6. Currently, only the Planning Decisions Committee has delegated authority. A review is underway on delegations as a whole, and will propose new delegations, to both committees and staff, early in 2013. For the purposes of their terms of reference, each committee will be empowered to take decisions in accordance with the Scheme of Delegations. It is intended that the revised delegations will enable committees to take decisions within their sphere of activity, but will ensure that strategic and significant decisions, including the agreement of budgets and business plans, will continue to be taken by the full Board, which will also receive reports on overall corporate performance.

5. FINANCIAL IMPLICATIONS

- 5.1. Members receive an annual remuneration £14,000 or £28,000 if they are appointed chair of a committee of the Corporation. The proposals set out will result in one additional appointment of a chair, so the financial implication will be a recurring cost of £14,000.
- 5.2. The costs of recruitment of independent planning committee members is anticipated to be circa £40,000.

6. LEGAL IMPLICATIONS

- 6.1. The Localism Act, pursuant to section 198 and paragraphs 6 and 7 of Schedule 21, allows a Mayoral development corporation to establish committees, and to delegate powers to them. Mayoral approval is required for the co-option of any people who are not corporation board members onto a committee.
- 6.2. The procedure for committees is set out in detail in the LLDC's Standing Orders, which also allow for the designation of a Deputy Chairman by the Chairman.

7. PRIORITY THEMES

- 7.1. The Regeneration and Communities Committee will continue to take a lead role in promoting the deliver of the Corporation's priority themes. The recruitment of independent members to the Planning Decisions Committee will reflect equalities objectives in addition to the need for appropriate skills.

- **Appendix 1 – Current committee functions**
- **Appendix 3 – Proposed revised terms of reference**
- **Appendix 2 – Proposed membership of committees**

Local Government (Access to Information) Act 1985

- Papers to 22 May and 29 June Board meetings
- Standing Orders

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Appendix 1: proposed terms of reference

Investment Committee

- Status:** Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this Committee.
- Membership:** The Committee shall be appointed by the Board and shall comprise at least four members, at least one shall have recent financial experience relevant to the strategic investment of funds and investment programmes.
- Chair:** The Committee Chair shall be appointed from time to time by the Board. In the absence of the Committee Chair at a meeting of the Committee, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
- In attendance:** GLA observer
Chief Executive
Executive Director of Finance and Corporate Services
General Counsel
Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet at least three times a year or at such greater frequency as determined by the Committee Chair. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

Purpose of the Committee

2. To ensure the efficient and effective discharge of the London Legacy Development Corporation's functions, through investment of public funds and use of assets and resources.

Terms of Reference and Delegated Authority

3. The Committee will take decisions in accordance with the Scheme of Delegations and will advise on the Corporation's investment projects and programmes including, but not be limited to:
 - a. Real Estate acquisition or disposal;
 - b. Required investment in site development;

- c. Infrastructure provision;
 - d. Transformation works;
 - e. Disposal of interests in land and venues including grants of leases and entering into development agreements;
 - f. Estate management;
 - g. Capital fit-out of venues and facilities;
 - h. Remediation and operations of the parkland venues; and
 - i. In relation to the stadium, to advise the Board on:
 - a. The business cases for, and commercial and community merits of, different proposals for legacy use of the Stadium;
 - b. The commercial terms for managing the delivery of the Stadium transformation project;
 - c. Any outstanding issues relating to the Corporation's participation in, the Special Purpose Vehicle (SPV) with the London Borough of Newham; and
 - d. The procurement process for the stadium operating contractor (inasmuch as this is not considered by the SPV itself).
4. The Committee will advise on any matter referred to it by the Corporation Chairman or Deputy Chairman or Board.
 5. The Committee may review any activity which falls within these terms of reference and to make whatever recommendations to the Board deemed appropriate in any area within its remit.

Procedural and reporting arrangements

6. The Mayor shall be entitled to appoint an observer to attend meetings of any Committee or Sub Committee, pursuant to Standing Order 5. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all such meetings unless s/he has a direct or indirect interest in the matter under consideration. Standing Order 6 and Standing Order 7 shall apply to the observer as if s/he were a Member.
7. The Chief Executive, Executive Director of Finance and Corporate Services and the General Counsel shall be entitled to attend all meetings of the any Committee or Sub Committee. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
8. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member, any other person required to attend and all other board members no later than five (5) days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate at the same time.
9. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
10. The secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.
11. The Committee will report any meeting to the Board at the next meeting.

12. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

13. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed.

Audit Committee

- Status:** Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this Committee.
- Membership:** The Committee shall be appointed by the Board and shall comprise at least four members, at least one shall have recent financial experience.
- Chair:** The Committee Chair shall be appointed from time to time by the Board. In the absence of the Committee Chair at a meeting of the Committee, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
- In attendance:** GLA observer
Chief Executive
Executive Director of Finance and Corporate Services
General Counsel
External auditors shall be invited on a regular basis
Internal auditors, where an internal audit function is being discussed
Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet at least three times a year or at such greater frequency as determined by the Committee Chair. Meetings of the Committee shall be convened by the secretary at the request of request of its Chair.

Purpose of the Committee

2. To ensure the efficient and effective discharge of the London Legacy Development Corporation's functions, through the proper financial administration of the Corporation's financial affairs including but not limited to the maintenance preparation and audit of accounts, internal controls and risk management, internal and external audit.

Terms of Reference and Delegated Authority

3. The Committee will take decisions in accordance with the Scheme of Delegations.
4. In relation to the administration of the Corporation's financial affairs, the Committee shall:

- a. monitor the integrity of, and assist the Board in ensuring that, the Corporation's published financial statements, accounts and any formal announcement relating to its financial performance, comply with the statutes and accounting standards and shall review any significant financial reporting issues and judgements which they contain;
 - b. review and challenge where necessary:
 - i. the consistency of, and any changes to, accounting policies or practices;
 - ii. the methods use to account for significant or unusual transactions;
 - iii. major judgemental areas, significant adjustments resulting from the audit and the going concern assumptions;
 - iv. the Corporation's compliance with appropriate accounting standards, taking into account the views of the external auditors;
 - v. the clarity of disclosure in the Corporation's financial reports and the context in which statements are made; and
 - vi. all material information presented with the financial statements, such as the operating and financial review and the corporate governance statement (so far as it relates to the audit and risk management); and
 - c. discharge the functions of the Corporation under the Accounts and Audit (England) Regulations 2011.
5. In relation to Internal Controls and Risk Management, the Committee shall:
- a. review the effectiveness of the Corporation's internal financial controls and risk management systems and investigate and advise on these or related matters which are referred to it or that it considers necessary;
 - b. review the Corporation's statement on internal control and risk management systems to be included in the annual accounts prior to endorsement by the Board; and
 - c. review the Corporation's Strategic Risk and Issues.
6. In relation to Internal Audit, the Committee shall:
- a. monitor and review the internal audit programme, including the appointment of any head of internal audit, ensure co-ordination between the internal and external auditors/co-ordination of more than one audit and ensure that the internal audit function is adequately resourced and has appropriate standing in the Corporation and is free from management or other restrictions;
 - b. review and assess the annual internal audit plan and consider the findings of internal financial/audit investigations; and
 - c. review and monitor the management's responsiveness to the findings and recommendations of the internal audit.
7. In relation to External Audit, the Committee shall:
- a. oversee the relationship with the external auditors appointed by the Audit Commission or otherwise;
 - b. keep under review the scope and results of the annual audit and its cost effectiveness;
 - c. meet regularly with the external auditors to discuss any problems or reservations arising from the interim and final audits or otherwise and any matters the external auditors may wish to discuss without executive directors present; and

- d. review the external auditors' management letter and management's response to the external auditors' findings and recommendations.
8. The Committee shall review the Corporation's arrangements for its employees and third parties to raise concerns, in confidence, about possible wrongdoing in financial administration or other matters to the Corporation or to the Committee directly. The Committee shall ensure that those arrangements allow proportionate and independent investigation of such matters and appropriate follow-up action.
9. The Committee shall consider any other topic such as matters relating to gifts and hospitality and business continuity as it applies to the Corporation, as determined by the Board.
10. The Committee will advise on any matter referred to it by the Corporation Chairman or Deputy Chairman or Board.
11. The Committee may review any activity which falls within these terms of reference and to make whatever recommendations to the Board deemed appropriate in any area within its remit.
12. The Committee is authorised by the Board to obtain, at the Corporation's expense, external legal and other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.

Procedural and reporting arrangements

13. The Mayor shall be entitled to appoint an observer to attend meetings of any Committee or Sub Committee, pursuant to Standing Order 5. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all such meetings unless s/he has a direct or indirect interest in the matter under consideration. Standing Order 6 and Standing Order 7 shall apply to the observer as if s/he were a Member.
14. The Chief Executive, Executive Director of Finance and Corporate Services and General Counsel shall be entitled to attend all meetings of the any Committee or Sub Committee. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
15. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member, any other person required to attend and all other board members no later than five (5) days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate at the same time.
16. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
17. The secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.
18. The Committee will report any meeting to the Board at the next meeting.
19. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

20. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed.

Regeneration and Communities Committee

- Status:** Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this Committee.
- Membership:** The Committee shall be appointed by the Board and shall comprise at least three members, at least one shall have recent and in-depth experience relevant to the strategic engagement of and with local communities.
- Chair:** The Committee Chair shall be appointed from time to time by the Board. In the absence of the Committee Chair at a meeting of the Committee, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
- In attendance:** GLA observer
Chief Executive
Executive Director of Regeneration and Community Partnerships
General Counsel
Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet at least three times a year or at such greater frequency as determined by the Committee Chair. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

Purpose of the Committee

2. To ensure the efficient and effective discharge of the London Legacy Development Corporation's functions, through the advocacy and delivery of regeneration, community engagement, environmental sustainability, education and learning programmes.

Terms of Reference and Delegated Authority

3. The Committee will take decisions in accordance with the Scheme of Delegations.
4. The Committee will monitor and advocate the delivery of the Corporation's regeneration programme and regeneration objectives including learning and education.

5. The Committee will advise on and oversee the delivery of the Corporation's priority theme projects and programmes including community and business engagement, regeneration and sustainability.
6. The Committee will contribute to the Host Boroughs' convergence agenda.
7. In particular the Committee shall:
 - a. Advise on and review the planning and implementation of the Corporation's community and local stakeholder engagement programme;
 - b. Oversee the Corporation's work in developing opportunities for social enterprise and for engaging with local businesses of a small and medium-size to provide opportunities for growth and inward investment through the Company's work;
 - c. Advise the Board on development of community participation initiatives, in order to promote community engagement across the Corporation's area, including through joint working with boroughs, developers and other partners;
 - d. Advise on improving and maintaining the Corporation's visibility among local communities, focusing in particular on engagement with youth groups;
 - e. Advise on education initiatives, including the provision of schools, further and higher education facilities;
 - f. Advise the Corporation's on community issues and needs in relation to the regeneration or development within the Corporation's boundary; and
 - g. Provide a forum for proposals and debate, and resolution of issues, concerning the Corporation's community projects and evaluate the Corporation's work in this area to ensure it evolves with the needs of the local communities.
8. The Committee may review any activity which falls within these terms of reference and to make whatever recommendations to the Board deemed appropriate in any area within its remit.
9. The Committee will advise on any matter referred to it by the Corporation Chairman or Deputy Chairman or Board.

Procedural and reporting arrangements

10. The Mayor shall be entitled to appoint an observer to attend meetings of any Committee or Sub Committee, pursuant to Standing Order 5. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all such meetings unless s/he has a direct or indirect interest in the matter under consideration. Standing Order 6 and Standing Order 7 shall apply to the observer as if s/he were a Member.
11. The Chief Executive and Executive Director of Regeneration and Community Partnerships and the General Counsel shall be entitled to attend all meetings of the any Committee or Sub Committee. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
12. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member, any other person required to attend and all other board members no later than five (5) days before the date of the meeting.

Supporting papers shall be sent to Committee members and to other attendees as appropriate at the same time.

13. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
14. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.
15. The Committee will report any meeting to the Board at the next meeting.
16. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

17. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed

Park Opening and Operations Committee

- Status:** Taking decision within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this committee.
- Membership:** The Committee shall be appointed by the Board and shall comprise at least four members.
- Chair:** The Committee Chair shall be appointed from time to time by the Board. In the absence of the Committee Chair at a meeting of the Committee, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
- In attendance:** GLA observer
Chief Executive
Executive Director of Finance and Corporate Services
Executive Director of Park Operations and Venues
The General Counsel
Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet at least three times a year or at such greater frequency as determined by the Committee Chair. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

Purpose of the Committee

2. To ensure the efficient and effective discharge of the London Legacy Development Corporation's functions, through the successful preparation, opening and ongoing operations of the Queen Elizabeth Olympic Park and venues.

Terms of Reference and Delegated Authority

3. The Committee will take decisions in accordance with the Scheme of Delegations and advise on and monitor the Corporation's park and venue opening and operations including but not limited to:
 - a. park opening programme;
 - b. event programming; and
 - c. park and venue operations.
4. The Committee will advise on any matter referred to it by the Corporation Chairman or Deputy Chairman or Board.

Procedural and reporting arrangements

5. The Mayor shall be entitled to appoint an observer to attend meetings of any Committee or Sub Committee, pursuant to Standing Order 5. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all such meetings unless s/he has a direct or indirect interest in the matter under consideration. Standing Order 6 and Standing Order 7 shall apply to the observer as if s/he were a Member.
6. The Chief Executive and Executive Director of Park Operations and Venues and the General Counsel shall be entitled to attend all meetings of the any Committee or Sub Committee. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
7. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member, any other person required to attend and all other board members no later than five (5) days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate at the same time.
8. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
9. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.
10. The Committee will report any meeting to the Board at the next meeting.
11. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

12. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed

Chairman's Committee

- Status:** Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this Committee.
- Membership:** The Committee shall be appointed by the Board and shall comprise the Chairs of the Committees.
- Chair:** The Chairman of the Corporation or Deputy Chairman shall chair the meeting. In their absence, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
- In attendance:** GLA observer
Chief Executive
Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet as determined by the Committee Chair, in light of the need for advice and decisions. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

Purpose of the Committee

2. To ensure effective communication and co-ordination of the Corporation's different committees and to provide advice on specific matters as requested by the Board or Chairman.

Terms of Reference and Delegated Authority

3. The Committee will take decisions in accordance with the Scheme of Delegations.
4. The Committee shall advise the Board on the following matters:
 - a. on organisation development issues;
 - b. Chief Executive appointment, remuneration and departure terms; and
 - c. any other matters relating to resources and remuneration as requested by the Board.
5. To discuss and advise on decision taking and governance as required.
6. The Committee will advise on any matter referred to it by the Corporation Chairman or Deputy Chairman or Board.

Procedural and reporting arrangements

7. The Mayor shall be entitled to appoint an observer to attend meetings of any Committee or Sub Committee, pursuant to Standing Order 5. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all such meetings unless s/he has a direct or indirect interest in the matter under consideration. Standing Order 6 and Standing Order 7 shall apply to the observer as if s/he were a Member.
8. The Chief Executive shall be entitled to attend all meetings of the any Committee or Sub Committee. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
9. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member, any other person required to attend and all other board members no later than five (5) days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate at the same time.
10. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
11. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.
12. The Committee will report any meeting to the Board at the next meeting.
13. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

14. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed

Planning Decisions Committee

- Status:** Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this committee.
- Membership:** The Committee shall be appointed by the Board and shall comprise six Board members, and five members co-opted from the Olympic Park boroughs (two from the London Borough of Newham, and one each from the London boroughs of Hackney, Tower Hamlets and Waltham Forest) on their nomination.
- In December 2012, the Board is considering revising the membership to include independent members, so this section will be amended in due course.
- Substitutions will be allowed: the Board will appoint named substitute/s for the Board members and each borough will be asked to nominate a named substitute for each of their nominated member/s.
- Chair:** The Committee Chair shall be appointed from time to time by the Board.
- In attendance:** Other Board members (with the approval of the chair)
Chief Executive (at his/her discretion)
Executive Director of Finance and Corporate Services (at his/her discretion)
Director of Planning Policy and Decisions
- Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Director of Planning Policy and Decisions or the Chief Executive to issue invitations generally or in specific cases.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** Five members of the Committee, of whom the majority must be Board members

Frequency of meetings

1. The Committee will meet as determined by the Committee Chair, in light of the need for advice and decisions. Meetings of the Committee shall be convened by the Chief Executive or the Director of Planning Policy and Decisions at the request of its Chair.

Purpose of the Committee

2. To enable transparent, efficient and effective discharge of the London Legacy Development Corporation's functions to determine planning applications and to respond to consultation on applications on which the Corporation is a consultee.

Terms of Reference and Delegated Authority

3. The Planning Decisions Committee will take decisions in accordance with the Planning Scheme of Delegations, which will also set out matters that are delegated to the Director of Planning Decisions and Policy.
4. Advise the Board on planning policy matters.

Procedural and reporting arrangements

5. The Chief Executive, Executive Director of Finance and Corporate Services, and Director of Planning Policy and Decisions shall be entitled to attend all meetings of the Committee, subject to any limitations in the Planning Code of Practice. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
6. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member and any other person required to attend no later than five (5) clear days before the date of the meeting..
7. The Chief Executive will nominate a secretary for the Committee (and in the case of absence a deputy) who shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
8. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members and the minutes shall be approved (or amended as appropriate) at the next Committee meeting.
9. Further procedural provisions are set out in Standing Orders, and will be supplemented by procedural arrangements to be agreed by the Committee from time to time.

Amendments

10. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed.

Appendix 2 – proposed new committee membership

	Investment Committee	Audit Committee	Communities Committee	Stadium Committee	Resources and Remuneration Committee	Planning Decisions Committee
CURRENT	David Edmonds (C) David Gregson Robert John Jayne McGivern Philip Lewis	Keith Edelman (C) Nick Bitel Robert John	Lord Mawson (C) Sonita Alleyne Nick Bitel Nicky Dunn	Keith Edelman David Gregson David Edmonds Nicky Dunn Jayne McGivern	Nick Bitel Philip Lewis Andrew Mawson	Philip Lewis (C) David Gregson Andrew Mawson Sonita Alleyne Nick Bitel Nicky Dunn Clr Geoff Taylor Clr Conor McAuley Clr Lester Hudson Clr Rabinah Khan Clr Terry Wheeler
PROPOSED	David Edmonds (C) David Gregson Jayne McGivern Nicky Dunn Keith Edelman New Board member/s	Keith Edelman (C) Nick Bitel David Edmonds New Board member/s	Andrew Mawson (C) Sonita Alleyne David Gregson New Board member/s	Nicky Dunn (C) Sonita Alleyne Keith Edelman Nick Bitel Jayne McGivern New Board member/s	Boris Johnson (C) Deputy Chairman David Edmonds Keith Edelman Andrew Mawson Nicky Dunn Philip Lewis	Planning Committee Philip Lewis (C) Andrew Mawson Nick Bitel Sonita Alleyne (T) Nicky Dunn (T) David Gregson (T) 4 x independent members Clr Geoff Taylor Clr Conor McAuley Clr Lester Hudson Clr Rabinah Khan Clr Terry Wheeler

C indicates chair

T indicates temporary members of Planning Decisions Committee to be replaced when independent members recruited
Jayne McGivern and Keith Edelman remain substitutes for the Planning Committee until independent members recruited