

Meeting of the London Legacy Development Corporation Chairman's Committee

Meeting Date: Wednesday 2 March 2016

Time: 1.00 pm

Venue: Marketing Suite, LLDC, 1 Stratford Place, Montifichet Road, London
E201 1EJ

Members of the London Legacy Development Corporation Chairman's Committee are hereby notified and requested to attend the meeting of the Chairman's Committee of the Corporation at 1.00 pm on Wednesday 2 March 2016 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)
Nicky Dunn
Keith Edelman
David Gregson
Philip Lewis
Lord Andrew Mawson OBE

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 meeting held on 13 October 2015 (Pages 1 - 6)

The Committee is asked to agree the minutes of the meeting held on 13 October 2015.

- 4 Matters Arising and Action List** (Pages 7 - 8)
- The Committee is asked to note the actions arising from previous meetings.
- 5 One Organisation Update** (Pages 9 - 14)
- The Committee is asked to note the progress made to date on the One Organisation programme.
- 6 Board Effectiveness Review** (Pages 15 - 22)
- The Committee is asked to note the findings and recommendations from the recent Board Effectiveness Review.
- 7 Chief Executive's Objectives Outturn 2015/16** (Pages 23 - 24)
- The Committee is asked to note this report and the Appendix in Part 2 of the agenda.
- 8 Chief Executive's Objectives for 2016/17** (Pages 25 - 26)
- The Committee is asked to note the report and agree the Chairman's recommendations set out in the report, relating to the Chief Executive Officer's objectives for 2016/17.
- 9 Organisational Review of Resources 2015** (Pages 27 - 28)
- The Committee is asked to note this report and agree the recommendations set out in the report on Part 2 of the agenda, relating to the organisational review of resources.
- 10 Annual Salary Review for 2016/17** (Pages 29 - 30)
- The Committee is asked to note the report and agree the recommendations set out in Part 2 of the agenda, relating to the annual salary review for the financial year 2016/17.
- 11 Any other Business the Chairman Considers Urgent**
- The Chair will state the reason for urgency of any item taken.
- 12 Date of Next Meeting**
- The date of the next meeting is to be confirmed.

13 Exclusion of the Press and Public

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

14 Matters Arising and Actions List Containing Exempt Information

(Pages 31 - 32)

The Committee is asked to note the actions containing exempt information arising from the previous meeting.

15 Chief Executive's Objectives Outturn 2015/16 - Exempt Information Relating to the Item on Part 1

(Pages 33 - 44)

The Committee is asked to note this Appendix that contains exempt information.

16 Organisational Review of Resources 2015 - Exempt Information Relating to the Item on Part 1

(Pages 45 - 50)

The Committee is asked to agree the recommendations in the report containing exempt information relating to the organisational review of resources.

17 Annual Salary Review for 2016/17 - Exempt Information Relating to the Item on Part 1

(Pages 51 - 58)

The Committee is asked to agree the recommendations in the report containing exempt information relating to the Annual Salary Review for the financial year 2016/17.

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MINUTES



Minutes of the Meeting of the London Legacy Development Corporation Chairman's Committee

Date: Tuesday 13 October 2015

Time: 11.00 am

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

Present: David Edmonds CBE (Chairman)
Nicky Dunn
Keith Edelman
Philip Lewis

In Attendance: David Goldstone CBE, Chief Executive Officer (via conference call)
Sally Hopper, Head of Human Resources
Tim Somerville, Mayor's Observer
Rachel Massey, Board Secretary
Sue Riley, Secretariat

1 Apologies for Absence

1.1 An apology for absence was received on behalf of David Gregson and Lord Mawson OBE.

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 28 April 2015

3.1 **It was agreed that the minutes of the meeting of the Chairman's Committee held on 28 April 2015 be signed by the Chairman as a correct record.**

4 Matters Arising and Action List

4.1 The Committee noted the Actions List.

5 Employee Opinion Survey 2015

5.1 The Head of Human Resources presented the report updating the Committee on the annual staff Employee Opinion Survey (EOS) 2015 stating that the results of the survey have influenced One Organisation – The Next Phase.

5.2 The results of the survey and the long and short term actions were attached as appendix 3 of the report. The main outcomes from the survey had been based around three themes: People; Projects; and Processes.

5.3 The annual EOS took place in June 2015, with a response rate of 70 per cent, which was an increase of 22 per cent on the previous year.

5.5 The Chief Executive noted that while a majority of staff had responded more positively than last year, there was still a minority who were less satisfied in respect of some aspects of the survey. For example, silo working featured in the surveys of 2014 and 2015 and therefore it continues to be a priority to address.

5.6 Members sought clarification on the number of occasions on which all staff met together both formally and informally. The Head of HR confirmed that there are two formal social events per annum; Christmas Party and summer away day event. In addition there is a monthly all staff meeting. It was agreed that consideration should be given to regular informal after work gatherings.

[Action: Chief Executive]

(Phillip Lewis arrived at the meeting at this point)

5.7 It was also agreed that the Executive Management Team should share and celebrate with all staff when key objectives were met, particularly in relation to budget and performance targets. It was noted that the Investors in People framework could assist with this. **[Action: Chief Executive]**

5.8 The Committee stressed that any new processes introduced should help streamline work rather than create any additional burdens or reduce efficiency.

5.9 The Committee noted the outcomes of the Employee Opinion Survey 2015 and the short and long term actions outlined in Appendix 3.

6 Valuing Staff

6.1 The Chief Executive presented the report providing an update on a proposal to introduce a staff recognition scheme. This approach was welcomed as a means of recognising staff who had worked beyond the requirement of their role, but within affordable boundaries.

6.3 The Committee agreed that an additional recognition element be added to the Legacy Corporation's policies as set out in Part 2 of the report, to be introduced at a time to be determined by the Chief Executive Officer.

7 Chief Executive's Performance Objectives 2015/16

7.1 The Chairman presented the report providing a Quarter 2 update on the Chief Executive's 2015/16 objectives.

7.2 The report had been produced with input from the Executive Management Team. The Chief Executive had added an additional objective on stakeholder relationships due to the importance of this work to the Legacy Corporation overall.

7.3 The Committee felt that the objectives were too detailed and lacked clear financial objectives.

7.4 The Committee noted the report and the Appendix in Part 2 of the agenda.

8 Board Effectiveness Review

8.1 The Board Secretary presented the report on the proposals to undertake an externally facilitated review of Board effectiveness and the proposed focus for the review.

8.2 Members discussed the option of using the Internal Auditors to carry out the review. It was felt that this would not be the most effective use of the time allocated under the shared services arrangement.

8.3 It was agreed that the review should be carried out internally via a questionnaire, and include seeking the views of the Executive Management Team and the GLA.
[Action: Board secretary]

8.4 The Committee agreed that the Board effectiveness review be carried out internally and, subject to the findings, a further externally facilitated review may be undertaken if deemed necessary.

9 Any other Business the Chairman Considers Urgent

9.1 There was no urgent business.

9.2 Philip Lewis informed the Committee that he had been asked to join the London Land Commission and this would be added to his declarations of interest once confirmed.

9.3 The Committee congratulated the Chairman on his appointment as Chairman of the Board, subject to his Confirmation Hearing.

10 Date of Next Meeting

10.1 The Committee noted that the next meeting was due to be held on 10 November 2015 at 1pm. (post meeting note, this meeting was deferred until March 2016).

11 Exclusion of the Press and Public

11.1 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.

12 Minutes of the Previous Meeting Held on 28 April 2015 Containing Exempt Information

12.1 It was agreed that the minutes of the meeting of the Chairman's Committee held on 28 April 2015 containing exempt information be signed by the Chairman as a correct record.

13 Matters Arising and Actions List Containing Exempt Information

13.1 The Committee noted the Actions List containing exempt information.

14 Valuing Staff - Exempt Information Relating to the Item on Part 1

14.1 The Head of Human Resources presented the report providing further exempt information in relation to the proposal for a recognition scheme for staff.

14.2 The Committee requested that the Staff Salary Policy be clarified to show that formal appraisals were carried out annually but that all staff objectives were reviewed on a quarterly basis as part of the appraisal process.

14.3 The Committee agreed that the additional recognition element be added to the Legacy Corporation's policy and that the Chief Executive Officer would determine when this would be introduced.

15 Chief Executive's Performance Objectives 2015/16 - Exempt Information Relating to the Item on Part 1

15.1 The Chairman presented the Appendix containing exempt information to the Chief Executive Officer's 2015/16 objectives.

15.2 The Committee noted the Appendix and agreed that the Chairman, Chief Executive Officer and Head of HR would review the presentation and monitoring approach taken in 2016/17.

16 Close of Meeting

16.1 The meeting closed at 11.45am.

Chairman

Date

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Chairman's Committee Actions List (reported to the meeting on 2 March 2016)

Actions from the Last Meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
5.6	Employee Opinion Survey Give consideration to regular, informal, after work gatherings for staff.	David Goldstone	2 March 2016	Complete. Staff social committee has arranged a calendar of sporting, cultural and social activities for staff.
5.7	Employee Opinion Survey Give consideration to celebrating success when key objectives are met, particularly in relation to budget and performance targets.	David Goldstone	July 2016	In progress. Monthly all staff meetings are used to highlight and celebrate progress on key projects.
8.3	Board Effectiveness Review Undertake a review internally via a questionnaire, and include seeking the views of the Executive Management Team and the GLA.	Rachel Massey	2 March 2016	Complete. On the agenda for this meeting
15.2	Chief Executive's Performance Objectives 2015/16 - Exempt Information Relating to the Item on Part 1 Review presentation and monitoring approach for the CEO's objectives to be taken in 2016/17 with the Chairman.	David Goldstone Sally Hopper	2 March 2016	Complete. On the agenda for this meeting

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
5.5 (4 February 2015)	<p>Chief Executive's Objectives Submit quarterly updates to the Committee on progress against key, high-level milestones, particularly in relation to the delivery of Olympicopolis.</p>	David Goldstone	December 2015	Complete. This has been addressed by the new quarterly performance report for Board and regular updates will be provided to the Committee in relation to Olympicopolis.



Subject: One Organisation Update
Meeting date: 2 March 2016
Report to: Chairman's Committee
Report of: Sally Hopper, Head of Human Resources

This report will be considered in public

1. SUMMARY

1.1. This report provides an update to the Committee on 2015/16 One Organisation (OO) programme which is the action plan following on from the 2015 Employee Opinion survey (EOS). This update follows on from the 13 October 2015 report to the Committee on the outcome of the annual EOS 2015.

2. RECOMMENDATION

2.1. **The Committee is asked to note the progress made to date on the One Organisation programme.**

3. BACKGROUND

3.1. The annual EOS influences the OO programme and resulted in short term and long term objectives for the organisation. These objectives were agreed with the Employee Forum and communicated to the workforce in September 2015. Good progress has been made and an update can be found in Appendix 1 – Short Term Aims, and Appendix 2 - Long Term Aims.

3.2. When devising the objective plans, the EOS feedback evidenced that there were three themes; processes; people and projects. In addition to the objectives contained within Appendix 1 and 2, a summary is given here on progress made on these three themes.

3.2.1. **Processes** – An audit of processes has been undertaken, and measures taken include greater education, simplifying processes and appointing process champions.

3.2.2. **People** – The significant update on people is that we have appointed Investors in People (IIP) to work towards the standard. This involved an all staff survey in February 2016 and a representative portion of the workforce, 15 per cent, being interviewed by the assessors. The standard is measured against a framework of nine indicators and the main impetus for pursuing the IIP standard is to ensure we do not become complacent, that we look externally and do not rely on internal feedback alone. The all-encompassing nature of the standard means we can obtain a greater understanding of where we need to focus our energy in relation to people management. The nine Indicators are:

- 1) Leading and Inspiring People
- 2) Living the Organisation's Values and Behaviours
- 3) Empowering and Involving People
- 4) Managing Performance

- 5) Recognising and Rewarding High Performance
- 6) Structuring Work
- 7) Building Capability
- 8) Delivering Continuous Improvement
- 9) Creating Sustainable Success

3.2.3. **Projects** - The EOS indicated that colleagues sometimes found the process around project management unclear, including being uncertain as to what their role or responsibility was within a project. This feedback, coupled with an investment in relevant colleagues being trained in the project management discipline "Prince 2" made it timely to review the way we manage projects. To this end a working group of colleagues with representation across the organisation was formed. This group has worked with the Programme Management Office to review and revised the approach with the intention to implement the new approach from April 2016.

4. FINANCIAL IMPLICATIONS

4.1. The cost of implementing this phase of the OO programme can be met within existing resources.

5. EQUALITIES IMPACT

5.1. The employee survey was anonymous so an Equalities Impact did not apply.

6. LEGAL IMPLICATIONS

6.1. There are no legal implications to this review.

7. LIST OF APPENDICES TO THIS REPORT

- Appendix 1, update on short term organisational objectives
- Appendix 2, update on longer term organisational objectives

List of Background Papers

Papers to the meeting of the Chairman's Committee 2 December 2014
(One Organisation update)

Papers to the meeting of the Chairman's Committee 13 October 2015
(Employee Opinion Survey update)

Report originator(s):
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Appendix 1 – Update on Short term objectives

Theme	Action	Deadline	Comments	Status
Projects	Introduce "Project of the month" intranet story on small, lesser known projects	November 2015	Process for scheduling intranet editorial content being developed for November launch This deadline has been moved from the original October deadline	Complete
	Discussion of Olympicopolis at alternate All Staff meetings	November 2015	Olympicopolis was covered in December staff meeting and another update is scheduled for February	Complete
	Add an Olympicopolis page to the "What we do" section of the intranet to be regularly updated	November 2015	"projects" section has been added to the "what we do section" - information about Olympicopolis is included in this section - this will be updated following the staff meetings with all the projects that have been introduced - comms to confirm (need to check back)	Complete
	All Staff meetings to include project profiles	November 2015	Updates have been given on Paralympicopolis and the 2016 events programme in the last all staff meetings	Complete
People	Improve internal communications for job vacancies at LLDC	October 2015	All jobs are now on the intranet home page and opportunities are included in the newsletter or via all staff email	Complete
	A dedicated page on the intranet for L & D opportunities	December 2015	L&D page is now live on the intranet with links to the LLDC training providers page, MPA, WIG and a schedule of "learning lite" sessions have been scheduled to take place Jan-Apr	Complete
	ABC approach to meetings: Agenda Be timely & focused Clarify and agree actions	October 2015	This went out in the All staff newsletter	Complete
	Encourage Employee Forum members to raise awareness of their work	October 2015	The employee forum have a page on the intranet and the minutes and terms of reference are published	Complete
	Make the Employee Forum page on the intranet more active	November 2015	The employee forum have a page on the intranet and the minutes and terms of reference are published	Complete
	Create an intranet page for the Management Forum - highlighting it's role, the members and forth coming meeting dates	November 2015	The Management forum have a page on the intranet and minutes have been loaded to the page	Complete
	Produce a Job Evaluation policy and run "drop in" sessions	December 2015	New policy is live on the intranet and the job evaluation session slides have been published	Complete
	Newsletter to be sent out by 1pm on a Friday	October 2015	Newsletter is being sent out by 2pm	Complete
	Staff to be alerted of major announcements and developments via emails and ad hoc briefings	October 2015	Ad Hoc announcements are now being sent out via all staff emails	Complete
	EMT summary/business news to be sent out following the monthly management review meeting	October 2015	EMT round ups have been sent out as agreed	Complete
	David Edmonds to host an informal post main Board meeting to update the staff on decisions	November 2015	Updates occur outside David's office and a follow up email is sent out afterwards	Complete
	David Goldstone to sit in one team meeting per month	November 2015	David has been attending team meetings on a monthly basis	Complete
	David Goldstone to visit Park HQ monthly	November 2015	David has been attending team meetings on a bi-monthly basis	Complete
	TV used to better effect in reception	December 2015	Comms have confirmed that this will not be taking place	

Appendix 1 – Update on Short term objectives

<u>Theme</u>	<u>Action</u>	<u>Deadline</u>	<u>Comments</u>	<u>Status</u>
People (contd)	Consultants to be added to the intranet	November 2015	Consultants have been added to the Intranet and have photos loaded to the intranet New sections have been set up for "partner organisations" to show ECHO/FFL/E20 LLP	Complete
	Review the locked drives on O:/drive	December 2015	Audit trail will be set up to track and set up alerts for when a request is issued for access to a restricted folder or drive. Review has been performed on all the folders to ensure that the right people have access. Civica have been asked to send regular reports on permission requests.	Complete
	Review social activities on offer to staff	October 2015	Social committee has undergone a rebrand and notice boards have been placed in the print rooms. A calendar of events has been put together for 2016	Complete
	New cleaning contractor to be in place Autumn 2015	December 2015	Contract has been awarded and the new supplier has commenced work Jan 2016	Complete
	Issues with lift reported to Landlord	October 2015	Lift issues have been reported to the landlord and improvements have been made I.E vocal announcements. The landlord is proposing to upgrade the software in the next financial year to improve the functionality in terms of sending lifts down.	Complete
Processes	Appoint process "owners" and "champions" for the key processes	December 2015	This piece of work has been pushed back as it need to link into the work that is taking place on the Project Management methodology	To be completed April 2016
	Produce process flow charts for the intranet	December 2015	This piece of work has been pushed back as it need to link into the work that is taking place on the Project Management methodology	To be completed April 2016
	Conduct an audit of the current forms and implement online forms where relevant	March 2016	New forms have been created and testing is currently taking place. These will also be launched in April 2016 to ensure all forms and processes flow and work together correctly	To be completed April 2016
	Process awareness training to be included in the new starter induction documentation	December 2015	First session taking place in January - Induction completion is now on the probation form	Complete

Appendix 2 - Longer Term Objectives

Sep-15 Oct-15 Nov-15 Dec-15 Jan-16 Feb-16 Mar-16 Apr-16

Update

			Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	
Projects	PMO & HR	Engage with Project Managers and Prince 2 Practitioners in a "workshop" scenario	Red	Red	Yellow						PM working group have put together a draft methodology and corresponding suite of documents. PM working group to consult with PMO on 4th Feb for final documents to be taken to EF and EMT in February for wider consultation. On schedule for full roll out in April 2016
		Project Management methodology to be presented for a decision to EMT		Red				Yellow			
		Document to go to Employee Forum for wider Organisational consultation			Red				Yellow		
		Training needs to be identified and training scheduled					Red		Yellow		
		Training to be attended by staff affected						Red	Red		
		Methodology to be launched and become "business as usual"								Red	
People	HR	IIP PID to go to EMT for decision			Red						IIP survey has been sent out to all staff and 1:1 interviews have been scheduled in for 23rd and 24th Feb. Feedback and forward planning meeting with the IIP working group will take place in March 2016.
		Procurement and legal process			Red						
		Comms piece for staff in the staff meeting and intranet page				Red					
		Initial planning meeting with the IIP assessor					Red				
		Interviews with staff					Red	Red			
		Meeting with IIP to agree the next steps - Align with budgets for 2016/2017							Red		
Processes	OOCIAP Change Management Forum & HR	Progress meeting and handover from OOCIAP Change Management Forum to HR		Red	Red						Change management documents are complete and have been sent to the original working group for comments. As there are links to the Project Methodology the publishing and roll out of the finished documents will take place in April 2016.
		Draft Change Management Framework to be approved by EMT				Red	Yellow				
		Document to go to Employee Forum for wider Organisational consultation					Red				
		Training needs to be identified and training scheduled						Red	Red		
		Training to be attended by staff affected							Red		
		Change Management Framework to be launched and become "business as usual"								Red	

Key

Original deadline date

Revised deadline date



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Subject: Board Effectiveness Review
Meeting date: 2 March 2016
Report to: Chairman's Committee
Report of: David Goldstone, Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. This report sets out the outcome of the review of Board and Committee effectiveness as agreed at the last Chairman's Committee on 13 October 2015.

2. RECOMMENDATION

- 2.1. **The Committee is asked to note the findings of the review and agree the proposed actions as set out in Appendices 1 and 2.**

3. TIMING

- 3.1. Following consideration by the Chairman's Committee a report on the recommendations from the Board and Committee effectiveness review will be presented to the Board on 10 March 2016.

4. BACKGROUND

- 4.1. In line with good corporate governance practice, Boards should undertake an evaluation of its performance and that of the Committees and the individual members on a regular basis. These reviews can be conducted in-house or by specialist companies. At the meeting on 13 October 2015, the Chairman's Committee agreed that a review be carried out internally.
- 4.2. In December 2015, Board members were sent an online questionnaire to complete, on the effectiveness of the Board. Members of the Executive Management Team and the GLA Observers to the Board and Committee were also asked to complete the Board effectiveness questionnaire. Individual members of the five Committees were asked to complete questionnaires on the effectiveness of the Committees on which they served.
- 4.3. The questionnaires focused on the following areas:
- Board or Committee role, composition, and performance
 - Board or Committee support and processes
 - The role of the Board or Committee Chairman
 - Improving the effectiveness of the Board or Committees
 - The Board's relationship with the CEO

- The Board's view of Committee performance and effectiveness
- 4.4. The response rate to the questionnaires ranged from 59-100 per cent. The GLA observers and some new Board or Committee members responded that, given their brief involvement in the Board or Committees, they did not feel able to complete the questionnaires at this point.
- 4.5. The findings of the questionnaires have been discussed with the Chairman and a number of immediate actions and longer term recommendations have been identified. The findings are summarised below in sections 5 and 6 and the immediate actions and recommendations are summarised out in section 7 and set out in Appendix 1 and 2.

5. BOARD EFFECTIVENESS QUESTIONNAIRE FINDINGS

Board Role, Composition and Performance

- 5.1. Overall, members of the Board and EMT members strongly agreed or agreed with positive statements relating to the Board's effectiveness in performing its functions, its understanding of its roles and responsibilities, its communications with stakeholders and the management team, its cohesiveness and whether it had the right mix of skills.
- 5.2. Board and EMT members were asked for comments on how to improve the effectiveness of the Board. Areas for improvement highlighted in this section included:
- Spending more time discussing strategic issues;
 - Reviewing the size of the Board;
 - Reviewing the skills mix of the Board during succession planning to reflect the priorities and business areas of the Legacy Corporation over next five years;
 - Spending time together informally to consolidate working relationships and improve cohesiveness;
 - Creating opportunities for earlier engagement on issues between EMT and the Board;
 - Creating a common understanding of what success looks like in the future;
 - Improving inductions for new Board members; and
 - Reviewing the quality and length of Board papers.
- 5.3. These suggestions are addressed in the recommendations section of this report.

Board Support and Processes

- 5.4. Overall, members of the Board were happy with the way it was run and strongly agreed or agreed to positive statements relating to the support and processes of the Board. EMT members also broadly agreed with the statements but highlighted some procedural issues which will be reviewed with the Chief Executive and Secretariat.

Role of the Chairman of the Board

- 5.5. The majority of Board Member respondents strongly agreed or agreed with positive statements relating to the role of the Chairman. The EMT response was similar. Areas for improvement highlighted in this section related to enabling Board Members to raise issues for the agenda.

The Board's Relationship with the Chief Executive

- 5.6. Board Members agreed strongly or agreed with the positive statements about the relationship with the Chief Executive around whether there was a clear understanding of where the Board's role ends and the CEO's begins; whether there was good two-way communication; whether the Board trusts the CEO's judgement or whether the Board provides direction to the CEO. EMT members also agreed or strongly agreed with these statements.

The Board's View of the Committees

- 5.7. Board and EMT members were asked to rate how strongly they agreed or disagreed with the statement that the "Board's committees are effective, perform well and interact well".
- 5.8. Overall, Board and EMT members agreed that the Committees were working well, although some comments were made about individual Committees that will be discussed with the Committee Chairs.
- 5.9. Areas for improvement included:
- Reviewing the content and detail of Committee reports to Board to ensure it provides a fuller summary of the discussions.
 - Considering how to increase interaction between Board and the Committees.
 - Consider how to enable Board to debate key issues more.
- 5.10. These suggestions are addressed in the recommendations section of this report.

6. COMMITTEE EFFECTIVENESS QUESTIONNAIRE FINDINGS

Committee role, composition and performance

- 6.1. Overall, members of the Committees strongly agreed or agreed to positive statements relating to the committees' effectiveness in performing their functions and having the right mix of skills and experience. Some responses to the Planning Decisions Committee questionnaire indicated that more could be done to involve members earlier in issues including earlier briefings on LLDC schemes and that more could be done to improve the cohesiveness of the Committee. This will be raised with the Committee Chair.
- 6.2. Committee Members identified several areas where the skills mix could be enhanced and this will be taken into account in future succession planning.

Committee Support and Processes

- 6.3. Most respondents strongly agreed or agreed with the positive statements relating to committee support and processes for the committees around information, meeting length and frequency, Secretariat support and opportunities to refresh skills and knowledge related to LLDC.
- 6.4. Areas for improvement highlighted in this section included:
- Improving the quality of committee papers.
 - Outlining a regular cycle of agenda items for the Chairman's Committee.
 - Providing a schedule of training for Planning Decisions Committee members including the areas identified in the review
 - Providing more information on the forward plan of items to be covered at the Planning Decisions Committee briefing sessions and providing updates on schemes as they develop.
 - Providing regular updates to the Regeneration and Communities Committee on the Olympicopolis project.

6.5. These suggestions are addressed in the recommendations section of this report.

Role of the Chairman and Improving the effectiveness of the Committees

6.6. Overall, the respondents agreed or strongly agreed with statements relating to the role of the Chairman in terms of taking into account committee members' views and managing relationships with stakeholders.

6.7. Areas for improvement highlighted in this section included:

- Considering how to enable members to raise issues to be included on the agenda.
- Reviewing the length and format of Planning Decisions Committee meetings to enable applicants and objectors to have sufficient time to speak and to enable fuller discussion.
- Organising a calendar of site visits for Investment Committee Members.

6.8. These suggestions are addressed in the recommendations section of this report.

7. RECOMMENDATIONS

7.1. The questionnaires have highlighted a range of important issues. These can be divided into some immediate actions to address the feedback and longer term recommendations particularly related to future Board composition and increased focus on strategic issues.

Immediate Actions

7.2. The immediate actions are: to address issues with the quality of Board and Committee papers; increasing the level of detail in the Committee reports to Board; enabling Board members to raise issues for the agenda; providing more information on the forward plan of agenda items for Committee meetings and briefings; providing a calendar of site visits and planning related training; and reviewing the format of the Planning Decisions Committee.

7.3. The immediate actions are set out in the in Appendix 1 along with the action owner and timeframe for completion.

Longer Term - Succession Planning and Future Recruitment

7.4. One of the themes in the findings related to succession planning and the future skills mix of the Board.

7.5. The LLDC Board is appointed by the Mayor and currently has 13 Members, including the elected Mayors of the London Boroughs of Hackney, Newham, and Tower Hamlets and the leader of Waltham Forest Council. Apart from the elected Members and the Chairman, the appointments of the other Board members are due to end in December 2016.

7.6. The recommendation involves undertaking succession planning to identify the skills required that will enable the Board to operate effectively and that reflect the future priorities and business areas of the Legacy Corporation. It is proposed that this will take place in summer 2016, including short discussions with the Chairman to discuss individual Board Member's future plans. The outcomes of this succession planning will support the next Mayor with recruiting and appointing new Members. A number of additional and future skill sets were identified by Board Members and these will be taken into consideration as part of the recruitment of the future Board Members alongside increasing the gender and ethnic diversity of the Board.

7.7. Consideration will be given to using a specialist search agency to recruit new Members.

7.8. Having a smaller, more focused Board was raised by some Members. This is something that could also be considered by the next Mayor, noting that the Localism Act 2011 states that a Mayoral Development Corporation Board should

consists of at least six members including at least one elected member from each London Borough in the LLDC's area.

Longer Term - Strategic Focus

- 7.9. Another theme from the findings related to the Board spending more time discussing strategic issues. This related to other comments about creating a common understanding of what success looks like in the future, and opportunities for earlier engagement on issues between EMT and the Board.
- 7.10. The recommendation involves more away days and/or informal briefings to provide the opportunities to debate and engage on strategic issues. The Board is holding an away day in April 2016 and this will be used to review the key areas of focus identified in the questionnaire by Board and EMT members in order to prioritise and help shape future Board away days and meetings agendas. The away days will also provide opportunities for Board Members to spend time together informally to consolidate working relationships and improve cohesiveness
- 7.11. These longer term recommendations are set out in Appendix 2 along with the action owner and timeframe for completion.

8. LEGAL IMPLICATIONS

- 8.1. There are no legal implications from this report.

9. FINANCIAL IMPLICATIONS

- 9.1. Further work on the costing of the implementing the recommendations is required, but it is anticipated that these can be accommodated from within the Board and Committee budget line in the Ten Year Plan.

10. LIST OF APPENDICES TO THIS REPORT

- 10.1. Appendix 1 – Board Effectiveness Review Action Plan 2016 – immediate actions
- 10.2. Appendix 2 – Board Effectiveness Review Action Plan 2016 – longer term recommendations

List of Background Papers

Papers for the meeting of the Chairman's Committee 13 October 2015

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Appendix 1 – Board Effectiveness Review Action Plan 2016 – Immediate Actions

Finding/Issue	Action	Owner	Timeframe
Reviewing the quality and length of Board and Committee papers.	<p>Refresh guidance for report writers including on structure, level of detail and the length of papers.</p> <p>Revise template to reflect new guidance.</p> <p>Consider whether to implement a standard coversheet which flags key issues, risks and links to strategy in line with the coversheet being introduced by Transport for London</p> <p>Implement the recommendations from the planned Internal Audit on Board Information in March 2016.</p>	Board Secretary	31 March 2016
<p>Enabling Board members to raise issues for the agenda.</p> <p>Considering how to enable members to raise issues to be included on the agenda</p>	<p>Introduce a new standing item on Board and Committee agendas “Member suggestions for future agenda discussions” to facilitate engagement on strategic areas.</p> <p>Using the upcoming Board away day to prioritise future areas for discussion at Board meetings.</p>	Board Secretary	24 May 2016
Reviewing the content and detail of Committee reports to Board to ensure it provides a fuller summary of the discussions.	Include more detail on the areas of discussion in the Committee reports to Board, particularly where these are not covered under separate items on the Board agenda	Board Secretary	24 May 2016
Considering how to increase interaction between Board and the Committees	<p>Implement more detailed Committee reports to Board as above.</p> <p>Consider whether the Committee Chairs could give a brief introduction to items that have been through their Committees at the Board meetings.</p> <p>The increased discussion on strategic issues should help increase interaction between the Board and Committees.</p>	Board Secretary Chairman and Chief Executive	24 May 2016
Outlining a regular cycle of agenda items for the Chairman’s Committee.	Prepare a forward plan of agenda items for the Chairman’s Committee meetings.	Board Secretary	31 March 2016
Providing a schedule of training for Planning Decisions Committee members	Develop a training programme for new and existing planning committee members including the areas identified in the review.	Director of Planning Policy and Decisions	31 June 2016

Providing more information on the forward plan and providing updates on schemes as they develop.	Issue a forward plan of items to be covered at the Planning Decisions Committee briefing sessions including a summary of what will be covered under each item	Director of Planning Policy and Decisions	31 March 2016
Providing regular updates to the Regeneration and Communities Committee on the Olympicopolis project.	Include as a standing item in the Executive Director of Regeneration and Community Partnership's report to the Committee.	Board secretary	31 March 2016
Reviewing the length and format of Planning Decisions Committee meetings to enable applicants and objectors to have sufficient time to speak and to enable fuller discussion.	Consider the length and format of the Planning Decisions Committee meetings and report back to the Chair.	Director of Planning Policy and Decisions	31 March 2016
Organising a calendar of site visits for Investment Committee members.	Identify the site locations that the Committee Members would like to visit and arrange forward plan of visits every six months.	Board secretary	31 March 2016

Appendix 2 – Board Effectiveness Review Action Plan 2016 – Longer Term Recommendations

Issue raised	Action	Owner	Due date
Reviewing the skills mix of the Board during succession planning to reflect the priorities and business areas of the Legacy Corporation over next 5 years	Take into account the areas identified during the review in future succession planning and recruitment as well as the gender and ethnic diversity of the Board in order to support the new Mayor with recruiting and appointing new members.	Chairman	30 June 2016
Reviewing the size of the Board	Take into account the size of the Board in the succession planning and present a recommendation for the new Mayor to consider	Chairman	30 June 2016
Improving inductions for new Board members	Develop a comprehensive induction programme for new Board or Committee members.	Board Secretary	December 2016 (or earlier depending on recruitment timetable for new Board members)
<p>Spending more time discussing strategic issues</p> <p>Spending time together informally to consolidate working relationships and improve cohesiveness</p> <p>Creating a common understanding of what success looks like in the future</p> <p>Creating opportunities for earlier engagement on issues between EMT and the Board</p> <p>Considering how to increase interaction between Board and the Committees</p>	<p>Schedule a Board away day at regular intervals (e.g. every 6-8 months) to prioritise strategic issues to focus on.</p> <p>This will also provide opportunities for earlier engagement between the Board and EMT members on strategic issues, to agree a common approach to issues and increase the interaction between the work of the Committees and the Board.</p> <p>Board and EMT members were asked to list key areas of focus for the next year. These areas will be reviewed and prioritised at the forthcoming away day to help shape future Board meetings agendas.</p>	David Goldstone	30 June 2016
Considering how to enable Board to debate key issues more	In addition to the above, consider a schedule of informal briefings for Board members.	Board Secretary	31 March 2016



Subject: Chief Executive's Objectives Outturn for 2015/16
Meeting date: 2 March 2016
Report to: Chairman's Committee
Report of: Sally Hopper

This report will be considered in public

1. SUMMARY

- 1.1. This report summarises the outturn of the Chief Executive Officer's (CEO) 2015/16 objectives.
- 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 1 of Schedule 12A in that it contains information relating to an individual.

2. RECOMMENDATION

- 2.1. **The Committee is asked to note this report and agree the CEO's Annual Appraisal outcome based on this outturn in line with the performance award criteria as set out in the report in Part 2 of the agenda.**

3. BACKGROUND

- 3.1. The Legacy Corporation's performance management system involves the setting of annual objectives for all staff. Performance against set objectives forms the basis for performance assessment during annual appraisal.
- 3.2. The objectives were set by the Chairman's Committee following its meeting on 4 February 2015 and covered the 2015/16 appraisal year, reflecting the organisational aims and key deliverables set out in the emerging Organisational Strategy, which is based on the Ten Year Plan.
- 3.3. The Committee last received an update on performance against these objectives at its meeting on 13 October 2015.
- 3.4. The Committee considered the Chief Executive's last annual appraisal outcome for 2014/15 year on 28 April 2015.

4. LEGAL IMPLICATIONS

- 4.1. The Chairman's Committee's terms of reference state that "The Committee will take decisions in accordance with the Scheme of Delegations". The setting of the Chief Executive's objectives, the assessment of performance against these objectives, his or her remuneration including determining any annual bonus, is one of the decisions reserved to the Chairman's Committee under the Scheme of Delegations.

5. APPENDICES

5.1. None

List of Background Papers

Paper for the meeting of the Chairman's Committee 4 February 2015 Chief Executive Objectives 2015/16

Paper for the meeting of the Chairman's Committee 28 April 2015 Chief Executive's performance against 2014/15 objectives.

Paper for the meeting of the Chairman's Committee 13 October 2015 – Chief Executive Objectives 2015-16 update

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Subject: Chief Executive's Objectives for 2016/17
Meeting date: 2 March 2016
Report to: Chairman's Committee
Report of: Sally Hopper

This report will be considered in public

1. SUMMARY

- 1.1. This report gives an overview of the Chief Executive Officer's (CEO) objectives for 2016/17.

2. RECOMMENDATIONS

- 2.1. **The Committee is asked to note the report and agree the Chairman's recommendation set out in section 4.**

3. BACKGROUND

- 3.1. The Legacy Corporation's performance management system involves the setting of annual objectives for all staff. Performance against set objectives forms the basis for performance assessment during annual appraisal. Performance is also monitored on a quarterly basis.

4. PROPOSAL

- 4.1. The Chairman recommends that the CEO's objective for 2016/17 is to ensure that the relevant elements of the Ten Year Business Plan are successfully met. In setting this objective emphasis will be placed on; revenue and capital budget management, stakeholder management and effective leadership of the organisation. The success indicators are defined as the Ten Year Plan being on track; budgets being as set out within the Ten Year Plan; continued positive engagement with stakeholders; delivery of the One Organisation plan.

5. LEGAL IMPLICATIONS

- 5.1. The Chairman's Committee's terms of reference state that "The Committee will take decisions in accordance with the Scheme of Delegations". The setting of the Chief Executive's objectives, the assessment of performance against these objectives, his or her remuneration including determining any annual bonus, is one of the decisions reserved to the Chairman's Committee under the Scheme of Delegations.

6. LIST OF APPENDICES TO THIS REPORT

6.1. None

List of Background Papers

- | |
|--------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Ten Year business plan |
|--------------------------------------------------------------------------|

Report originator(s):

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Subject: Organisational Review of Resources 2015
Meeting date: 2 March 2016
Report to: Chairman's Committee
Report of: David Goldstone, Chief Executive Officer

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update to the Chairman's Committee in relation to the organisational review of resources for 2015. This has been undertaken as part of the revisions to the Ten Year Plan.
- 1.2. A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 3 of Schedule 12A in that it contains information relating to the financial or business affairs of the London Legacy Development Corporation (LLDC).

2. RECOMMENDATION

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

3. BACKGROUND

- 3.1. The Ten Year Plan submission from LLDC to the GLA in November 2014 did not reflect the new reality of the future profile of resource requirements for LLDC in three respects:
 - It reflected the previous assumption of LLDC as a "sunset" organisation, with a declining role towards an eventual wind up.
 - It didn't reflect the resource consequences of Olympicopolis, as a very large, complex programme to be delivered over many years from a "standing start".
 - It didn't reflect the implications of the finance improvement plan that has been underway since November 2014 to address control weaknesses in LLDC systems and processes.
- 3.2 From May 2015, the Executive Management team (EMT) has been working to develop an organisational plan that:
 - Reflects the reality of an organisation that will be delivering mayoral priorities for at least another seven years.
 - Enables the Olympicopolis programme to be effectively managed and delivered (in addition to other pre-existing priorities).
 - Provides adequate financial control commensurate with LLDC's status as a high profile public body.

- Minimises the budget pressure arising from the unanticipated resource requirements by making the organisation as efficient as possible, and focussing on high priority projects at the expense of lower priorities.
- Achieves a continued commitment to an Apprenticeship programme within LLDC's direct workforce and beyond.

4. FINANCIAL IMPLICATIONS

- 4.1. The current proposals set out in this paper can be met within existing resources as reflected in the Budget and 10 Year Plan approved by the Board and submitted to the GLA .

5. EQUALITIES IMPACT

- 5.1. The proposals set out in the report and the report in Part 2 will be reviewed and monitored and where appropriate equalities impact assessments undertaken.

6. LEGAL IMPLICATIONS

- 6.1. Staff consultation will be undertaken in accordance with LLDC relevant policies and procedures and statutory employment legislation.

7. LIST OF APPENDICES TO THIS REPORT

- None

List of Background Papers

None

Report originator(s): David Goldstone
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Subject: Annual Salary Review for Financial Year 2016/17
Meeting date: 2 March 2016
Report to: Chairman's Committee
Report of: Sally Hopper, Head of HR

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update to the Chairman's Committee in relation to the Annual Pay review for LLDC's staff.
- 1.2. The Committee last discussed this matter at its meeting on 4 February 2015.
- 1.3. A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 3 of Schedule 12A in that it contains information relating to the financial or business affairs of the London Legacy Development Corporation (LLDC).

2. RECOMMENDATION

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

3. BACKGROUND

- 3.1. On 3 December 2013 the Chairman's Committee approved the implementation of a pay and grading review. The outcome of the Legacy Corporations' pay and grading review was implemented from 1 April 2014.
- 3.2. The Chairman's Committee agreed a salary uplift for LLDC staff at its meeting on 4 February 2015.

4. FINANCIAL IMPLICATIONS

- 4.1. The Executive Director of Finance and Corporate Services has reported that the financial position is expected to remain challenging, in the light of revenue and capital risks against budgeted funding provision, as set out in the papers on the 2016-17 budget and Ten Year Plan.
- 4.2. Further detail is set out in the Part 2 report.

5. LEGAL IMPLICATIONS

- 5.1. Paragraph 5(6) of Schedule 21 to the Localism Act 2011 provides that the Corporation may determine the rates and eligibility criteria for payments (including remuneration, travelling and other allowances, pensions and gratuities) with the agreement of the Mayor. On 27 March 2012 the Mayor of London issued Mayoral Direction MD991 in which the Mayor approved the terms and conditions on which staff of the Corporation are to be appointed, and the rates and eligibility criteria for staff remuneration, travelling and other allowances and pensions and gratuities (as set out in the Mayoral Direction) and delegated to the Corporation the approval of

any subsequent changes to them following consultation with the Mayor. This consultation is in progress and an update will be provided at the meeting. The proposed recommendations are in line with the approved LLDC salary policy.

6. EQUALITIES IMPACT ASSESSMENT

- 6.1. The recommendations in the Part 2 report applies to the whole workforce and the outcome will be assessed as part of the annual equalities assessment of reward.

7. LIST OF APPENDICES TO THIS REPORT

- 7.1. None

List of Background Papers

Papers for the meeting of the Chairman's Committee 4 February 2015 (Annual remuneration review – exempt information)

Papers for the meeting of the Chairman's Committee 3 December 2013 (One Organisation – Pay and Grading Review – exempt information).

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