

Meeting of the London Legacy Development Corporation Chair's Committee

Meeting Date: Thursday 5 March 2020

Time: 10.00 am

Venue: LLDC, Marketing Suite, Level 10, 1 Stratford Place, Montifchet Road, London E20 1EJ.

Members of the London Legacy Development Corporation Chair's Committee are hereby notified and requested to attend the meeting of the Chair's Committee of the Corporation at 10.00 am on Thursday 5 March 2020 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

www.london.gov.uk/sites/default/files/openness-in-meetings.pdf

Committee Members:

Sir Peter Hendy CBE (Chair)
Sonita Alleyne OBE
Simon Blanchflower CBE
Nicky Dunn OBE
Keith Edelman
Pam Alexander 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 19 November 2019 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 19 November 2019.

- 4 Matters Arising and Action List** (Pages 5 - 6)
- The Committee is asked to note the actions arising from previous meetings.
- 5 People Strategy Update** (Pages 7 - 8)
- The Committee is asked to note the update on the People Strategy.
- 6 Transition Strategy - Workforce Plan Update** (Pages 9 - 10)
- The Committee is asked to note the update on the Transition Strategy – workforce plan update.
- 7 Consultant/Interim Staff Costs** (Pages 11 - 12)
- The Committee is asked to note the update on consultants and interim staff.
- 8 Annual Pay Review for 2020/21** (Pages 13 - 14)
- The Committee is asked to note the report on the annual pay review.
- 9 Chief Executive Performance Against Objectives** (Pages 15 - 16)
- The Committee is asked to note the update on the Chief Executive’s performance against the overarching objectives for 2019/20.
- 10 Chief Executive Objectives for 2020/21** (Pages 17 - 18)
- The Committee is asked to note the update on the Chief Executive’s overarching objectives for 2020/21.
- 11 Chief Executive's Remuneration Update** (Pages 19 - 20)
- The Committee is asked to note the update on Chief Executive’s remuneration.
- 12 Any other business the Chair considers urgent**
- The Chair will state the reason for urgency of any item taken.
- 13 Date of Next Meeting**
- The next meeting of the Chair’s Committee is due to be held on 21 July 2020 at 11.30am.

14 Exclusion of the press and public

The Committee is recommended to agree to exclude the public and press from the meeting, in accordance with paragraphs 1&3 of Schedule 12A of the Local Government Act 1972 (as amended), in that the following items of business contain information relating to the financial or business affairs of an individual, organisation or the London Legacy Development Corporation (LLDC).

15 Minutes of the previous meeting held on 19 November 2019 containing exempt information (Pages 21 - 24)

The Committee is asked to agree the minutes of the meeting held on 19 November 2019 that contain exempt information.

16 Matters Arising and Actions List - exempt information relating to the item on Part 1 (Pages 25 - 26)

The Committee is asked to note the actions arising from previous meetings that contain exempt information.

17 People Strategy Update - exempt information relating to the item on Part 1 (Pages 27 - 30)

The Committee is asked to note the appendix containing exempt information on the People Strategy.

18 Transition Strategy - Workforce Plan Update - exempt information relating to the item on Part 1 (Pages 31 - 60)

The Committee is asked to note the update to the Transition Strategy – workforce plan, containing exempt information.

19 Consultant/ Interim Staff Costs- exempt information relating to the item on Part 1 (Pages 61 - 64)

The Committee is asked to note the appendix containing exempt information.

20 Annual Pay Review for 2020/21 - exempt information relating to the item on Part 1 (Pages 65 - 66)

The Committee is asked to agree the recommendation in the report containing exempt information on the annual pay review.

21 Chief Executive Performance Against 2019/20 Objectives - exempt information relating to the item on Part 1 (Pages 67 - 80)

The Committee is asked to agree the recommendation in the appendix containing exempt information on the performance against the overarching objective for 2019/20.

22 Chief Executive 2020/21 Objectives - exempt information relating to the item on Part 1 (Pages 81 - 82)

The Committee is asked to discuss and agreed the Chief Executive's objectives for 2020/21.

23 Chief Executive Remuneration Update - exempt information relating to the item on Part 1 (Pages 83 - 84)

The Committee is asked to note the update containing exempt information.



MINUTES

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

Date: Tuesday 19 November 2019
Time: 12.00 pm
Venue: LLDC, Level 10, Marketing Suite, Level 10, 1 Stratford Place, Montifchet Road, London E20 1EJ.

Present: Sir Peter Hendy CBE (Chair)
Sonita Alleyne OBE
Simon Blanchflower CBE
Nicky Dunn OBE
Keith Edelman
Sukhvinder Kaur-Stubbs, Diversity and Inclusion Champion

In Attendance: Lyn Garner, Chief Executive Officer
Sarah Perry, Director of Human Resources
Irena Bennett, Head of Head of HR Business Development
Oliver Shepherd, Head of Strategy
Rachel Massey, Board Secretariat
Sue Riley, GLA Secretariat

1 Apologies for absence

- 1.1 An apology for absence was received from Philip Lewis and Jamie Dean, Mayor's Observer.
- 1.2 The Chair welcomed the new Director of Human Resources to her first meeting and Sukhvinder Kaur-Stubbs, Board Champion for Diversity and Inclusion.

2 Declarations of interest

- 2.1 The Chair 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.

There were no additional declarations of interest.

3 Minutes of the previous meeting held on 23 July 2019

- 3.1 It was agreed that the minutes of the meeting of the Committee held on 23 July 2019 be signed by the Chair as a correct record.**

4 Matters Arising and Action List

- 4.1 The Committee noted the Actions List.**

5 People Strategy Update

- 5.1 The Head of HR Business Development presented the report providing an update on the People Strategy and work to be taken forward to 2019/20.
- 5.2 The recent introduction of the market supplement within the Development Directorate had been successful in filling all the vacancies, except for one. A number of females had been appointed to the senior roles but recruitment of BAME candidates had proved challenging.
- 5.3 LLDC officers were working in close collaboration with colleagues from the GLA family in developing a joint career development programme in this area. Chief Officers had also created a network group comprising of LLDC, OPDC and GLA in Housing and Land to further develop a professional community.
- 5.4 The Chair welcomed the collaborative approach and stressed the importance of ensuring a co-ordinated strategy which did not transfer recruitment and retention issues from one organisation to another.
- 5.5 The Committee noted the report and progress made.**

6 Inclusion and Diversity Strategy Review and Update

- 6.1 The Chief Executive presented the update on the Inclusion and Diversity Strategy.
- 6.2 The Committee noted the report.**

7 Chief Executive Performance Against Objectives

- 7.1 The Board Secretary introduced the report setting out the Chief Executive's performance against objectives for 2019/20.
- 7.2 The Committee noted the update.**

8 Any other business the Chair considers urgent

- 8.1 There was no urgent business.

9 Date of Next Meeting

9.1 The Committee noted that the next meeting was due to be held on 5 March 2020 at 10.00am.

10 Exclusion of the Press and Public

10.1 It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraphs 1&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.

11 Minutes of the previous meeting held on 23 July 2019 containing exempt information

11.1 It was agreed that the minutes of the meeting of the Chair's Committee held on 23 July 2019 containing exempt information be signed by the Chair as a correct record.

12 Matters Arising and Actions List - exempt information relating to the item on Part 1

12.1 The Committee noted the Actions List containing exempt information.

13 Inclusion and Diversity Strategy Review and Update - exempt information relating to the item on Part 1

13.1 The Director of Human Resources presented the update containing exempt information on the Inclusion and Diversity Strategy.

13.2 The Committee agreed the revised Inclusion and Diversity Strategy.

14 Chief Executive Performance Against 2019/20 Objectives - exempt information relating to the item on Part 1

14. The Director of Human Resources presented the exempt appendix setting out the Chief Executive's performance against objectives.

14.2 The Committee note the Appendix.

15. Close of Meeting

15.1 The meeting closed at 1.30pm

Chair

Date

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

Chair's Committee Actions List (reported to the meeting on 5 March 2020)

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
14.2 (19 March 2019)	Consultant/Interim Staff costs - exempt information relating to the item on Part 1 Provide an annual monitoring report on this issue.	Sarah Perry	March 2020	Complete. On the agenda for March 2020 meeting.
4.2 (26 June 2018)	Matters arising Schedule park visits for Board members	Rachel Massey	Spring/ Summer 2020	Ongoing. Visits held (3 Mills, Chobham Manor). Further visits to be arranged.

This page is intentionally left blank

Subject: People Strategy Update
Meeting date: 5 March 2020
Report to: Chair's Committee
Report of: Sarah Perry, Director of Human Resources

This report will be considered in Public

1. SUMMARY

- 1.1. This report provides an update on the People Strategy progress so far and how work will continue to be taken forward during 2019/20.
- 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 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

2. RECOMMENDATION

- 2.1. **The Committee is asked to note the report and the progress made.**

3. BACKGROUND

- 3.1. The People Strategy has been in place for three years and significant progress has been made during this time. The People Strategy will be reviewed and updated in the next financial year.

4. PROGRESS

Inclusion & Diversity Strategy

- 4.1. The Inclusion and Diversity Strategy has now been communicated across the organisation with each EMT lead taking forward working groups for each of the strands of the strategy. Clear objectives for each strand, with action plans are being created, and the existing D&I group is being reorganised to form the governance structure for the Strategy.

Employee Engagement Survey 2019

- 4.2. The Employee Engagement Survey has been undertaken for this year and has been completed by 86 per cent of the workforce which is a high participation rate. The questions were reviewed by the Employee Forum, who suggested amendments. The main structure, themes and questions of the survey were similar to the 2017 survey, keeping the ability to conduct 'year on year' analysis. Additional questions were also added with regards to D&I, and these were reviewed by the D&I working group.
- 4.3. The overall survey results remain positive and show that LLDC are making good progress. It is important that we continue to take a proactive approach in making steps towards going above and beyond to ensure that all employees feel supported in the right way and continue to embed our culture and values, challenging ourselves to be the best we can and continue to improve.

5. FINANCIAL CONSIDERATIONS

5.1. There are no financial implications arising from this report.

6. LEGAL IMPLICATIONS

6.1. There are no legal implications arising from this report.

7. EQUALITIES IMPACT ASSESSMENT

7.1. Any actions and changes brought about as a result of this assessment will be monitored for equalities impact.

8. APPENDICES

None.

List of Background Papers

None

Report originator(s):

Irena Bennett

Phone:

020 3288 1800

Email:

irenabennett@londonlegacy.co.uk



Subject: Transition Strategy – Workforce Plan Update
Meeting date: 5 March 2020
Report to: Chair's Committee
Report of: Sarah Perry, Director of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This report updates the Committee on Transition Strategy workforce planning.
- 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**

3. BACKGROUND

- 3.1. The LLDC Board approved the High Level Transition Strategy for LLDC at its meeting on 4 February 2020. One of the key workstreams of the strategy is developing a workforce transition plan. Further information is set out in part 2 of this report.

4. FINANCIAL AND LEGAL IMPLICATIONS

- 4.1. The financial and legal implications are set out in part 2 of this report

5. APPENDICES

- 5.1. None

List of Background Papers

Papers for the meeting of the LLDC Board on 4 February 2020

Report originator(s): Sarah Perry, Director of HR
Telephone: 020 3288 1783
Email: sarahperry@londonlegacy.co.uk

This page is intentionally left blank



Subject: Consultant/Interim Staff costs
Meeting date: 5 March 2020
Report to: Chair's Committee
Report of/by: Sarah Perry, Director of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update on consultants and interim staff.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

2. RECOMMENDATION

- 2.1. The Committee is asked to note the report

3. BACKGROUND

- 3.1. LLDC employs a number of workers on temporary or interim contracts to cover time limited projects or interim need and provide flexibility in workforce management. The appendix in Part 2 containing exempt information summaries the overall costs and time frames for continued engagement.

4. FINANCIAL IMPLICATIONS

- 4.1. The financial implications are outlined in the appendix in Part 2 (contains exempt information).

5. LEGAL IMPLICATIONS

- 5.1. None.

6. LIST OF APPENDICES TO THIS REPORT

- 6.1. Appendix 1 – Consultants and interim costs and engagement periods (exempt information).

List of Background Papers

None

Report originator(s): Irena Bennett
Email: irenabennett@londonlegacy.co.uk

This page is intentionally left blank



Subject: Annual Pay Review for 2020/21
Meeting date: 5 March 2020
Report to: Chairman's Committee
Report of: Sarah Perry, Director of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1 This paper provides an update to the Committee on the annual staff pay review.
- 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.**

3. BACKGROUND

- 3.1 The background information is set out in part 2 of this report.

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications are set out in the Part 2 report.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. EQUALITIES IMPACT ASSESSMENT

- 6.1 Any actions and changes brought about as a result of this assessment will be monitored for equalities impact.

7. LIST OF APPENDICES TO THIS REPORT

- 7.1 None

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

Report originator(s):	Sarah Perry, Director of HR
Telephone:	020 3288 1783
Email:	sarahperry@londonlegacy.co.uk

This page is intentionally left blank

Subject: Chief Executive Performance Against Objectives
Meeting date: 5 March 2020
Report to: Chair's Committee
Report of: Sarah Perry, Director of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update on the Chief Executive performance against the overarching 2019/20 objectives.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

2. RECOMMENDATION

- 2.1. **The Committee is asked to note the update on the performance against the objectives for 2019/20.**

3. BACKGROUND

- 3.1. In March 2019 meeting, the Committee agreed the 2019/20 objectives for the Chief Executive. These include the following areas:
 - 3.1.1. Ensure that the 10-year plan is on track and report quarterly on progress, particularly in relation to East Bank.
 - 3.1.2. Implement the Housing delivery strategy for existing and remaining sites
 - 3.1.3. Progress Transition planning
 - 3.1.4. Deliver a restructuring /business plan for the Stadium and implement to minimise future losses
 - 3.1.5. Keep budgets on track
 - 3.1.6. Stakeholder management
 - 3.1.7. People leadership including diversity and inclusion
- 3.2. The progress against the objective to date is set out in Appendix 1 (exempt information).

4. FINANCIAL IMPLICATIONS

- 4.1. There are no financial considerations arising from this report.

5. LEGAL IMPLICATIONS

- 5.1. The Chair'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 and the assessment of performance against these objectives is one of the decisions reserved to the Chair's Committee under the Scheme of Delegations.

6. LIST OF APPENDICES TO THIS REPORT

- 6.1. Appendix 1 – Update on performance against Objectives 2019/20 (exempt information)

List of Background Papers

- Papers for the meeting of the Chair's Committee 19 March 2019

Report originator(s): Rachel Massey
Telephone: 020 3288 1829
Email: rachelmassey@londonlegacy.co.uk



Subject: Chief Executive Objectives for 2020/21
Meeting date: 5 March 2020
Report to: Chair's Committee
Report of: Sarah Perry, Director of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update on the Chief Executive's objectives for 2020/21.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

2. RECOMMENDATION

- 2.1. **The Committee is asked to note the report.**

3. BACKGROUND

- 3.1. The Chair and Chief Executive have discussed her 2020/21 objectives ahead of this Committee meeting. These will be tabled for discussion and approval at the meeting.

4. FINANCIAL IMPLICATIONS

- 4.1. There are no financial considerations arising from this report.

5. LEGAL IMPLICATIONS

- 5.1. The Chair'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 and the assessment of performance against these objectives is one of the decisions reserved to the Chair's Committee under the Scheme of Delegations.

6. LIST OF APPENDICES TO THIS REPORT

- 6.1. Appendix 1: Draft CEO's objectives (exempt information)

<p>List of Background Papers LLDC Scheme of Delegations</p>
--

Report originator(s): Rachel Massey

Telephone:
Email:

020 3288 1829
rachelmassey@londonlegacy.co.uk



Subject: Chief Executive's Remuneration Update
Meeting date: 5 March 2020
Report to: Chair's Committee
Report of: Sarah Perry, Director of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1 This paper provides an update to the Committee on changes to the Chief Executive's remuneration package.
- 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 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

2. RECOMMENDATION

- 2.1 **The Committee is asked to note this report.**

3. BACKGROUND

- 3.1 Lyn Garner was appointed in December 2017 as the Chief Executive and took up her post on 19 February 2018. Further information is contained in the Part 2 report.

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications are set out in the Part 2 report.

5. LEGAL IMPLICATIONS

- 5.1 The Chair's Committee's terms of reference state that "The Committee will take decisions in accordance with the Scheme of Delegations". The Chief Executive's remuneration is one of the decisions reserved to the Chair's Committee under the Scheme of Delegations.

6. EQUALITIES IMPACT ASSESSMENT

- 6.1 Any actions and changes brought about as a result of this assessment will be monitored for equalities impact.

7. LIST OF APPENDICES TO THIS REPORT

- 7.1 None

List of Background Papers

- None

Report originator(s): Sarah Perry, Director of Human Resources
Telephone: 0203 288 1783
Email: sarahperry@londonlegacy.co.uk

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank