

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

**Meeting Date:** Thursday 9 June 2016

**Time:** 1.00 pm

**Venue:** Marketing Suite, Level 10, 1 Stratford Place, Montfichet Road,  
London, E20 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 Thursday 9 June 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](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 2 March 2016** (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 2 March 2016.

**4 Matters arising and action list** (Pages 5 - 6)

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

**5 Investors in People update** (Pages 7 - 12)

The Committee is asked to note the report which provides an update on achieving Investors in People accreditation.

**6 Pensions update** (Pages 13 - 14)

The Committee is asked to agree, on the basis of the findings summarised in the report, that the Legacy Corporation does not introduce a discretionary payment in response to changes to pension legislation, which were introduced from April 2016.

**7 Executive Management Team update** (Pages 15 - 16)

The Committee is asked to note the report which provides an update on a proposed change to the Executive Management team.

**8 Member suggestions for future agenda discussions**

The Committee is asked to raise any suggestions for future agenda items.

**9 Any other business the Chairman considers urgent**

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

**10 Date of next meeting**

The date of the next meeting is to be confirmed.

**11 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, paragraph 3 Schedule 12A of the Local Government Act 1972 (as amended), in order to consider the following items of business.*

**12 Minutes of the previous meeting held on 2 March 2016 containing exempt information** (Pages 17 - 20)

The Committee is asked to agree the minutes of the meeting held on 2 March 2016 that contain exempt information.

**13 Executive Management Team update - exempt information relating to the item on Part 1** (Pages 21 - 22)

The Committee is asked to agree the recommendations in the report containing exempt information.

## MINUTES



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

- Date:** Wednesday 2 March 2016
- Time:** 1.00 pm
- Venue:** Marketing Suite, LLDC, 1 Stratford Place, Montfichet Road, London E201 1EJ
- Present:** David Edmonds CBE (Chairman)  
Keith Edelman  
Lord Mawson OBE
- In Attendance:** David Goldstone, CBE, Chief Executive Officer  
Sally Hopper, Head of Head of Human Resources  
Tim Somerville, Mayor's Observer  
Rachel Massey, Board Secretary  
Sue Riley, Secretariat

#### **1 Apologies for Absence**

- 1.1 Apologies for absence were received on behalf of Nicky Dunn, David Gregson and Philip Lewis.

#### **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 13 October 2015**

- 3.1 It was agreed that the minutes of the meeting held on 13 October 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 One Organisation Update**

- 5.1 The Head of Human Resources presented the report updating the Committee on the 2015/16 One Organisation programme.
- 5.2 The organisation was working towards achieving Investors in People (IIP) standard. An all staff survey, circulated in February 2016, had received a 65 per cent return rate, and 15 staff had been interviewed.
- 5.3 The final report from IIP would be submitted to the next meeting.
- 5.4 The Committee noted progress to date on the One Organisation programme.**

## **6 Board Effectiveness Review**

- 6.1 The Board Secretary presented the outcomes of the recent review of Board and Committee effectiveness.
- 6.2 Overall, the response had been positive, and some short term and long term actions were proposed.
- 6.3 The Committee welcomed the review and thanked the Board Secretary. Members were concerned that with the recent resignation of a number of Board Members, this was impacting on the capacity of both the Investment Committee and the Planning Decisions Committee.
- 6.4 Issues of continuity in terms of Board Membership and the need for specific skill sets were all highlighted.
- 6.5 The Committee:**
  - (a) noted the findings of the review and agreed the proposed actions as set out in Appendices 1 and 2 to the report; and**
  - (b) agreed that a letter be sent to the newly elected Mayor, on behalf of the Committee, and in consultation with the GLA, setting out the importance of continuity on the Legacy Corporation Board and other concerns raised at the meeting.**

## **7 Chief Executive's Objectives Outturn 2015/16**

- 7.1 The Head of Human Resources introduced the report summarising the outturn of the Chief Executive's 2015/16 objectives.  
  
(The Chief Executive left the room for the duration of the discussion of this item).
- 7.2 The Committee noted the report.**

## **8 Chief Executive's Objectives for 2016/17**

8.1 The Head of Human Resources presented the overview of the Chief Executive's objectives for 2016/17.

**8.2 The Committee noted the report and agreed the Chairman's recommendation as set out in section 4 of the report.**

## **9 Organisational Review of Resources 2015**

9.1 The Chief Executive introduced the report providing an update on the organisational review of resources for 2015.

**9.2 The Committee noted the report.**

## **10 Annual Salary Review for 2016/17**

10.1 The Head of Human Resources updated the Committee on the annual pay review for the Legacy Corporation's staff.

**10.2 The Committee noted the report.**

## **11 Any other Business the Chairman Considers Urgent**

11.1 There was no urgent business.

## **12 Date of Next Meeting**

**12.1 The Committee noted that the date of the next meeting would be confirmed**

## **13 Exclusion of the Press and Public**

**13.1 It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraphs 3 & 7 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.**

## **14 Matters Arising and Actions List Containing Exempt Information**

**14.1 The Committee noted the Actions List containing exempt information.**

**15 Chief Executive's Objectives Outturn 2015/16**

15.1 The Head of Human Resources presented the report containing further exempt information on the outturn position of the objectives for the Chief Executive in 2015/16.

**15.2 The Committee agreed the recommendations set out in the Part 2 minutes.**

**16 Organisational Review of Resources 2015**

16.1 The Chief Executive presented the report containing further exempt information relating to the organisational review of resources 2015.

**16.2 The Committee agreed the recommendations in the report.**

**17 Annual Salary Review for 2016/17**

17.1 The Head of Human Resources introduced the report containing further exempt information with regard to the annual pay review.

17.2 It was agreed that a further paper on pension changes be submitted to the next meeting. **[Action: Head of Human Resources]**

**17.3 The Committee agreed the recommendations in the report**

**18 Close of Meeting**

18.1 The meeting closed at 2.30pm.

---

Chairman

---

Date

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

**Chairman’s Committee Actions List (reported to the meeting on 9 June2016)**

**Actions from the last meeting**

Minute No.	Item/Description	Action By	Target Date	Status/note
17.2	<p><b>Annual Salary Review for 16/17 – exempt information relating to the item on Part 1</b></p> <p>Submit a further paper on pension changes to the next meeting.</p>	Sally Hopper	9 June 2016	Complete. On the agenda for this meeting.

Page 5

**Actions from previous meetings**

Minute No.	Item/Description	Action By	Target Date	Status/note
5.7 (13 October 2015)	<p><b>Employee Opinion Survey</b></p> <p>Give consideration to celebrating success when key objectives are met, particularly in relation to budget and performance targets.</p>	David Goldstone	July 2016	Closed. Monthly all staff meetings are used to highlight and celebrate progress on key projects.

Agenda Item 4

This page is intentionally left blank



**Subject:** Investors in People update  
**Meeting date:** 9 June 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 Chairman's Committee on Investors in People (IiP) Bronze award being achieved by London Legacy Development Corporation (LLDC).
- 1.2. Achieving IiP accreditation was part of the One Organisation (OO) programme which was developed following the 2015 Employee Opinion survey. The Committee received an update on the OO programme, including the work towards achieving IiP at their meeting in March 2016.

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1. During the early part of 2016, LLDC went through the IiP process. This involved two Investors in People assessors overseeing an all staff survey as well as interviewing approximately 15 staff, engaging with an IiP Working Group and interviewing the Chief Executive Officer and Head of HR.
- 3.2. Following this assessment the Assessors were delighted to be able to recommend LLDC for recognition for IiP and this is an impressive achievement for any organisation, with only 25% of organisations achieving the standard at first assessment stage. The Assessors were keen to congratulate the leadership team and staff across the whole organisation for this significant achievement.
- 3.3. The Assessors full report is available upon request and an Executive summary is outlined in Appendix 1.

## **4. NEXT STEPS**

- 4.1. The IiP Assessors will be supporting the HR team to take the areas for continuous improvement forward and a plan of action will be agreed and communicated to the whole workforce. The HR Advisor has been heavily involved in gaining IiP giving continuity to the project and valuable support to the new Head of HR.

## **5. FINANCIAL IMPLICATIONS**

- 5.1. For LLDC to work towards the standard of IiP, this would involve a one off cost of £10,142 and the accreditation is valid for three years. This cost has been met within the existing Learning and Development budget.

## **6. EQUALITIES IMPACT**

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

## **7. LEGAL IMPLICATIONS**

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

## **8. LIST OF APPENDICES TO THIS REPORT**

Appendix 1: Executive Summary of the Investors in People report on the London Legacy Development Corporation

### **List of Background Papers**

Papers to the meeting of the Chairman's Committee 2 March 2016  
(One Organisation update)

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

**Report originator(s):** Sally Hopper  
**Telephone:** 020 3288 8893  
**Email:** [sallyhopper@londonlegacy.co.uk](mailto:sallyhopper@londonlegacy.co.uk)

## **Investors in People report on the London Legacy Development Corporation - Executive Summary**

The Assessors are delighted to be able to recommend LLDC for recognition as Investors in People. This is an impressive achievement for any organisation. Congratulations are due to the Leadership Team and staff across the whole organisation for this significant achievement.

LLDC have worked hard to be a good employer. This is an intelligent workforce who have been well-managed, developed and rewarded resulting in low staff turnover and strong employee engagement levels. LLDCs' leaders recognise that the way in which people are led, managed and developed is central to maintaining performance and its continued success. The leadership team have worked diligently to create a high-performing workplace. The organisation is now investing in learning and development and along with buying skills in, this has helped create a talented team of experts that are highly regarded in the industry.

This outcome represents a real tribute to the work that all the staff in the organisation have delivered. The assessment findings reaffirm the progress that the organisation has been striving to achieve. It is clear that the Investors in People philosophy fully matches the people-centred approach of LLDC and the Assessors were impressed by the dedication, professionalism and commitment shown by the workforce.

There is no sense of complacency and improvements continue to be made to the ways of working, communication and delivery of learning and development opportunities. LLDC has successfully built up a strong culture of performance management, learning and development and continuous improvement that is very worthy of Investors in People recognition.

### **Areas of Strength**

Everyone acknowledges that LLDC is a good place to work and that staff are well looked after. The organisation provides a good working environment, competitive package, learning and development opportunities and a social side. All of this helps to retain people.

Very high levels of fulfilment from the work. Many described the work as inspiring and felt proud to be involved in the transformation of an area and the positive impact this is having on people's lives.

It was apparent that the work on One Organisation had improved LLDC as a place to work over the last 18 months. Many staff commented on how significantly better LLDC was now with more collaboration and integration.

A clear and practical Business Strategy for the whole organisation that sets out a set of priorities, strategies, and success criteria to track progress. People reported liking the simplified strategic narrative that is now in place and there the sharper purpose in place.

The organisation has developed a set of values. These are displayed around the offices and many felt them to be engrained. Values have been linked to behaviours and people can only gain a pay increment if they have achieved objectives and behaviours as measured in the performance review process.

Everyone reported that communication has improved in recent times using the framework of meetings. There is a good range of meetings now ensuring that everyone has the opportunity to contribute ideas and views and remain up-to-date.

There is an emerging culture of support and development throughout the organisation. All employees acknowledge the level of accessibility exhibited by senior and middle leaders. This is supported by a well-regarded HR team.

Excellent work recently on developing staff in line with the aspirations of the organisation. This has been a focus of the last year with longer-term resource planning with the board having been conducted. There were good examples of people developing their skills while at LLDC. Most staff described themselves as 'constantly learning'.

An effective range of meetings (briefings, away days, all-staff meetings, team meetings) are used to energise staff at all levels and are used to consult and present the vision, business updates and priorities. Staff described a more transparent and open culture in the last year.

Most people felt valued by colleagues and leaders and there are high levels of mutual trust and respect. Inspiring Everyday awards are presented at all-staff meetings and these awards are linked to the values.

People felt that most managers had found a good balance in managing people which was both supportive yet gave people sufficient autonomy and empowerment. This is a high demand environment but initiatives do help staff to achieve a work-life balance in most cases. There is a social side to work with the Get Social Get Involved committee in place and working well.

There are good listening and consultative forums in place including an Employee Forum and a Felt Fair Panel.

Most people felt that the organisation was in the best shape it had been. While there is still a way to go, teams are working better together now and morale has steadily improved in the last year.

Not only was the interview evidence largely positive, the online assessment (survey) element also demonstrated that LLDC is operating at a level above the industry (government) average on all indicators.

## ■ Opportunities for Continuous Improvement

In some cases it felt that LLDC had all the processes in place but they are not being maximised. 'We've got the pack but aren't fully utilising it' was one quote that applied to the change management framework but could equally have applied to the performance review process, the training budget and one-to-ones in some team. This review is not suggesting that LLDC lack necessary processes and procedures more that it needs to use its existing people processes more consistently and more effectively so that every individual working at LLDC can have a positive working experience. The following recommendations will help focus LLDC on areas that will help boost employee engagement from this point forward.

1. Long-term ambitions and KPIs are in place, but there is a lack of shorter term objectives and KPIs that focus individual performance. This can make it easy to hide under performance against future achievements. Continue to work on the cascading of objectives from the overall strategy to function to team to individuals. While some managers do this very diligently, others tend to just carry over objectives year on year.

2. Keep on working at structuring work to encourage collaborative ways of working that shares information and expertise across the business. For some, horizontal or cross-function communication remains a frustration. It boiled down to behaviours and willingness to cooperate with colleagues. While work is delivered through projects, the business is seen as departmentalised, and some senior managers as focused on their teams, allowing for disconnects and lack of collaboration.

3. Awareness of the values was reasonable but not very high, despite them being writ large on the kitchen wall. Ensure that everyone knows, understands and behaves in line with the values. There were reports of management behaviours 'returning to type' when under pressure. Some suggested that the organisation avoided confrontation and did not tackle poor behaviours. There is patchy application of the values in thinking and performance review process. Seek more creative ways of getting people to think of them in the context of how they work internally.

4. While most people (not all) were aware of the many learning and development opportunities open to them, some seek a more proactive approach to staff development from line managers. People reported 'passive' line management around development. Some managers are not holding regular one-to-ones with their reports, and staff feel at times they have to ask for constructive feedback and request a discussion about development when it should be more forthcoming. This is making them doubt the commitment of LLDC to their career development.

5. Ensure learning activities are evaluated to judge value and impact. Establishing success criteria upfront in a Learning & Development Plan is the easiest way to evaluate impact of training spend.

6. Improve the induction process. Consider spacing it out to allow for better absorption of information. Ensure teams have an appropriate process and support in place. Advertise job roles on more websites. The LLDC could do more to reach out and generate a more diverse pool of applicants.

7. Pay and reward would benefit from a relook. Everyone recognised the great strides that were made to achieve pay harmonisation. Now review how effective the approach is around rewarding high performance. There were reports of roles that don't fit neatly within the bands. This is an issue for people. Upon reaching the top of the band and with no new roles they can reach peak which in turn affects motivation.

8. There are inconsistencies in line management effectiveness, some of which is not challenged in the view of staff. It is important that new managers are trained properly on promotion or at induction stage. More development of middle and junior managers to manage effectively is part of the solution, but also look at how well LLDC reviews managers on their effectiveness as people managers. Does it really challenge how well managers develop their people for example?

9. Work-life balance was a recurring theme throughout the interviews. Review the strategies in place to support work-life balance and ensure these are applied throughout the organisation. The risk is high levels of stress and burn out and the impact this could have on retention and ability to sustain high performance. Some described it as a 'high burn' organisation and did not anticipate still being at LLDC in two years' time.

This page is intentionally left blank



**Subject:** Pensions update  
**Meeting date:** 9 June 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 has been produced to inform the Chairman's Committee as an update and for decision in relation to its response to recent changes to pension legislation.

**2. RECOMMENDATION**

- 2.1. **The Committee is asked to agree, on the basis of the findings summarised in section 3.6, that LLDC does not introduce a discretionary payment in response to changes to pension legislation which were introduced from April 2016.**

**3. BACKGROUND**

- 3.1. At the 2 March 2016 Chairman's Committee meeting members were updated on government changes to the annual allowance and lifetime allowance.
- 3.2. The annual allowance values an employee's pension benefits accrued to 31 March of the previous year. This includes allowance in CPI to produce an opening value, this is then compared with the new value of the employees benefits at the end of the next year. If the pension value exceeds £40,000 the employee will be liable to pay tax at their tax rate on the amount in excess of £40,000.
- 3.3. The Lifetime allowance relates to the value of an employee's pension pot and from April 2016 the amount reduced from £1.25m allowance to £1m allowance. The result of this is any pension allowance in excess of £1m will be taxable at 55%.
- 3.4. Faced with these changes to what is an employee benefit, it was agreed by the Chairman's Committee at their meeting on 2 March that LLDC would explore the option of paying staff who wished to leave the pension scheme and alternative discretionary payment.
- 3.5. The Head of HR engaged with the Assistant Director of HR & OD, GLA and she agreed to undertake research across the public sector. The summary of this research is given in 3.6.
- 3.6. 15 London Boroughs were approached, of all different political persuasions. No one is making or considering any compensating pension payments. Some of those consulted commented that it is legally difficult as they consider the offer of a higher salary is an inducement to opt-out and contravenes s54 of the Pensions Act 2008.
- 3.7. Transport for London has introduced a discretionary payment but they are not part of the London Pensions Fund Authority, instead they run their own scheme.
- 3.8. The GLA have no plans to introduce a discretionary payment.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1. This recommendation has no financial implications for the employer.

#### **5. EQUALITIES IMPACT**

- 5.1. This recommendation has no equalities implications.

#### **6. LEGAL IMPLICATIONS**

- 6.1 Section 54 of the Pensions Act 2008 prohibits employers attempting to induce their workers to opt out from, or cease, membership of a qualifying workplace pension scheme and gives the Pension Regulator the power to take compliance action against a contravention. An employer contravenes this prohibition if they take any action for “the sole or main purpose” of inducing a worker or jobholder to give up membership of a relevant scheme. The employer’s motivation is central. If the employer is motivated by a desire to give employees at risk of exceeding the lifetime allowance a choice as to whether to continue in the pension scheme with the attendant tax consequences, or to opt out of the pension scheme and receive some other benefit, and the employer does not seek to persuade employees to opt out or stand to materially gain if they do so, it is unlikely that the Pension Regulator would consider that offer a contravention.

#### **7. LIST OF APPENDICES TO THIS REPORT**

None

##### **List of Background Papers**

Papers to the meeting of the Chairman’s Committee 2 March 2016 - Annual Salary Review for Financial Year 2016/17 (exempt information)

**Report originator(s):**

Sally Hopper

**Telephone:**

020 3288 8893

**Email:**

[sallyhopper@londonlegacy.co.uk](mailto:sallyhopper@londonlegacy.co.uk)



**Subject:** Executive Management Team update  
**Meeting date:** 9 June 2016  
**Report to:** Chairman's Committee  
**Report of/by:** 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 a proposed change to the Executive Management Team. This follows on from discussion at the Chairman's Committee meeting on 2 March 2016.
- 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 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. At the 2 March 2016 meeting of the Chairman's Committee, Members were updated on the organisational review of resources 2015 including a review of the responsibilities of members of the Executive Management Team.

**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. 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.

**7. LIST OF APPENDICES TO THIS REPORT**

None

**List of Background Papers**

Papers to the meeting of the Chairman's Committee 2 March 2016 - Organisational Review of resources 2015(exempt information)

**Report originator(s):**

Sally Hopper

**Telephone:**

020 3288 8893

**Email:**

[sallyhopper@londonlegacy.co.uk](mailto:sallyhopper@londonlegacy.co.uk)

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank