

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

**Meeting Date:** Wednesday 9 November 2016

**Time:** 1.00 pm

**Venue:** Marketing Suite, LLDC, 1 Stratford Place, London E20 1EJ

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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 9 November 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

[www.london.gov.uk/sites/default/files/openness-in-meetings.pdf](http://www.london.gov.uk/sites/default/files/openness-in-meetings.pdf)

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### Committee Members:

David Edmonds CBE (Chairman)  
Nicky Dunn OBE  
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 9 June 2016 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 9 June 2016.

- 4 Matters arising and action list** (Pages 5 - 6)
- The Committee is asked to note the actions arising from previous meetings.
- 5 One Organisation update** (Pages 7 - 10)
- The Committee is asked to note the report which provides an update on the One Organisation programme.
- 6 Chief Executive's performance vs 2016/17 objectives** (Pages 11 - 12)
- The Committee is asked to note the report which provides an update on the Chief Executive's performance against his overarching objective 2016/17.
- 7 Park Operations and Venues Team update** (Pages 13 - 14)
- The Committee is asked to note the report on a proposed change to the Park Operations and Venues team.
- 8 Pay and increment review 2017/18** (Pages 15 - 16)
- The Committee is asked to note the report which provides an update on the review of the pay structure.
- 9 Member suggestions for future agenda discussions**
- The Committee is asked to raise any suggestions for future agenda items.
- 10 Any other business the Chairman considers urgent**
- The Chairman will state the reason for urgency of any item taken.
- 11 Date of next meeting**
- The date of the next meeting is to be confirmed.
- 12 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 of Schedule 12A of the Local Government Act 1972 (as amended), in order to consider the following items of business, in that it contains information relating to an individual and to the financial or business affairs of any particular person (including the MDC holding that information).*
- 13 Minutes of the previous meeting held on 9 June 2016 containing exempt information** (Pages 17 - 18)

The Committee is asked to agree the minutes of the meeting held on 9 June 2016 that contain exempt information.

**14 Chief Executive's performance vs 2016/17 objectives - exempt information relating to the item on Part 1** (Pages 19 - 22)

The Committee is asked to note the appendix containing exempt information which provides an update on the Chief Executive's performance against his overarching objective for 2016/17.

**15 Park Operations and Venues Team update - exempt information relating to the item on Part 1** (Pages 23 - 32)

The Committee is asked to note the report which contains exempt information on a proposed change to the Park Operations and Venues team.

**16 Pay and increment Review 2017/18 - exempt information relating to the item on Part 1** (Pages 33 - 50)

The Committee is asked to agree the recommendations in the report which contains exempt information and provides an update on the review of the pay structure.

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## MINUTES

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

**Date:** Thursday 9 June 2016  
**Time:** 1pm  
**Venue:** LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

**Present:** David Edmonds CBE (Chairman)  
Keith Edelman  
David Gregson  
Philip Lewis  
Lord Mawson OBE

**In Attendance:** David Goldstone, CBE, Chief Executive Officer  
Sally Hopper, Head of Human Resources  
Tim Somerville, Mayor's Observer  
Rachel Massey, Board Secretary  
David Burgh, Secretariat

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

- 1.1 An apology for absence was received on behalf of Nicky Dunn.

#### **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 2 March 2016**

- 3.1 It was agreed that the minutes of the meeting of the Chairman's Committee held on 2 March 2016 be signed by the Chairman as a correct record.

## **4 Matters Arising and Action List**

### **4.1 The Committee noted the Actions List.**

## **5 Investors in People Update**

5.1 The Head of Human Resources (HR) updated the Committee on the Investors in People (IiP) Bronze award achieved by the Legacy Corporation.

5.2 The IiP Bronze award was only attained by 25 per cent of organisations at the first assessment stage, and it was a great credit to staff and the work of the Leadership Team. The HR Advisor had played a major role. The Committee were keen to see how the Legacy Corporation compared with other public sector bodies.

5.3 The Committee considered the executive summary of the findings of the IiP assessors. The strengths included staff views that the Legacy Corporation was a good place to work, while internal communications had improved recently. Proposed improvements included better performance management, and the pay and reward system, both of which were under review. The Committee also noted that work-life balance was an issue, and proposals might be brought forward to address this. Also there needed to be a new focus on the values of the organisation, and it was agreed that a report on values and behaviours would be submitted to the Board in September 2016. **[Action: Chief Executive Officer]**

5.3 The Committee noted that the Head of HR would be leaving the Legacy Corporation for a new role, and thanked her for her invaluable contribution to the development of the organisation. A successor had been appointed and would be in place later in the summer.

### **5.4 The Committee noted the report.**

## **6 Pensions Update**

6.1 The Head of HR updated the Committee on the implications of recent changes in pension legislation, and the possible response of the Legacy Corporation.

6.2 The changes adversely affected employees' pensions, but the Committee noted that soundings of 15 London boroughs had concluded that none were making or considering any compensating payments, and that there might be legal difficulties in doing so.

**6.3 The Committee agreed, in the circumstances outlined in paragraph 6.2 above, that LLDC should not introduce a discretionary payment in response to changes in pension legislation which had been introduced in April 2016.**

## **7 Executive Management Team Update**

7.1 The Chief Executive Officer reported on possible changes to the Executive Management Team, which had previously been considered by the Committee in

March 2016. A report containing exempt information on the matter was to be considered in the closed part of the meeting.

**7.2 The Committee noted the report.**

**8 Member suggestions for future agenda discussions**

**8.1 The Committee proposed two actions as follows:**

1. Programme of Board Member visits to the QEOP. Given the fast changing face of the Park, it was suggested that all Board Members should be given the opportunity for a guided tour of the recent developments. As an example, Here East was a major new attraction which had seen major changes in recent months; and
2. Conference on 27 July 2017. This was to celebrate four years since the opening ceremony of the 2012 Olympics, and the opportunity should be taken to invite the property industry, to demonstrate both the recent developments with growing communities, and the scope for new initiatives of more substance than housing alone.

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

**9.1 There was no urgent business.**

**10 Date of Next Meeting**

**10.1 The Committee noted that the next meeting will be held on a date to be confirmed.**

**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 2 March 2016 containing exempt information**

**12.1 It was agreed that the minutes of the meeting of the Chairman's Committee held on 2 March 2016 containing exempt information be signed by the Chairman as a correct record.**

**13 Executive Management Team Update - exempt information relating to the item on Part 1**

13.1 The Chief Executive Officer introduced a report containing exempt information on possible changes to the Executive Management Team.

**13.2 The Committee agreed the recommendations set out in the report.**

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Chairman

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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](mailto:rachelmassey@londonlegacy.co.uk)



## Chairman's Committee Actions List (reported to the meeting on 9 November 2016)

### Actions from the last meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
5.3	<b>Investors in People update</b>  Submit a report on the organisational values and behaviours to the LLDC Board	David Goldstone	January/ February 2017	This is in progress and will be informed by the outcome of the liP workshops and reported to the new Board following the completion of the recruitment exercise
8.1	<b>Member suggestions for future agenda items</b>  Schedule a programme of visits to the Park.	Rachel Massey	2017	To be scheduled in 2017
8.1	<b>Member suggestions for future agenda items</b>  Invite property industry to the 27 July 2017 conference	Ben Fletcher	27 July 2017	Complete. LLDC engages with the property sector at a range of events.

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**Subject:** One Organisation Update  
**Meeting date:** 9 November 2016  
**Report to:** Chairman's Committee  
**Report of:** Andrea Gordon, Head of HR

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1. This report provides an update on the 2016/17 One Organisation programme's progress so far and how this will be taken forward during 2017/18.

**2. RECOMMENDATION**

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

**3. BACKGROUND**

- 3.1. During 2013/14 LLDC implemented the One Organisation (OO) programme. This was launched with an all staff consultation leading to an action plan, as well as undertaking a pay and grading review to bring together four organisations into one.
- 3.2. The OO programme was then developed into a continuous improvement plan informed each year by the Employee Opinion survey. The last OO Plan was developed following the 2015 Employee Opinion survey and has continued into 2016/17 but will now be developed into a People Strategy.
- 3.3. The Committee last received an update on the OO programme at its meeting in March 2016 and on the liP accreditation in June 2016.

**4. INVESTORS IN PEOPLE OVERVIEW AND PROGRESS**

- 4.1. Following the successful accreditation of Bronze award to LLDC, the HR team arranged a series of focus groups for staff throughout the organisation to attend. These were facilitated by the Investors in People Assessors with input from the HR team in terms of format of the sessions and key themes for discussion.
- 4.2. Three focus groups were held with a total of 22 people from a range of roles and levels across the organisation. Each group had key themes for consideration, with all groups discussing how well the organisation's values are embedded throughout the organisation, as this was one of the main areas for development in the liP report.
- 4.3. Other key themes included; Leadership and Management, Worklife Balance and Learning and Development.
- 4.4. Feedback from the liP Assessors was very positive. Staff participated well during the focus groups and feedback was constructive and beneficial, to enable the organisation to take forward some of the key areas for improvement.

- 4.5. Initial feedback will be developed into a draft action plan and will be discussed and agreed at EMT, the Employee Forum, and with all staff in the organisation, so that we can develop an 'ownership by everyone' approach to implementation.
- 4.6. Summary of feedback:
  - 4.6.1. **Values:** Staff knew about the values and felt they were appropriate; however they felt that they tend to exist in isolation of everything else and are not tied into priorities and objectives. They thought values to be in a vacuum and had a low profile. More could be done at induction on values.
  - 4.6.2. The organisation needs to be more explicit about what the values mean. People felt there should be more narrative around them which will help to bring them to life.
  - 4.6.3. **Leadership and management:** Leaders and Managers should be synonymous. Managers should be leaders and vice versa. EMT needs more training. There was a lack of consistency around leadership and management, e.g. people management, performance management, 1:1 meetings and some staff stated they have no objectives set.
  - 4.6.4. Participants considered; to what extent is good people management valued in this organisation; are we getting the best out of our people? do we have an effective people management model? how important is it to LLDC? is it clear what LLDC expects from a manager in terms of competencies and attributes?
  - 4.6.5. **Learning and Development:** The majority of feedback was very positive, there were some areas where was not the case, e.g. some staff felt that their Personal Development Plan was an afterthought, but did acknowledge it is also their responsibility.
  - 4.6.6. Line managers felt blinkered in appraisals. There is an LLDC Learning and Development policy but some staff were not sure what was appropriate to ask for in terms of budget and time spent on training or development. Some staff felt there were limited career paths due to the size of the organisation and some still felt that LLDC was a 'sunset' organisation. Some suggestions were put forward about leadership and management training, improving induction (e.g. a tour of the park) and shared learning opportunities across the GLA family.
  - 4.6.7. **Work Life Balance:** The assessors felt this was more of an issue at the time of the assessment than now, which suggests some progress has been made and recognised in this area. There need to be clearer guidelines and consistency of approach around TOIL and home working. Staff stated that the 'meetings culture' requires people to be present, and suggested that there are too many meetings which are not always well structured and action based. Staff suggested that we should evaluate and restructure them.

## 5. STAFF SURVEY OVERVIEW AND PROGRESS

- 5.1. At the time of writing this report, the Staff Survey has been launched and will remain open for a three week period; the survey will focus on measuring the One Organisation key indicators to continue to gauge progress and will include a new "first impressions" section for staff who have not completed the survey before.
- 5.2. The survey has been shortened slightly to avoid some duplication, and has been 'themed' to capture some of the liP areas for development.
- 5.3. The responses will support the implementation of outcomes of the liP focus groups and enables triangulation of the qualitative data on staff engagement. Results will be shared with staff at the all staff away day in December.

## **6. MOVING FORWARD**

- 6.1. The One Organisation project has been a fantastic vehicle for bringing together staff to achieve LLDC's organisational objectives over the past three years.
- 6.2. The Investors in People accreditation and the assessment findings reaffirm the progress that the organisation has been striving to achieve.
- 6.3. As we have been 'One Organisation' for some time now, our plan for the future is to bring the liP opportunities for continuous improvement and the results of the staff survey together into a People Strategy which will focus on building our current position and setting out a forward looking, ambitious people agenda.

## **7. FINANCIAL CONSIDERATIONS**

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

## **8. LEGAL IMPLICATIONS**

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

## **9. EQUALITIES IMPACT ASSESSMENT**

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

## **10. APPENDICES**

- 10.1. None

### **List of Background Papers**

- Papers for the meeting of the Chairman's Committee 2 March 2016
- Papers for the meeting of the Chairman's Committee 9 June 2016

**Report originator(s):**

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**Subject:** Chief Executive's Performance vs 2016/17 Objective  
**Meeting date:** 9 November 2016  
**Report to:** Chairman's Committee  
**Report of:** David Edmonds, Chairman

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report gives a Quarter 2 update on the Chief Executive Officer's performance against his overarching 2016/17 objective.
- 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 this report.**

## **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 CEO's objective for 2016/17 was set by the Chairman's Committee at its meeting on 2 March 2016 as follows: 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.
- 3.3. The success indicators were defined as the Ten Year Plan being on track; budgets being as set out within the Ten Year Plan; continued positive engagement with stakeholders and delivery of the One Organisation plan.
- 3.4. The Committee had previously requested at its meeting in February 2015, that quarterly updates were submitted to the Committee on progress against the CEO's objectives. This first update covers the first two quarters of 2016/17 and future updates will be issued to the meetings following the end of quarter 3 (December 2016) and quarter 4 (March 2017).
- 3.5. The progress against the objective as defined by the success indicators 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 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 and the assessment of performance against these objectives 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. Appendix 1 – Update on CEO's Objectives as at Quarter 2 (exempt information)

### **List of Background Papers**

- Papers for the meeting of the Chairman's Committee 2 March 2016
- Papers for the meeting of the Chairman's Committee 4 February 2015
- Ten Year Plan (approved by the LLDC Board March 2016)

**Report originator(s):**

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**Subject:** Park Operations and Venues Team Update  
**Meeting date:** 9 November 2016  
**Report to:** Chairman's Committee  
**Report of:** Andrea Gordon, Head of Human Resources

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**This report will be considered in Public**

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## **1. SUMMARY**

- 1.1. This report provides an update to the Chairman's Committee on recent changes to the Park Operations and Venues (POV) Team.
- 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.

## **3. BACKGROUND**

- 3.1. Following a review of the business need and the commercial strategy, changes to the POV team structure have been made which are outlined in the Part 2 report.
- 3.2. Under the scheme of delegations the approval of the changes to the team structure has been given by the Chief Executive.

## **4. FINANCIAL CONSIDERATIONS**

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

## **5. LEGAL IMPLICATIONS**

- 5.1. The legal implications are set out in the Part 2 report

## **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

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**Subject:** Pay and Increment Review 2017/18  
**Meeting date:** 9 November 2016  
**Report to:** Chairman's Committee  
**Report of:** Andrea Gordon, Head of Human Resources

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**This report will be considered in public**

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**1. SUMMARY**

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

**2. RECOMMENDATION**

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

**3. BACKGROUND**

- 3.1. LLDC have appointed Total Reward Projects Ltd (TRP) to review the pay structure of the corporation and produce a report with alternatives for implementation during 2017/18.

**4. FINANCIAL CONSIDERATIONS OF RECOMMENDATION**

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

**5. LEGAL IMPLICATIONS**

- 5.1. There are no legal implications arising from this report.

**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
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| <ul style="list-style-type: none"><li>• None</li></ul> |
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