

Meeting of the London Legacy Development Corporation Chair's Committee

Meeting Date: Tuesday 12 February 2019

Time: 10.00 am

Venue: LLDC, Rooms 1-2, Level 10, 1 Stratford Place, Montfichet 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 Tuesday 12 February 2019 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
Nicky Dunn OBE
Keith Edelman
Philip Lewis

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 4 December 2018 (Pages 1 - 6)

The Committee is asked to agree the minutes of the meeting held on 4 December 2018.

4 Matters Arising and Action List (Pages 7 - 8)

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

5 Development Team Update (Pages 9 - 10)

The Committee is asked to note the report on the Development team update.

6 Any other business the Chair considers urgent

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

7 Date of Next Meeting

The next meeting of the Chairman's Committee is due to be held on 19 March 2019 at 12pm.

8 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 to the financial or business affairs of an individual, organisation or the London Legacy Development Corporation (LLDC).

9 Minutes of the previous meeting held on 4 December 2018 containing exempt information (Pages 11 - 14)

The Committee is asked to agree the minutes of the meeting held on 4 December 2018 that contain exempt information.

10 Matters Arising and Actions List - exempt information relating to the item on Part 1 (Pages 15 - 16)

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

11 Development Team Update - exempt information relating to the item on Part 1 (Pages 17 - 36)

The Committee is asked to agree the recommendations is the report containing exempt information on the Development team.

MINUTES



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

Date: Tuesday 4 December 2018
Time: 2.00 pm
Venue: LLDC Meeting Rooms 1 and 2, LLDC, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ

Present: Sir Peter Hendy CBE (Chair)
Sonita Alleyne
Nicky Dunn OBE (from item 3)
Philip Lewis

In Attendance: Andrea Gordon, Director of HR
Rachel Massey, Board Secretary
Michelle Reeves, Mayor's observer
David Burgh, Secretariat

1 Apologies for absence

1.1. Apologies for absence were received on behalf of Keith Edelman and Lyn Garner, Chief Executive Officer (CEO).

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.

2.2 Lyn Garner, who was not present, had declared an interest in item 13 on the agenda. There were no additional declarations of interest.

3 Minutes of the previous meeting held on 26 June 2018

3.1 It was agreed that the minutes of the meeting of the Committee held on 26 June 2018 be signed by the Chair as a correct record.

4 Matters Arising and Actions List

4.1 The Committee noted that, in response to the request for Board Member visits to Park venues and neighbouring Boroughs, a programme was being drawn up for 2019 and may be scheduled around Board meetings on the basis of reserving three hour sessions for all Board meetings, one hour of which could be devoted to a visit.

4.2 In relation to action 9.1, There had been updates to the report on the number of temporary staff and interim employees, which had been provided to the Chair and CEO. This would be circulated to the Chair, CEO and all Committee members.

[Action: Director of HR]

4.3 The Committee noted the Actions List.

5 People Strategy Update

5.1 The Director of Human Resources (HR) gave an update on progress of the People Strategy and plans to take it forward during 2018/19.

5.2 The Committee noted that the Diversity Standard self-assessment had been updated, and recent progress and the action plan were reported in the closed part of the meeting.

5.3 The Women in Leadership Sponsorship programme was well underway. In addition to four staff members from LLDC being paired with senior staff from across the GLA Group, 11 members of LLDC Staff and Board members (including both Sonita Alleyne and Nicky Dunn from the Committee) were participating as Champions for other women on the programme. The four staff were also benefiting from a number of training and development opportunities.

5.4 The Diversity and Inclusion group continued to meet and was looking at the areas of the organisation where vacancies were hard to fill, and trying to assess how to reach a more diverse audience both across the local area and in wider London. The group had set up a pilot BAME Lean in Circle, a small group of 8–12 staff to meet regularly to support each other, network and learn new skills.

5.5 The Committee noted that there had been positive trends, reducing both the gender and ethnicity pay gaps within the organisation. However, with such a small workforce these figures were quite volatile and would change significantly with only one or two staff joining or leaving.

5.6 The Communications, Marketing and Strategy team had been working with the Taylor Bennett Foundation, who run award-winning training and mentoring programmes to encourage black, Asian and ethnic minority graduates to pursue a career in communications. Two mentoring partnerships were up and running and the team had also hosted a visit for the current intake of trainees. The Foundation's feedback on the opportunities and experiences provided by LLDC was that it was one of the best providers. The LLDC had also placed two new staff members into Park Operations and Venues and Development through Transitions,

a charity that works to help upskill and develop refugees. Both staff members were on paid fixed term contracts for a six month period.

- 5.7 Initiatives in Learning and Development included a follow up to a course delivered in 2017/18 to focus on Coaching, Transition, how to motivate and retain staff and preparing for change. A BAME talent management programme was also being developed.
- 5.8 LLDC had achieved 'Excellence' in the Mayor's Healthy Workplace Charter, the highest level attainable. The staff survey results for 2017 showed that 85 per cent of staff felt that the health and wellbeing offer at LLDC was excellent and that it had been beneficial to them achieving a good work-life balance. A focus on Mental Wellbeing included training staff to be Mental Health Champions for the organisation – to signpost and point others in the right direction for seeking help, as well as spotting signs of stress, anxiety and mental illness. 13 Mental Health Champions were now in place. "Agile working" to increase flexible work patterns, including working from home was being encouraged. This would benefit staff work-life balance and should improve productivity and creativity.
- 5.9 Work on the values and behaviours in the organisation was continuing and staff would have the opportunity to give further input on how best to embed these in the organisation. The Committee noted that the decision had been taken not to renew the organisation's Investors in People status, which was due for assessment in 2019. The LLDC was clear about areas for improvement from the staff survey and People Strategy and given the hard work and cost of attaining the accreditation, the effort could not be justified in value for money terms.

5.10 The Committee noted the strategy update and the progress made.

6 Chief Executive Performance against Objectives

6.1 The Committee reviewed the CEO's objectives for 2018/19.

6.2 The Committee noted the update on the performance against the objectives for 2018/19.

7 Any other business the Chair considers urgent

7.1 The Committee noted that there was an item of business relating to a review of staff terms and conditions which the Chair considered urgent. This would be considered following the exclusion of the press and public in view of the confidential nature of the business.

8 Date of Next Meeting

8.1 The Committee noted that the next meeting was due to be held on a date to be confirmed in 2019.

- 9 Exclusion of the press and public**
- 9.1 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.**
- 10 Minutes of the previous meeting held on 26 June 2018 containing exempt information**
- 10.1 It was agreed that the minutes of the meeting of the Chair's Committee held on 26 June 2018 containing exempt information be signed by the Chair as a correct record.**
- 11 Matters Arising and Actions List - exempt information relating to the item on Part 1**
- 11.1 The Committee noted the report.**
- 12 People Strategy Update - exempt information relating to the item on Part 1**
- 12.1 The Committee noted the report.**
- 13 Chief Executive's Performance against objectives - exempt information relating to the item on Part 1**
- 13.1 The Committee noted the report.**
- 14 Any other business - exempt information relating to staff terms and conditions as agreed by the Chair as an urgent item on Part 1**
- 14.1 The Committee was informed of a recent development which the Chair had agreed to take as an urgent item. In accordance with Section 100B(4)(b) of the Local Government Act 1972, the Chair had agreed that the item be taken as an urgent item. The reason for urgency was that it could be considered at this meeting and presented to the Board for approval at its next meeting.**
- 14.2 The Committee noted proposals to make minor changes to its Terms of Reference, and the Scheme of Delegations, relating to senior staff pay and conditions, which would be approved by the next Board meeting, subject to endorsement by the GLA.**

Chair

Date

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Chairman's Committee Actions List (reported to the meeting on 12 February 2019)

Actions from last meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
4.2	<p>Matters arising</p> <p>Circulate updated information on the number of temporary staff and interim employees, which had been provided to the Chair and CEO to the Chair, CEO and Committee members.</p>	Andrea Gordon	12 February 2019	Updated report to be circulated prior to meeting.

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Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
4.2 (26 June 2018)	<p>Matters arising</p> <p>Schedule park visits for Board members</p>	Rachel Massey	Spring 2019	Visits to be scheduled for 2019 (around Board meetings where time permits)
6.5 (26 June 2018)	<p>People strategy update</p> <p>Send further information to the Committee on pay bands, including the span pay scales and an analysis of like-for-like roles.</p>	Andrea Gordon	19 March 2019	Information to be circulated prior to meeting.

Agenda Item 4

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Subject: Development Team Update
Meeting date: 12 February 2019
Report to: Chair's Committee
Report of: Andrea Gordon, Director of HR

This report will be considered in Public

1. SUMMARY

- 1.1. The purpose of this report is to update the Committee on proposed changes to the remuneration of some members of the Development Directorate to address recruitment and retention issues.
- 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.

2. RECOMMENDATION

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

3. BACKGROUND

- 3.1. Due to significant staff attraction and retention issues, the Development team is currently under resourced and action is required to recruit to the team and retain existing staff.

4. FINANCIAL AND LEGAL IMPLICATIONS

- 4.1. These are set out in the Part 2 report.

5. EQUALITIES IMPACT

- 5.1. The proposals set out in this paper will be reviewed and monitored and where appropriate equalities impact assessments undertaken.

6. LIST OF APPENDICES TO THIS REPORT

None

List of Background Papers None
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