

Meeting of the London Legacy Development Corporation Chairman's Committee

Meeting 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

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 11.00 am on Tuesday 13 October 2015 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, Interim 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 28 April 2015 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 28 April 2015.

- 4 Matters Arising and Action List** (Pages 5 - 6)
- The Committee is asked to note the actions arising from previous meetings.
- 5 Employee Opinion Survey 2015** (Pages 7 - 14)
- The Committee is asked to note the outcomes of the Employee Opinion Survey 2015.
- 6 Valuing Staff** (Pages 15 - 16)
- The Committee is asked to consider and agree if an additional 'Recognition' element should be added to the LLDC's policies as set out in Part 2 of the report.
- 7 Chief Executive's Performance Objectives 2015/16** (Pages 17 - 18)
- The Committee is asked to note the report.
- 8 Board Effectiveness Review** (Pages 19 - 20)
- The Committee is asked to agree the proposal to undertake an externally facilitated review of Board effectiveness.
- 9 Any other Business the Chairman Considers Urgent**
- The Chairman will state the reason for urgency of any item taken.
- 10 Date of Next Meeting**
- The next meeting of the Chairman's Committee is due to be held on 10 November 2015 at 1pm.
- 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, paragraphs 1 and 3 of 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 28 April 2015 Containing Exempt Information** (Pages 21 - 22)
- The Committee is asked to agree the minutes of the meeting held on 28 April 2015 that contain exempt information.

13 Matters Arising and Actions List Containing Exempt Information
(Pages 23 - 24)

The Committee is asked to agree the minutes of the meeting held on 28 April 2015 that contain exempt information.

14 Valuing Staff - Exempt Information Relating to the Item on Part 1
(Pages 25 - 34)

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

15 Chief Executive's Performance Objectives 2015/16 (Pages 35 - 44)

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

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MINUTES

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

Date: Tuesday 28 April 2015
Time: 2.00 pm
Venue: Meeting Rooms 1-2, LLDC, Level 10, 1 Stratford Place, Montfichet Road, London E20

Present: Neale Coleman CBE (Deputy Chairman)
Nicky Dunn
Keith Edelman
David Edmonds CBE
Philip Lewis
Lord Mawson OBE

In Attendance: Sally Hopper, Head of Human Resources, LLDC
Rachel Massey, Board Secretary, LLDC
Michelle Reeves, Mayor's Observer to LLDC Committees (GLA)
Laura Pelling, Secretariat Officer

1 Apologies for Absence

- 1.1 An apology for absence was received on behalf of Boris Johnson, Mayor of London and Chairman of the Legacy Corporation's Board.

2 Declarations of Interest

- 2.1 The Deputy 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 4 February 2015

- 3.1 It was agreed that the minutes of the meeting of the Chairman's Committee held on 4 February 2015 be signed by the Deputy Chairman as a correct record.

4 Matters Arising and Action List

4.1 The Committee noted the Actions List.

5 Chief Executive Officer's Performance 2014/15

5.1 The Committee considered the report of the Head of Human Resources.

5.2 The Committee noted the report.

6 Any Other Business the Chairman Considers Urgent

6.1 There was no urgent business.

7 Date of Next Meeting: To be confirmed

7.1 The Committee noted that the date of the next meeting was subject to confirmation.

8 Exclusion of the Press and Public

8.1 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.

9 Minutes of the Previous Meeting held on 4 February 2015 containing exempt information

9.1 It was agreed that the minutes of the meeting of the Chairman's Committee held on 4 February 2015 containing exempt information be signed by the Deputy Chairman as a correct record.

10 Matters Arising and Actions List Containing Exempt Information

10.1 The Committee noted the action list containing exempt information.

11 Chief Executive Officer's Performance - Exempt Information Relating to the Item on Part 1

11.1 The Head of Human Resources introduced the report providing further exempt information regarding the Chief Executive for the period October 2014 to March 2015. She noted that the Committee was asked to recommend that the Board approved the proposed bonus payment on the terms set out in the report.

- 11.2 It was agreed that a further paper, with additional commentary and incorporating the removal of objective 'Park 3', be circulated to Members for consideration; and that the Deputy Chairman, in consultation with Members of the Committee and on behalf of the Committee, be authorised to make a recommendation to the Board in relation to the Chief executive's performance and associated matters for final agreement.

12 Close of Meeting

- 12.1 The meeting ended at 14.21.

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

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Chairman's Committee Actions List (reported to the meeting on 13 October 2015)

Actions from the Last Meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
11.2 (exempt minutes)	Chief Executive Officer's Performance - Exempt Information Relating to the Item on Part 1 Circulate a further paper with additional commentary and incorporating the removal of objective 'Park 3' to Members for consideration so that the Deputy Chairman, in consultation with Members of the Committee, can make a recommendation to the Board in relation to the Chief executive's performance and associated matters for final agreement.	Sally Hopper	19 May 2015	Complete. Information circulated to members and Board paper issued to 19 May 2015 meeting.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
5.5 (4 February 2015)	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.	David Goldstone	December 2015	Will be largely addressed by the new quarterly performance report for Board (first report following the end of Q1 2015/16) and updates will be provided to the Committee.

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Subject: Employee Opinion Survey 2015
Meeting date: 13 October 2015
Report to: Chairman's Committee
Report of/by: Sally Hopper, Head 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 Employee Opinion Survey (EOS) 2015. The results of this survey have influenced the "One Organisation (OO) – The next phase" for 2015/16. Acting on the survey findings is key and to this end all staff were updated at a staff meeting in July 2015 and then in September 2015 on how to take the findings forward. The Committee last discussed One Organisation at its meeting on 2 December 2014.

2. RECOMMENDATION

- 2.1. **The Committee is asked to consider and note that the outcomes of the EOS 2015 and the short and long term actions outlined in Appendix 3**

3. BACKGROUND

- 3.1. The annual EOS influences the OO action plan. The OO Continuous Improvement Plan for 2014/15 has been fully implemented with good progress on the 10 year plan, strategy, objectives setting, learning and development, and valuing staff. The results of the EOS 2015 are showing that more work is required on change management, educating staff on processes and ensuring everyone is clear about roles and responsibilities within projects. This has been reflected in the short and longer term actions for 2015/16.
- 3.2. The annual EOS took place in June 2015 and ran for two weeks. The response rate was good at 70 per cent and an increase of 22 per cent on the 2014 survey.
- 3.3. The key findings from the survey, set out in Appendix 1, were presented to the Executive Management Team at their meeting on 30 June 2015 and to all staff in July 2015. The findings have influenced "One Organisation – The next phase" actions which have been categorised into quick wins and longer term actions and themed around People/Projects/Processes. How these link to our values and strategy is shown in Appendix 2. The short term "quick wins" have already begun. The longer term actions include considering whether or not LLDC works towards Investors in People (IIP) accreditation and runs projects in line with Prince 2 project management methodology, as well as adopt a change management framework within LLDC. All of the long term actions will be subject to further consultation and approval and the Committee will be updated as necessary.
- 3.4 A separate paper on valuing staff is considered later on this agenda.

4. PROPOSAL

- 4.1. That the EOS 2015 feedback is noted along with the intention to work on the short and longer term actions during 2015/16 financial year.

5. FINANCIAL IMPLICATIONS

- 5.1. The cost of implementing the “OO – The next phase” can be met within existing resources.

6. EQUALITIES IMPACT

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

7. LEGAL IMPLICATIONS

- 7.1. There are no legal implications to this review.

8. LIST OF APPENDICES TO THIS REPORT

- Appendix 1 - Summary of EOS 2015 findings.
- Appendix 2 - One Organisation – The next phase – what does success look like?
- Appendix 3 - Summary of short and longer term actions

List of Background Papers

Papers for the meeting of the Chairman’s Committee (One Organisation update exempt information) 2 December 2014

Report originator(s):

Sally Hopper

Telephone:

020 3288 8893

Email:

sallyhopper@londonlegacy.co.uk

EOS 2015 – summary of feedback

The EOS 2015 followed a very similar format to that of 2014, to enable comparisons year on year. Its aim is to gauge the ‘mood’ of LLDC employees, as well as to help set the One Organisation and internal communications programmes for 2015/16.

The first section of the questionnaire looks at how staff members feel certain issues have changed in the past year. On the whole, feedback in this section was positive.

How issues have changed in the past year	
59%	staff believe that they are clearer about the Legacy Corporations’ vision and purpose, with 35% about the same.
49%	think that communication has improved within the organisation, with 37% thinking it’s stayed the same.
33%	think silo working has decreased, with 50% thinking it’s stayed the same.
30%	Think the quality of leadership and management has improved, with 55% staying the same.
29%	Think we have improved how we value staff, with 50% thinking it stayed the same.
24%	Think the organisation has got better at handling change management, with 57% about the same.
16%	Think it’s now easier to get things done, with 63% thinking it’s about the same.
15%	Feel that they have more support as a leader or manager, with 30% feeling it’s about the same (NB this question was not relevant for 45% of respondents).

There are a number of more qualitative questions, which provide a wide range of answers – from the minor, to issues affecting the whole organisation. However, there were a number of emerging themes:

- The impact of Olympicopolis, both good and bad.
- Issues around continued silo working, and departments needing to better understand each other’s work.
- Staff retention, promotion and development.
- Staff say the best things about working here to be the nature of the project and staff, and good benefits (including holiday). Amongst the worst things about working here are processes, silo working issues and some minor building niggles.
- The final section of the questionnaire invites people to score a number of statements, ranging from strongly agree, to strongly disagree. The questions are the same as 2014, so it’s possible to see areas which have improved or got worse. From looking at the number of people who agree or strongly agree with the statements, most of them have remained the same, but there are some positive and negative shifts.

Positive shifts (+5%)
Everyone understands how their goals are aligned and contribute to the overall purpose of the Legacy Corporation.
The Legacy Corporation strives to be a high performance working environment.
The Legacy Corporation is a high performance working environment.
High performance is recognised.
People in the Legacy Corporation work well together
The Legacy Corporation is well structured to evolve if elements of its mandate change
Career and professional development is provided at the Legacy Corporation
Appropriate role training is provided
I get clear feedback from my manager in respect of my performance
People are treated with respect in this organisation
This organisation places a high emphasis on results
There is a high work ethic across all areas

Neutral (no significant shift)
The legacy has a clear vision and purpose
There is strong leadership of the Legacy Corporation
Staff are passionate about our mission and purpose
EMT set an example of what it means to be One Organisation
Directorates respect each other's roles
The Legacy Corporation has a unified culture
People think Legacy Corporation first, Directorate second
The leadership listen to the view of staff
The leadership encourage new ideas and challenge
Poor performance is tackled
It is easy to get things done in this organisation
Conflicts within directorates are resolved in a positive manner
There is good communication from management
There is good communication within Directorates
The Legacy Corporation has a real opportunity to make a major contribution to the regeneration of east London
This is an ethical working environment
The organisation manages change well.

Negative shifts (-5%) – these shifts should be read in conjunction with areas in which the Legacy Corporation performed well (over 70% agreeing) and areas of concern, where less than 30% of staff agreed with the statement
The EMT are pulling together as a team
Directorates work well together
People are empowered to make decisions
People are treated fairly at the Legacy Corporation
I enjoy working at the Legacy Corporation
The performance appraisal system is fit for purpose
The Legacy Corporation has a positive, helpful, flexible internal culture.

Areas of concern (less than 30%)
People think the Legacy Corporation first, directorate second.
Poor performance is tackled
It is easy to get things done in this organisation
Areas to celebrate (more than 70%)
The Legacy Corporation has a clear vision and purpose
Staff are passionate about our mission and purpose
The Legacy Corporation strives to be a high performance working environment.
I enjoy working at the Legacy Corporation
The Legacy Corporation has a real opportunity to make a major contribution to the regeneration of east London.
I get clear feedback from my manager in respect of my performance
This is an ethical working environment
People are treated with respect in this organisation
The organisation places a high emphasis on results
There is a high work ethic across all areas

Link to LLDC's Values and Strategy

Appendix 2

Strategy	Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC's core values.				
	<u>What does success look like?</u>		<u>Proposed Solution</u>	<u>LLDC Values</u>	<u>Strategy</u>
	<u>LLDC</u>	<u>Employees</u>			
Projects:	"I feel empowered to make decisions and manage projects effectively"	"I am accountable for my projects and they have clearly defined roles and are managed within the LLDC Framework"	Prince 2 principles to be rolled out and official LLDC Project Management methodology to be launched	Excellence	Delivery of LLDC's reputational impact as a sound organization and source of expertise.
	"We celebrate Project milestones and deliverables and we receive regular updates via Staff meetings and internal communications"	"We are proud of our accomplishments and we celebrate our achievements with our colleagues"		Ambition	
People:	"I feel valued and LLDC provides an environment that encourages development, growth and career progression"	"I take ownership for my personal growth and career development and actively pursue CPD opportunities"	Investors in people accreditation	Ambition & Excellence	Delivery – Standards outcomes
	"I am well informed about decisions through timely and effective communications and have a good knowledge of all the projects we are working on"	"I engage with internal communications channels to be informed about the work of LLDC and I am an ambassador for the regeneration message"		Collaboration	
	"We work collaboratively and utilise the expertise, skills and experience of other teams"	"I provide excellent customer service to my internal stakeholders and solve problems collaboratively"			
Processes:	"Our processes are streamlined, sustainable and fit for purpose"	"I comply with processes and procedures and hold myself accountable for ensuring that things are done correctly"	Audit the current processes and assign process owners and champions	Responsibility	Delivery of LLDC's reputational impact as a sound organization and source of expertise.
	"Change management best practice is followed and I feel meaningfully engaged and consulted at all stages of the process"	"I act as a champion for change and fully engage with the consultation processes"	Establish an LLDC Change Management best practice and Change Management Framework	Collaboration & Responsibility	

Short term actions (October 2015 – December 2015)

<u>Theme</u>	<u>Quick wins</u>
Projects	Introduce "Project of the month" intranet story on small, lesser known projects
	Discussion of Olympicopolis at alternate All Staff meetings
	Add an Olympicopolis page to the "What we do" section of the intranet to be regularly updated
	All Staff meetings to include project profiles
People	Improve internal communications for job vacancies at LLDC
	A dedicated page on the intranet for L & D opportunities
	ABC approach to meetings: A genda, B e timely & focused and C larify and agree actions
	Encourage Employee Forum members to raise awareness of their work
	Make the Employee Forum page on the intranet more active
	Create an intranet page for the Management Forum - highlighting it's role, the members and forth coming meeting dates
	Produce a Job Evaluation policy and run "drop in" sessions
	Newsletter to be sent out by 1pm on a Friday
	Major announcements and developments to be publicised to staff via emails and ad hoc briefings
	EMT summary/business news to be sent by 12 Noon on a Tuesday
	LLDC's Chairman to host an informal post main Board meeting to update the staff on decisions
	David Goldstone to continue to sit in one team meeting per month
	David Goldstone to visit Park HQ monthly
	TV used to better effect in reception
	Consultants to be added to the intranet
	Review the locked drives on O:/drive
	Review social activities on offer to staff
	New cleaning contractor to be in place Autumn 2015
	Issues with lift reported to Landlord
Processes	Appoint process "owners" and "champions" for the key processes
	Produce process flow charts for the intranet
	Conduct an audit of the current forms and implement online forms where relevant
	Process awareness training to be included in the new starter induction documentation

Longer term actions (October 2015 – April 2016)

Projects	PMO & HR	Engage with Project Managers and Prince 2 Practitioners in a "workshop" scenario
		Project Management methodology to be presented for a decision to EMT
		Document to go to Employee Forum for wider Organisational consultation
		Training needs to be identified and training scheduled
		Training to be attended by staff affected
		Methodology to be launched and become "business as usual"
People	HR	IIP PID to go to EMT for decision
		Procurement and legal process
		Comms piece for staff in the staff meeting and intranet page
		Initial planning meeting with the IIP assessor
		Interviews with staff
		Meeting with IIP to agree the next steps - Align with budgets for 2016/2017
Processes	OOCIAP Change Management Forum & HR	Progress meeting and handover from OOCIAP Change Management Forum to HR
		Draft Change Management Framework to be approved by EMT
		Document to go to Employee Forum for wider Organisational consultation
		Training needs to be identified and training scheduled
		Training to be attended by staff affected
		Change Management Framework to be launched and become "business as usual"



Subject: Valuing Staff
Meeting date: 13 October 2015
Report to: Chairman's Committee
Report of/by: Sally Hopper, Head of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update to the Committee on a proposal to introduce a staff recognition scheme.
- 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 consider and agree if an additional “Recognition” element should be added to the Legacy Corporation’s policies as set out in the Part 2 report.**

3. BACKGROUND

- 3.1. Feedback from the 2015 Employee Opinion Survey suggested greater emphasis on recognising the contribution of individual members of staff would be beneficial.

4. FINANCIAL IMPLICATIONS

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

5. EQUALITIES IMPACT

- 5.1 If adopted recognition awards would be subject to an equalities impact assessment.

6. LEGAL IMPLICATIONS

- 6.1. The Equalities Act 2010 applies.

7. LIST OF APPENDICES TO THIS REPORT

- None

List of Background Papers

None

Report originator(s):

Sally Hopper

Telephone:

020 3288 8893

Email:sallyhopper@londonlegacy.co.uk



Subject: Chief Executive's Performance 2015/16 Objectives
Meeting date: 13 October 2015
Report to: Chairman's Committee
Report of: David Edmonds, Interim Chairman

This report will be considered in public

1. SUMMARY

- 1.1. This report provides a Quarter 2 Update on the Chief Executive Officer's 2015/16 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 the financial or business affairs of any particular person, including the authority holding that information (the LLDC).

2. RECOMMENDATION

- 2.1. **The Committee is asked to note this report and the Appendix 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 in Appendix 1 (exempt information) reflect the organisational aims and key deliverables set out in the emerging Organisational Strategy which is based on the Ten Year Plan. They were approved by the Chairman's Committee following its meeting of 4 February 2015. The Committee also requested that quarterly updates be submitted to the Committee on progress against key, high-level milestones, particularly in relation to the delivery of Olympicopolis. This first update covers the first two quarters of 2015/16 and future updates will be issued to the meetings following the end of quarter 3 (December 2015) and quarter 4 (March 2016).
- 3.3. The objectives form the basis on which the Chief Executive's performance will be reviewed, and on which he will set objectives for his direct reports.
- 3.4. Good progress continues to be made across the broad range of objectives set for the year. Detailed updates against each objective are set out in Appendix 1.

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 is one of the decisions reserved to the Chairman's Committee under the Scheme of Delegations.

5. LIST OF APPENDICES TO THIS REPORT

- 5.1 Appendix 1 – Update on CEO's Objectives as at Quarter 2 (exempt information)

List of Background Papers

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| <ul style="list-style-type: none">• Papers for the meeting of the Chairman's Committee 4 February 2015 |
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Report originator(s): Sally Hopper, Head of Human Resources
Telephone: 020 3288 8893
Email: sallyhopper@londonlegacy.co.uk



Subject: Board Effectiveness Review
Meeting date: 13 October 2015
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 proposals to undertake an externally facilitated review of Board effectiveness in early 2016.

2. RECOMMENDATION

- 2.1. **The Committee is asked to agree the proposal to undertake an externally facilitated review of Board effectiveness and the proposed focus for the review.**

3. TIMING

- 3.1. The decision is pressing to enable that the necessary procurement to be undertaken.

4. BACKGROUND

- 4.1. In line with good corporate governance practice, Boards should undertake a self evaluation of performance and that of its Committees and individual members on a regular basis. These reviews can be conducted in-house or by specialist companies. The Legacy Corporation undertook a governance review of its committee structure in December 2012, but has not yet undertaken a review of board effectiveness itself.

5. PROPOSAL

- 5.1. As this is the first Board evaluation that the Legacy Corporation has undertaken, it is proposed to procure a specialist company to facilitate the review.
- 5.2. The proposed approach and focus of the review is set out below. Committee Members are invited to comment on these proposals to inform the invitation to tender documents.
- 5.3. The review would include:
- A review of a sample of Board and Committee papers and attendance at a Board meeting;

- Interviews with Board Members, the Chief Executive and senior staff, informed by an initial questionnaire;
 - Interviews with GLA senior staff; and
 - A report of the findings and recommendations.
- 5.4. The review would focus on the following areas:
- Board composition, roles and responsibilities (including individual and committee responsibilities);
 - Board culture and dynamics;
 - Board and committee processes; and
 - Overall board and committee effectiveness.
- 5.5. It is proposed that the procurement will commence in October 2015 and the contract will be awarded in December 2015 with a report back to the Chairman's Committee and Board in April 2016.
- 5.6. Once this review has been undertaken, it is proposed that a three year cycle is followed, with an externally facilitated review every three years, and in-house reviews in the intervening years.

6. LEGAL IMPLICATIONS

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

7. FINANCIAL IMPLICATIONS

- 7.1. The budget is included in the professional services budget in the Ten Year Plan.

8. LIST OF APPENDICES TO THIS REPORT

- 8.1. None.

List of Background Papers None
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Report originator(s):

Telephone:

Email:

Rachel Massey, Board Secretary

020 3288 1829

rachelmassey@londonlegacy.co.uk

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