

Meeting of the London Legacy Development Corporation Chair's Committee

Meeting Date: Tuesday 19 March 2019

Time: 12.00 pm

Venue: LLDC, Marketing Suite, 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 12.00 pm on Tuesday 19 March 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 12 February 2019 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 12 February 2019.

- 4 Matters arising and action list** (Pages 5 - 6)
- The Committee is asked to note the actions arising from previous meetings.
- 5 Consultant/Interim Staff costs** (Pages 7 - 8)
- The Committee is asked to note the report on consultant/interim staff costs.
- 6 Diversity standard update** (Pages 9 - 14)
- The Committee is asked to note the update report on the diversity standard.
- 7 Chief Executive's performance against 2018/19 objectives** (Pages 15 - 16)
- The Committee is asked to note the update on Chief Executive's performance against the overarching objectives for 2018/19.
- 8 Chief Executive's 2019/20 objectives** (Pages 17 - 18)
- The Committee is asked to agree the Chief Executive's objectives for 2019/20.
- 9 Any other business the Chair considers urgent**
- The Chair will state the reason for urgency of any item taken.
- 10 Date of next meeting**
- The next meeting of the Chair's Committee will be held on 23 July 2019 at 1.30pm.
- 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 paragraphs 1 & 3 of Schedule 12A of the Local Government Act 1972 (as amended), in that the following items of business contain information relating to the financial or business affairs of an individual, organisation or the London Legacy Development Corporation (LLDC).*
- 12 Minutes of the previous meeting held on 12 February 2019 containing exempt information** (Pages 19 - 22)
- The Committee is asked to agree the minutes of the meeting held on 12 February 2019 that contain exempt information.
- 13 Matters arising and action list - exempt information relating to the item on Part 1** (Pages 23 - 24)
- The Committee is asked to note the actions arising from previous meetings that contain exempt information.

14 Consultant/Interim Staff costs - exempt information relating to the item on Part 1 (Pages 25 - 28)

The Committee is asked to note the appendix containing exempt information on consultant/interim staff costs.

15 Chief Executive's performance against 2018/19 objective - exempt information relating to the item on Part 1 (Pages 29 - 36)

The Committee is asked to note the appendix containing exempt information on the performance against the overarching objective for 2018/19.

16 Chief Executive's 2019/20 objective - exempt information relating to the item on Part 1 (Pages 37 - 38)

The Committee is asked to note the appendix containing exempt Chief Executive's objectives for 2019/20.

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DRAFT MINUTES

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

Date: Tuesday 12 February 2019
Time: 10.00 am
Venue: LLDC, Rooms 1-2, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ

Present: Sir Peter Hendy CBE (Chair)
Sonita Alleyne OBE
Simon Blanchflower
Nicky Dunn OBE
Keith Edelman
Philip Lewis (by phone)

In Attendance: Lyn Garner, Chief Executive
Andrea Gordon, Director of Human Resources
Gerry Murphy, Deputy Chief Executive
Rosanna Lawes, Executive Director of Development
Tom Gee, Financial Controller
Rachel Massey, Board Secretary
Michelle Reeves, Mayor's Observer
Sue Riley, GLA Secretariat

1 Apologies for Absence

1.1 There were no apologies for absence.

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 There were no additional declarations of interest.

3 Minutes of the previous meeting held on 4 December 2018

3.1 It was agreed that the minutes of the meeting of the Committee held on 4 December 2018 be signed by the Chair as a correct record.

4 Matters Arising and Action List

- 4.1 A report on the number of temporary and interim staff would be discussed at the meeting on 19 March 2019 (action 4.2).
- 4.2 Park visits were in the process of being scheduled around Board meetings (action 4.2. – 26 June 2018).
- 4.3 The additional information requested on pay bands and like-for-like roles had been included in the gender pay gap report considered at the previous meeting (action 6.5).
- 4.4 **The Committee noted the Actions List.**

5 Development Team Update

- 5.1 The Director of Human Resources presented a report updating the Committee on proposed changes to the remuneration of some members of the Development Directorate to address recruitment and retention issues.
- 5.2 **The Committee noted the report.**

6 Any other business the Chair considers urgent

- 6.1 There was no urgent business.

7 Date of Next Meeting

- 7.1 **The Committee noted that the next meeting was due to be held on 19 March 2019 at 12pm.**

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 December 2018 containing exempt information

- 9.1 **It was agreed that the minutes of the meeting of the Chair's Committee held on 4 December 2018, containing exempt information be signed by the Chair as a correct record.**

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

- 10.1 **The Committee noted the Actions List and the oral updates.**

11 Development Team Update - exempt information relating to the item on Part 1

11.1 The Director of Human Resources presented the report containing exempt information, on recruiting and retaining staff in the Development Team.

11.2 The Committee agreed the recommendation as set out in the report with a further report to be submitted to a future meeting.

12 Close of Meeting

12.1 The meeting closed at 11.50a

Chair

Date

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

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Chair's Committee Actions List (reported to the meeting on 19 March 2019)

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
4.2 (4 December 2018)	Matters arising 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.	Andrea Gordon	19 March 2019	Complete. On agenda for the March meeting.
4.2 (26 June 2018)	Matters arising Schedule park visits for Board members	Rachel Massey	Spring/Summer 2019	Visits to be scheduled for 2019 (around Board meetings where time permits)
6.5 (26 June 2018)	People strategy update Send further information to the Committee on pay bands, including the span pay scales and an analysis of like-for-like roles.	Andrea Gordon	19 March 2019	Complete. Information had been included in the gender pay gap report at the December 2018 meeting.

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Subject: Consultant/Interim Staff costs
Meeting date: 19 March 2019
Report to: Chair's Committee
Report of/by: Andrea Gordon, Director of Human Resources

This report will be considered in public

1 SUMMARY

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

2 RECOMMENDATION

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

3 BACKGROUND

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

4 FINANCIAL IMPLICATIONS

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

5 LEGAL IMPLICATIONS

- 5.1 None.

6 LIST OF APPENDICES TO THIS REPORT

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

List of Background Papers

None

Report originator(s):
Telephone:
Email:

Andrea Gordon
020 3288 8893
andreagordon@londonlegacy.co.uk

Subject: Diversity Standard Update
Meeting date: 19 March 2019
Report to: Chairman's Committee
Report of: Andrea Gordon, Director of Human Resources

This report will be considered in public

1 SUMMARY

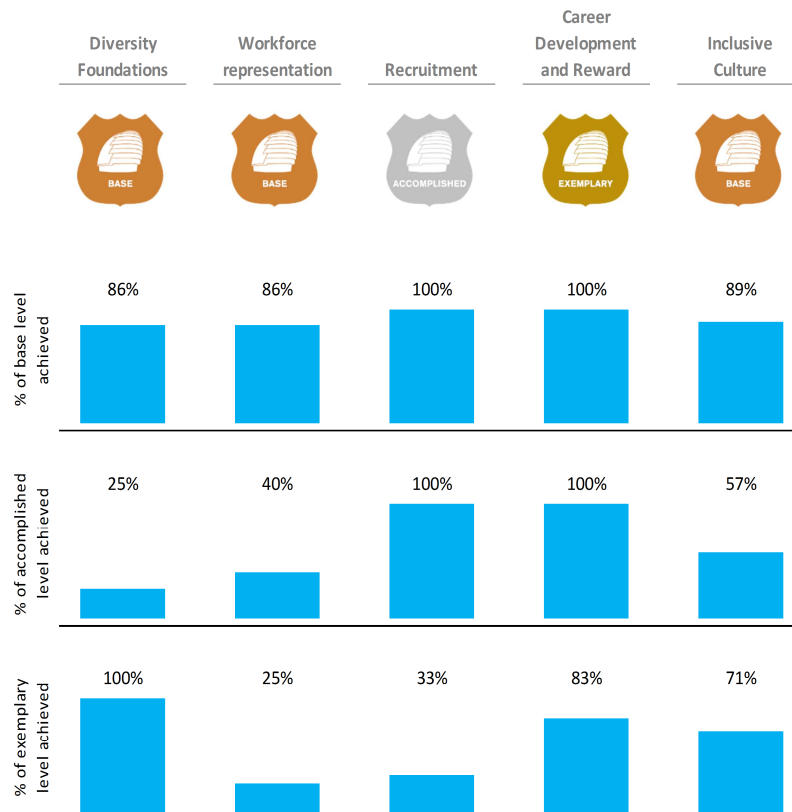
- 1.1. This report provides an update on the Diversity Standard progress so far and how work will continue to be taken forward during 2019/20.
- 1.2. The Committee last received an update on this matter at their meetings in June and December 2018.

2 RECOMMENDATION

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

3 BACKGROUND

- 3.1. In May 2018 LLDC completed its self-assessment against the D&I standard and established a baseline set of results. The outcome showed that LLDC had met the following levels in each Chapter.



4 PROGRESS SINCE MAY 2018

- 4.1. Prior to the first formal assessment in May 2018, LLDC had started to increase the focus on Diversity and Inclusion across the organisation with a new Diversity Group being established and sponsored by EMT and the Board.
- 4.2. Staff from across the organisation are members of the group and are key players in driving forwards the D&I agenda in LLDC.
- 4.3. Some of the work carried out by the group meant that we were placed in a good position to meet Base Level at the first self-assessment, work that includes;
 - Developing an Organisational statement that shows the importance of Diversity and Inclusion - this is published on our website and has been signed off by the Board
 - Appointing a Board Champion for Diversity
 - All our EMT members and our Senior Managers (above Band 7) have objectives that relate to Diversity and Inclusion which are monitored throughout the year
 - We identified areas of learning and development for D&I and provided appropriate training
 - EMT now regularly reviewed the whole D&I agenda at monthly EMT
- 4.4. We have carried out a number of interventions and initiatives since May 2018 which have supported us in achieving progress across all strands of the Diversity Standard;

Women's Sponsorship

- Summer Series of talks
- Our Time Programme
- 360 + Coaching
- Access to Everywoman Network
- Personal Development Plans for women who applied for Our Time but didn't get a place
- External Women in Leadership Events and Breakfast Briefings

Learning and Development

- Inclusive Leadership (Management Forum and EMT)
- Equality and Inclusion Refresher (whole org)
- Unconscious Bias (whole org and Board)
- Managing Bullying and Harassment in the Workplace (Line Managers)
- Re-launch of mentoring and reverse mentoring scheme
- Introduction of Mental Health First Aiders (12)
- Managing Mental Health at Work delivered by MIND (for managers)

Apprenticeships and Work experience

- Appointed 2 BAME apprentices from local community
- Appointed 2 refugees into paid work experience through Transitions Programme
- Comms hosted 2 x Taylor Bennett Foundation Programme for BAME Young People

Culture and Strategy

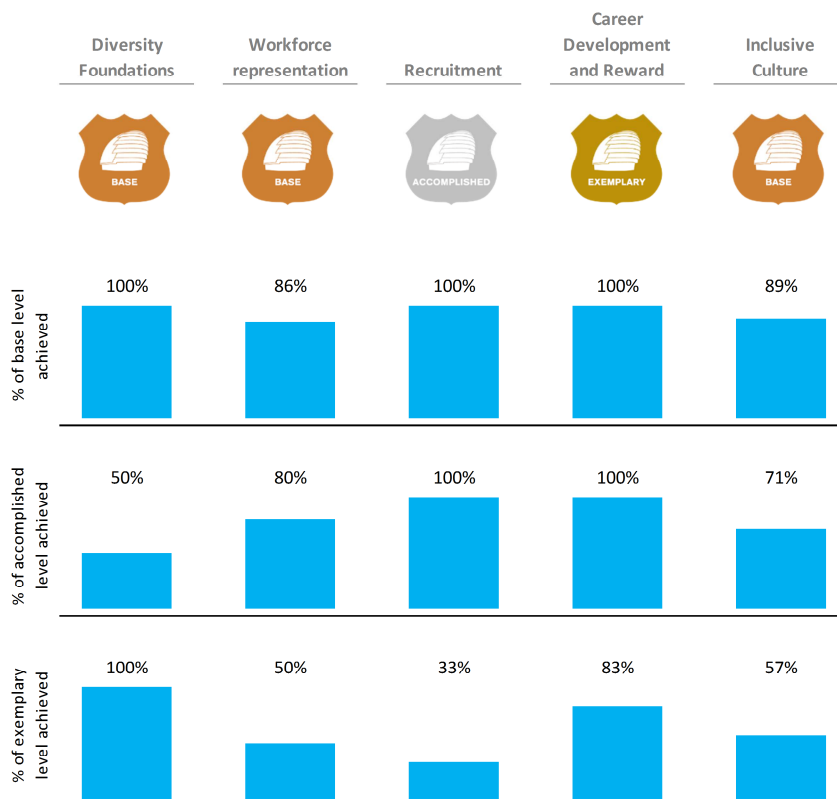
- Introduction of Agile Working and promotion of flexible working
- National Inclusion Week activities
- Diversity and Inclusion Statement (Board)

- Board Sponsor
- EMT and Management Forum Objectives

Recruitment

- All roles are now advertised as 'Flexible'
- Updated external website to improve recruitment pages - included case studies of staff who are working flexibly and how it improves their worklife balance
- Introduction of childcare/family friendly policies to encourage females into roles (help with worklife/family balance) - Childcare Deposit Scheme
- Blind Recruitment
- Assessment of where advertising roles - more use of social media
- Use gender decoded to ensure that the language used in all recruitment campaign advertising is appealing to both male and female candidates.

4.5. This means that by the end of 2018 we have made some further progress towards meeting the Diversity Standard.



4.6. All areas have improved from the May self-assessment. There has been a slight reduction in % at the Exemplary Level of Inclusive Culture and this is because we have downgraded this rating temporarily, following the introduction of a new Performance Management Framework - we have implemented this new framework with fairness and inclusivity in mind, but we will need to review the impact of the new framework in March before we can be clear that we are 'green' on this element.

5 FUTURE FOCUS

5.1. Our main areas of focus for the coming months are set out below.

Diversity Foundations			
Accomplished	The Organisations D&I Strategy is signed off by the Board	Partially Met	The strategy is being reviewed by the Diversity Group and will be signed off by the Board in January – the group has already identified key priorities for 2019/20
Accomplished	Progress on D&I is clearly explained in the Annual Report	Partially Met	There is some information in the Annual Report on D&I but this needs further development and more detailed explanation
Workforce Representation			
Base	The organisation conducts equality monitoring at all stages of the recruitment process and takes action if the results show discrepancies between groups	Partially Met	LLDC does collect equality data at all stages of the recruitment process but has not previously analysed in great detail – we have now started to do this and one of the themes the Diversity Group is looking at is improvements in Recruitment
Accomplished	Equality Monitoring includes Caring Responsibilities	Not Met	To be looked at in 2019
Exemplary	Equality Monitoring includes social-economic background and where possible takes account of multiple barriers people face	Not Met	To be looked at in 2019
Exemplary	Senior Leaders use a variety of methods for understanding and measuring inclusion such as focus groups, statistical evidence, benchmarking against other organisations	Partially Met	LLDC currently uses staff survey data, recruitment stats, reward and recognition stats, data and information from the Diversity Group and Employee Forum all of which we have used and reviewed to measure inclusion – there is further work to do to benchmark against other organisations
Recruitment			
Exemplary	The organisation has developed initiatives to encourage more successful and diverse applications	Not Met	Whilst we have developed some initiatives (Transitions), we haven't run any targeted programmes on a wider basis - this is something we will develop in 2019
Exemplary	Senior leaders working with HR can clearly articulate the reasons for patterns in representation and job function and is taking positive action to address these patterns, where they exist, including in the wider industry or sector. (planning example)	Not Met	To be looked at in 2019
Exemplary	Senior leaders are continually analysing the success or failure of diversity and inclusion recruitment initiatives and develop further plans based on evidence.	Partially Met	The senior team have done some analysis and the Diversity Group has identified key priorities for 2019 – a further action plan is being developed to ensure that we are able to successfully analyse our recruitment initiatives.
Career Development and Reward			
Exemplary	HR, working with senior managers and staff, understands	Partially Met	The senior team have done some analysis and the Diversity Group has identified key

	how opportunities are accessed and can analyse the take up of career development opportunities by different groups and, if possible, different teams. The opportunities may be secondments, acting up, courses and training run internally as well as externally funded programmes. The analysis is used to promote equity across the organisation between groups and teams.		priorities for 2019 – a further action plan is being developed to ensure that we are able to successfully analyse all our learning and development opportunities and take appropriate action to ensure equity across the organisation.
Inclusive Culture			
Base	All internal and external communications are accessible. This includes being acronym and jargon free, alternative formats offered where appropriate and videos are subtitled.	Partially Met	More work to be done by communications team on alternative formats
Accomplished	Managers are trained in how to implement diversity policies.	Partially Met	Managers have received employment law training which included D&I duties - also received D&I training as part of their induction and further D&I training in 2018 – further training to be developed.
Accomplished	Staff representatives have clear responsibility for constructively challenging the organisation on D&I.	Partially Met	All Employee Forum staff have had D&I training – further training to be done with this group and the Diversity group on how to constructively challenge
Exemplary	Staff are encouraged to join networks (this could be within the organisation or more broadly within the sector, or with related organisations) and the organisation provides some defined support for staff who take on leadership responsibilities in the network e.g. a role on the governing committee. Any networks staff join should have defined Terms of Reference.	Partially Met	All staff are encouraged to attend networks and membership events - we operate a number of corporate memberships which staff are encouraged to attend. LLDC has also just joined Inclusive Employers – we have a Diversity Group and have just set up a BAME lean in circle /network.
Exemplary	The performance management system actively addresses potential bias in both the allocation of work and responsibility and in the assessment process.	Not Met	We have just introduced a new element to our performance management system and we need to evaluate this at the end of the year so that we can be sure that there has been no 'unconscious bias' in the assessment process
Exemplary	Senior leaders actively encourage dialogue and discussion on a range of inclusion topics such as cultural awareness, inclusive language training, diversity and inclusion workshops, and seminars.	Not Met	To be looked at in 2019

- 5.2 The work to continue to progress the Diversity Standard will be delivered alongside the key priorities that the Diversity and Inclusion Group have identified and which have already been reported on to the Chair's Committee.

6 FINANCIAL CONSIDERATIONS

- 6.1. All financial impact has been agreed at EMT and is within budget.

7 LEGAL IMPLICATIONS

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

8 EQUALITIES IMPACT ASSESSMENT

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

9 APPENDICES

None

List of Background Papers

Papers for the meeting of the Chair's Committee 26 June and 4 December 2018.

Report originator(s): Andrea Gordon

Email: andreagordon@londonlegacy.co.uk

Subject: Chief Executive performance against objectives

Meeting date: 19 March 2019

Report to: Chair's Committee

Report of/by: Andrea Gordon, Director of HR

This report will be considered in public

1. SUMMARY

- 1.1. This report gives an update on the Chief Executive performance against the overarching 2018/19 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 the update on the performance against the objective for 2018/19.**

3. BACKGROUND

- 3.1. At their June 2018 meeting 2018 meeting, the Committee discussed the proposed 2018/19 objectives for the Chief Executive. These were:
 - Ensure that the Ten Year plan is on track and report quarterly on progress;
 - Deliver a new business plan for the stadium to minimise future losses;
 - Keep budgets on track;
 - Stakeholder management; and
 - People leadership.
- 3.2. The Committee asked that these incorporate East Bank, Stadium, housing strategy in addition to providing overall leadership to the organisation.
- 3.3. The progress against the objective to date is set out in Appendix 1 (exempt information).

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

- 5.1. The 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 performance against Objectives 2018/19 (exempt information)

List of Background Papers

- Papers for the meeting of the Chairman's Committee 26 February 2018, 26 June 2018 and 4 December 2018

Report originator(s):

Rachel Massey

Telephone:

020 3288 1829

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rachelmassey@londonlegacy.co.uk

Subject: Chief Executive objectives for 2019/20
Meeting date: 19 March 2019
Report to: Chair's Committee
Report of/by: Andrea Gordon, Director of Human Resources

This report will be considered in public

1 SUMMARY

- 1.1 This report sets out the Chief Executive's objectives for 2019/20.
- 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 agree the Chief Executive's objectives for 2019/20.**

3 BACKGROUND

- 3.1 The Chair and Chief Executive have discussed 2019/20 objectives ahead of this Committee meeting. These include the following areas:
- Ensure that the 10-year plan is on track and report quarterly on progress, particularly in relation to East Bank.
 - Implement the Housing delivery strategy for existing and remaining sites
 - Progress Transition planning
 - Deliver a restructuring /business plan for the Stadium and implement to minimise future losses
 - Keep budgets on track
 - Stakeholder management
 - People leadership including diversity and inclusion
 - Leadership and management.
- 3.2 Further detail is included in Appendix 1 (exempt information).

4 FINANCIAL IMPLICATIONS

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

5 LEGAL IMPLICATIONS

- 5.1 The Chair's Committee's terms of reference state that "The Committee will take decisions in accordance with the Scheme of Delegations". The setting of the Chief Executive's objectives and the assessment of performance against these objectives is one of the decisions reserved to the Chair's Committee under the Scheme of Delegations.

6 LIST OF APPENDICES TO THIS REPORT

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

List of Background Papers

Report originator(s):	Rachel Massey
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