

Meeting of the London Legacy Development Corporation Chairman's Committee

Meeting Date: Tuesday 28 March 2017

Time: 12.00 pm

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 12.00 pm on Tuesday 28 March 2017 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:

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 November 2016 (Pages 1 - 4)

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

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

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

5 Committee forward agenda and annual review of terms of reference (Pages 7 - 14)

The Committee is asked to note the plan of future agenda items and the Committee's terms of reference.

6 Gender pay (Pages 15 - 22)

The Committee is asked to note the update on the Gender Pay Report as at 31 March 2017.

7 Chief Executive's Objectives Outturn 2016/17 (Pages 23 - 24)

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

8 Chief Executive's Objectives for 2017/18 (Pages 25 - 26)

The Committee is asked agree the Chief Executive's objectives for 2017/18.

9 Recognition Awards Scheme (Pages 27 - 28)

The Committee is asked to note the proposal to implement a recognition awards scheme for staff from 2017/8.

10 Executive Management Team update (Pages 29 - 30)

The Committee is asked to note the report which provides an update on changes in responsibility for some Executive Management Team members.

11 Members suggestions for future agenda items

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

12 Any other business the Chairman considers urgent

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

13 Date of next meeting

The date of the next meeting is to be confirmed.

14 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 and 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).

15 Minutes of the previous meeting held on 9 November 2016 containing exempt information (Pages 31 - 34)

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

16 Matters arising and action list (Pages 35 - 36)

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

17 Chief Executive's Objectives Outturn 2016/17 - exempt information relating to the item on Part 1 (Pages 37 - 46)

The Committee is asked to agree the recommendations in the report containing exempt information on Chief Executive's performance against his overarching objective for 2016/17.

18 Recognition awards scheme - exempt information relating to the item on Part 1 (Pages 47 - 52)

The Committee is asked to note the report containing exempt information relating to the proposal to implement a recognition awards scheme for staff from 2017/8.

19 Executive Management Team update - exempt information relating to the item on Part 1 (Pages 53 - 60)

The Committee is asked to agree the recommendations in the report containing exempt information relating to changes in responsibility for some Executive Management Team members.

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DRAFT MINUTES

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

Date: Wednesday 9 November 2016
Time: 1.00pm
Venue: Marketing Suite, LLDC, 1 Stratford Place, London E20 1EJ

Present: Phillip Lewis, Deputy Chairman(Chairman for the meeting)
Nicky Dunn OBE
Keith Edelman
David Gregson

In Attendance: David Goldstone, CBE, Chief Executive Officer
Andrea Gordon, Head of Human Resources
Tim Somerville, Mayor's Observer
Rachel Massey, Board Secretary
Sue Riley, Secretariat

1 Apologies for absence

- 1.1 An apology for absence was received on behalf of Lord Mawson OBE.
- 1.2 The Deputy Chairman, on behalf of the Committee, asked that his thanks to David Edmonds CBE be recorded for his hard work, commitment and valuable contribution to the Legacy Corporation over the years, with regret at his recent resignation.
- 1.3 The Deputy Chairman also welcomed the new Head of Human Resources to her first meeting of the Committee.

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 9 June 2016

- 3.1 It was agreed that the minutes of the meeting held on 9 June 2016 be signed by the Chairman as a correct record, subject to 8.2 being amended to read 2016 and not 2017.**

4 Matters arising and action list

- 4.1 It was agreed that all Board Members should familiarise themselves with changes to the Park and its venues by being regularly invited to attend a brief walk about before the start of Board meetings. [Action: Board Secretary]**

- 4.2 The Committee noted the Actions List, subject to action 8.1 being amended to read 2016 and not 2017.**

5 One Organisation update

- 5.1 The Head of Human Resources presented the update on the 2016/17 One Organisation programme's progress to date and how it will be taken forward in 2017/18.**
- 5.2 The Committee was advised that a number of staff focus groups had been held as a follow up to the Investors in People report in October 2016. Positive feedback had led to the development of a number of themes which reflected the key values of Leadership/Management, Learning and Development, Health and Well Being. These themes were then discussed at the Executive Management Team and also at the Management Forum.**
- 5.3 Areas for improvement had been identified under the theme of management and leadership, which partly reflected the comment in the report that there was a lack of clarity and understanding by managers of the appraisal process.**
- 5.4 The Deputy Chairman offered to share his knowledge of good practice on the appraisal process. [Action: Deputy Chairman/Head of Human Resources]**
- 5.5 A Staff Survey had also been launched and 138 responses out of a total of 145 had been received, although 14 had been incomplete. It was agreed that those staff would be asked to complete the survey again. [Action: Head of Human Resources]**
- 5.6 The Communications team would produce a report based on the staff survey results, which would then be developed into an Action Plan for discussion at Executive Management Team and the Employee Forum, with a view to the production of a People's Strategy. This would replace the One Organisation strategy which was no longer applicable.**
- 5.7 The Committee noted the update and progress made.**

6 Chief Executive's performance against 2016/17 objectives

- 6.1 The Deputy Chairman introduced the Quarter 2 update on the Chief Executive Officer's performance against his overarching 2016/17 objectives.**

6.2 The Committee noted the report.

7 Park Operations and Venues Team update

7.1 The Head of Human Resources updated Members on recent changes to the Park Operations and Venues Team.

7.2 The Committee noted the report.

8 Pay and increment review 2017/18

8.1 The Head of Human Resources presented the report on the annual staff salary review.

8.2 The Committee noted the report.

9 Member suggestions for future agenda discussions

9.1 There were no suggestions by Members for future agenda items.

10 Any other business the Chairman considers urgent

10.1 There was no urgent business.

11 Date of next meeting

11.1 The Committee noted that the date of the next meeting was still to be confirmed.

12 Exclusion of the press and public

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

13 Minutes of the previous meeting held on 9 June 2016 containing exempt information

13.1 It was agreed that the minutes of the meeting of the Chairman's Committee held on 9 June 2016 containing exempt information be signed by the Chairman as a correct record.

14 Chief Executive's performance against 2016/17 objectives - exempt information relating to the item on Part 1

14.1 The Deputy Chairman introduced the Part 2 appendix containing exempt supplemental information in relation to the Chief Executive Officer's performance against his objectives.

14.2 The Chief Executive Officer left the meeting for the duration of the discussion of this item.

14.3 The Committee noted the appendix.

15 Park Operations and Venues Team update - exempt information relating to the item on Part 1

15.1 The Head of Human Resources presented the Part 2 report containing exempt supplemental information on recent changes to the Park Operations and Venues Team.

15.2 The Committee noted the report.

16 Pay and increment Review 2017/18 - exempt information relating to the item on Part 1

16.1 The Head of Human Resources presented the Part 2 report containing exempt supplemental information on recent changes to annual staff salary review.

16.2 The Committee approved the recommendations as set out in the report.

Chairman

Date

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

Chairman's Committee Actions List (reported to the meeting on 28 March 2017)

Actions from the last meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
4.1	Matters arising Arrange brief visits to Park and venues prior to Board meetings.	Rachel Massey	May 2017	To be scheduled in summer 2017.
5.4	One organisation update Liaise with the Deputy Chairman to share his knowledge of good practice on the appraisal process.	Andrea Gordon	28 March 2017	Complete. Deputy Chairman has provided examples of good practice.
5.5	One organisation update Ask the staff who had submitted incomplete staff surveys to complete the survey.	Andrea Gordon	28 March 2017	Closed. After further internal discussion this was not progressed.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
5.3 (9 June 2016)	Investors in People update Submit a report on the organisational values and behaviours to the LLDC Board.	David Goldstone/ Andrea Gordon	May/June 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 (9 June 2016)	Member suggestions for future agenda items Schedule a programme of visits to the Park.	Rachel Massey	2017	Closed. See action under matters arising above.

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Subject: Committee forward agenda and annual review of Committee Terms of Reference
Meeting date: 28 March 2017
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 forward plan of agenda items for the London Legacy Development Corporation's (LLDC) Chairman's Committee for review. This was one of the recommendations from the Board effectiveness review. It also sets out the terms of reference for review. This follows on from an internal audit recommendation to regularly review the LLDC Committees' terms of reference.

2. RECOMMENDATIONS

2.1 The Committee is asked to note and comment on:

- 2.1.1. the forward plan of agenda items; and**
- 2.1.2. the terms and reference which will be submitted to the Board for approval.**

3. BACKGROUND

Forward plan of agenda items

- 3.1. One of the recommendations from the Board effectiveness review that was reported to the Board in March and November 2016 was to set out a regular cycle of agenda items for the Chairman's Committee.
- 3.2. The indicative forward plan is set out at Appendix 1.

Terms of reference

- 3.3. In response to a recommendation in the May 2016 internal audit report Governance Review - Board Information (reported to the Audit Committee in July 2016) to regularly review the LLDC's Committees' terms of reference, LLDC has implemented an annual review of Committee terms of reference. This is the first of these annual reviews.
- 3.4. The Chairman's Committee was established in December 2012. The Terms of Reference have been reviewed since then to reflect the changing priorities of LLDC as follows:
- 3.4.1. In 22 July 2014, the terms of reference and membership of the Chairman's Committee were revised to enable continued opportunities for board members to contribute their expertise to the Committee.

- 3.4.2. In May 2015, the Board agreed to delegate authority to the Chairman's Committee to determine the Chief Executive's annual bonus for future financial years and the terms of reference were amended accordingly
- 3.5. The Chairman's Committee comprises the following LLDC Board Members:
- Philip Lewis (Deputy Chairman and Planning Decisions Committee Chair)
 - David Gregson (Investment Committee Chair)
 - Nicky Dunn OBE (co-opted member)
 - Keith Edelman (Audit Committee Chair)
 - Andrew Mawson (Regeneration and Communities Committee Chair)
- 3.6. The Chairman position is currently vacant.
- 3.7. A representative from the Mayor of London is an observer to the Investment Committee.
- 3.8. The terms of reference are set out at Appendix 2.

4. FINANCIAL AND LEGAL IMPLICATIONS

- 4.1. There are no financial implications from this report.
- 4.2. The Localism Act, pursuant to section 198 and paragraphs 6 and 7 of Schedule 21, allows a Mayoral development corporation to establish committees, and to delegate powers to them.
- 4.3. The procedure for committees is set out in detail in the LLDC's Standing Orders.

5. APPENDICES

- 5.1. Appendix 1 – Chairman's Committee forward plan of agenda items
- 5.2. Appendix 2 – Chairman's Committee Terms of Reference
- 5.3. Appendix 3 – relevant extract of the Scheme of Delegations

List of Background Papers:

Papers for the meeting of the LLDC Board 5 December 2012, Governance Review
Papers for the meeting of the LLDC Board 22 July 2014, Governance Review
Minutes of the meeting of the LLDC Board 19 May 2015
Papers for the meeting of the Board 10 March 2016 and 22 November 2016, Board effectiveness review
Papers for the meeting of the LLDC Audit Committee 18 July 2016, Internal Audit and Assurance update
LLDC Standing Orders and Scheme of Delegations

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Chairman's Committee forward plan of agenda items (indicative)

March/April

- Chief Executive's performance v objectives for Q3 and Q4 and outturn for current financial year
- Chief Executive's objective setting for new financial year
- People Strategy update
- Annual review of committee terms of reference

June/July

- Chief Executive's performance v objectives for Q1 of current financial year
- People Strategy update

November

- Chief Executive's performance v objectives for Q2 of current financial year
- People Strategy update
- Annual pay review
- Employee Opinion Survey

Other agenda items can be added at the request of the Chairman or Board and additional meetings can be held at the request of the Chairman.

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Chairman's Committee terms of reference

Status:	Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this Committee.
Membership:	The Committee shall be appointed by the Board and shall comprise the Chairs of the Committees and up to two co-opted Board members.
Chair:	The Chairman of the Corporation or Deputy Chairman shall chair the meeting. In their absence, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
In attendance:	GLA observer Chief Executive Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
Secretary:	To be agreed by the Proper Officer
Quorum:	Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet as determined by the Committee Chair, in light of the need for advice and decisions. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

Purpose of the Committee

2. To ensure effective communication and co-ordination of the Corporation's different committees and to provide advice on specific matters as requested by the Board or Chairman.

Terms of Reference and Delegated Authority

3. The Committee will take decisions in accordance with the Scheme of Delegations.
4. The Committee shall advise the Board on the following matters:
 - a. on organisation development issues; and
 - b. any other matters relating to resources and remuneration as requested by the Board.
5. To discuss and advise on decision taking and governance as required.
6. The Committee will advise on any matter referred to it by the Corporation Chairman or Deputy Chairman or Board.

Procedural and reporting arrangements

7. The Mayor shall be entitled to appoint an observer to attend meetings of any Committee or Sub Committee, pursuant to Standing Order 5. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all such meetings unless s/he has a direct or indirect interest in the matter under consideration. Standing Order 6 and Standing Order 7 shall apply to the observer as if s/he were a Member.
8. The Chief Executive shall be entitled to attend all meetings of the any Committee or Sub Committee. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
9. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member, any other person required to attend and all other board members no later than five (5) days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate at the same time.
10. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
11. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.
12. The Committee will report any meeting to the Board at the next meeting.
13. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

14. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed.

Version control

v1.0	December 2012	Approved by LLDC Board	Approved
v.2.0	July 2014	Revised membership clause approved by LLDC Board	Approved
v.3.0	May 2015	Amended to reflect delegation to the Committee to determine the Chief Executive's annual bonus (see also scheme of delegations)	Approved

For information: relevant extract from the Scheme of delegations

<p>Appointments and governance</p>	<p>The following decisions are reserved to the Board:</p> <ul style="list-style-type: none"> • The agreement of standing orders, terms of reference for committees, schemes of delegation, and financial regulations; • The appointment of Board members and external members to committees; and • The settlement of any claim against the Corporation involving allegations of discrimination or whistle-blowing. <p>The following decisions are reserved to the Chairman's Committee</p> <ul style="list-style-type: none"> • the appointment of the Chief Executive, the setting of his or her objectives, the assessment of performance against these objectives, his or her remuneration including determining any annual bonus, and his or her removal from office including any departure terms; and • the approval of any settlement on termination of employment to members of the Executive Management Team that include more than six months' salary costs, or equivalent. <p>All other settlements on termination of employment that include more than pay in lieu of notice are reserved to the Chief Executive.</p>	<p>The following matters require the Mayor of London's consent:</p> <ul style="list-style-type: none"> • Approving terms and conditions for appointing staff; • Determining rates and eligibility criteria for staff remuneration, travelling and other allowances, pensions and gratuities; • Appointing non-board members to a committee or sub-committee; • The appointment of a chief executive. <p>The Mayor of London has delegated to the Legacy Corporation responsibility for determining rates and eligibility criteria for Board and staff remuneration, travelling and other allowances, pensions and gratuities, subject to consultation with the Mayor.</p> <p>The Legacy Corporation is required to consult the Mayor before making any significant changes to its standing orders or other rules of procedure, or its scheme of delegations.</p>
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Subject: Gender Pay Report
Meeting date: 28 March 2017
Report to: Chairman's Committee
Report of: Andrea Gordon, Head of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update on the Gender Pay Report as at 31 March 2017.

2. RECOMMENDATION

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

3. BACKGROUND

- 3.1. The Mayor has asked all bodies in the GLA Group to publish their gender pay gap and then to produce an action plan to address any issues arising from this.
- 3.2. The Full Gender Pay report can be found on the LLDC's website <http://www.queenelizabetholympicpark.co.uk/-/media/lldc/governance-docs/gender-pay-audit-v8-final.ashx?la=en>.

4. ACTION PLAN

- 4.1. LLDC are working with the GLA Group, as part of the Equality and Inclusion Working Group which will be looking to bring forward initiatives to ensure that the GLA's Group workforce reflects London's diversity at all levels.
- 4.2. LLDC's published action plan can be found in Appendix 1 and is also on the LLDC's website <http://www.queenelizabetholympicpark.co.uk/-/media/action-plan-for-publication.ashx?la=en>.

5. UPDATE SINCE MARCH 2016

- 5.1. Below is the indicative snapshot of our position as at 31 March 2017.

The total working force is currently 143 (87 women & 56 men)

Position as at 31 March 2017				Position as at 31 March 2016	Difference
	Female	Male	Gap	Gap	
Mean	£ 51,784	£ 68,010	23.86	31.21	-7.35
Median	£ 45,759	£ 58,907	22.32	29.38	-7.06

Reasons for change

5.2. Leavers

- 5.2.1. Within the last year 2016/17, 29 females have left and 10 males.
- 5.2.2. Although males leavers are significantly lower, these are from band 6 and above positions, which means that this closes the gap somewhat (albeit only a small number of staff).

5.3. Joiners

- 5.3.1. 42 new employees joined the organisation last year and of those 23 were female, 19 male. It is worth noting that there has been an increase in the number of male joiners for the more junior posts, which has resulted in the gap closing because of the increase in lower banded salaries for male staff.
- 5.3.2. Also there have been a number of new female joiners, either as direct replacements or new roles, some of which have moved into higher band salaries, again closing the gap due to an increase in higher banded salaries for female staff.

5.4. Promotion or change of role and Job Evaluation

- 5.4.1. 11 employees successfully had their roles re-evaluated and nine were female, which has moved them up a Band and therefore a salary level.
- 5.4.2. Some of the above natural turnover and/or job evaluation has resulted in more women moving up the payscale into higher bands and we have successfully recruited two new female staff into senior posts on flexible working patterns as a result of a targeted campaign.

6. ACTIONS TAKEN

Learning & Development

- 6.1. Unconscious bias training has been delivered to the senior management team plus espresso sessions to the wider workforce. Unconscious bias training will be embedded in the equality and inclusion training.
- 6.2. 90% of the workforce has undertaken Equality and Inclusion Training.

Flexible Working Promotion

- 6.3. Workshops have been rolled out to educate on flexible working and how this can benefit the organisation and individuals.
- 6.4. A People Strategy working group is focusing on flexible working, ensuring a consistent approach across the organisation.
- 6.5. Promoting Flexible Working at recruitment stages, with the view that all roles could be job share opportunities and promoting this during advertisement.
- 6.6. Within the last year, we have also further promoted job share, and have two examples within the organisation, Head of Strategy/Head of Strategy/Sustainability and the GDI Hub Manager.

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. Appendix 1 – Gender Pay Action Plan

List of Background Papers

None

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	Action	Measure	Target Date & Re-evaluation
Recruitment and Retention			
1.	Review job titles that are used in all posts to ensure that they are gender neutral with the aim of attracting more females into senior roles.	Review and assess applications for each role by gender followed by the gender split of applicants interviewed and appointed. Make necessary adjustments where appropriate to ensure that posts are advertised with gender neutral job titles.	31 July 2017
2.	Review role profiles to check qualifications are still relevant and necessary for the role.	Evaluate whether change (where relevant) to qualifications has attracted a different candidate profile and assess gender split of applicants interviewed and appointed.	31 July 2017
3.	Continue to use Kat Matfield's gender decoded to ensure that the language used in recruitment advertising is appealing to both male and female candidates.	Review and assess applications for each role by gender followed by gender split of applicants interviewed and appointed. Make necessary adjustments where appropriate to ensure that posts are advertised with gender neutral wording.	31 July 2017
4.	Ensure that all employees have undertaken unconscious bias training as part of the wider Equality and Inclusion training requirement.	All recruiting managers will have undertaken training. Provide quarterly report/analysis to EMT on appointments; i.e. why preferred candidate was chosen.	31 March 2017

5.	Use flexible and part time working (where appropriate) as a way to attract candidates at recruitment stage, including case studies on LLDC website of current staff benefiting from flexible working options.	Monitor number of applicants who request flexible working options at application stage and number of candidates that are appointed to flexible working/job-share roles.	30 July 2017
6.	Introduce blind applications with new ATS system (trial beforehand) to avoid unconscious bias	Monitor and evaluate the gender split of applicants shortlisted, assessing if there is any change to previous trends.	30 June 2017
7.	<p>Line managers are to be encouraged to hire more roles as part time (where appropriate), flexible and/or job share. HR will check and challenge line managers when needing to recruit on a full time basis to identify if a job share/flexible option can be advertised or if not what the reasons for not providing flexible options are.</p> <p>HR forms to be amended so that HR can discuss at pre-advert stage if role is suitable for flexible working/job share.</p>	Record and monitor reasons/justification for roles not being advertised as flexible/job share. Challenge with Managers/Directors and take appropriate action to remedy.	30 April 2017

8.	Assess where we are advertising roles, and if appropriate change advertising methods, with the aim of attracting more females candidates to the adverts for senior roles. (e.g. Timewise, Mumsnet, Local Facebook groups)	Report on split of female/male appointments from different advertising methods (quarterly)	31 July 2017
9.	Ensure there is a gender mix on all panels with HR as observer/participant for each interview panel	Report on panel make-up (quarterly) alongside analysis of appointed candidates.	31 July 2017
Leadership and Development			
1.	Provide training, guidance and advice for line managers on the effective management of flexible and part time workers.	All recruiting managers will have undertaken training.	28 February 2017
2.	Establish a Leadership and Management Development programme to establish a talent pipeline for leaders and managers of the future within LLDC. (Part of liP action plan)	Increase in female staff being promoted (or having the opportunity to be) into more senior roles when a vacancy arises.	31 July 2017

3.	Promote secondment, work shadowing and other career progression opportunities both internally and externally (within the GLA family) to provide development for individuals.	Increase in female staff being promoted (or having the opportunity to be) into more senior roles when a vacancy arises across the GLA family.	31 July 2017
4.	Work with the wider GLA family to promote women's networks to female employees at LLDC.	Monitor number of opportunities arising from Women's network groups and record the benefits and impact on development and/or promotion opportunities	30 June 2017
5.	Promote Women's leadership events (external) to females in senior roles and female staff wishing to develop leadership skills	Monitor number of opportunities arising from CPD events and record the benefits and impact on development and/or promotion opportunities	30 June 2017
6.	Consider how the use of the Apprenticeship Levy can be used to further develop careers in management and leadership for women.	Monitor Levy spend and analyse outcome/impact on career progression for females across the organisation.	31 March 2018



Subject: Chief Executive's Objectives outturn for 2016/17
Meeting date: 28 March 2017
Report to: Chairman's Committee
Report of: Andrea Gordon, Head of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This report summarises the outturn of the Chief Executive's 2016/17 objectives.
- 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 (LLDC).

2. RECOMMENDATIONS

- 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 objectives were agreed by Chairman's Committee in March 2016 and cover the 2016/17 appraisal year and reflect the organisational aims and key deliverables set out in the Five Year Strategy which is based on the Ten Year Plan. 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; delivery of the One Organisation plan.
- 3.3. The Committee received an update on the first two quarters of 2016/17 at its November 2016 meeting and further information about progress against the objectives and other performance assessment measures are included in the Part 2 report (exempt information).

4. FINANCIAL IMPLICATIONS

- 4.1. These are set out in the Part 2 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 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. 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 November 2016
- Ten Year Plan (approved by the LLDC Board March 2016)

Report originator(s): Andrea Gordon
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Subject: Chief Executive's Objectives for 2017/18
Meeting date: 28 March 2017
Report to: Chairman's Committee
Report of: Andrea Gordon, Head of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This report gives an overview of the Chief Executive's (CE's) objective for 2017/18.

2. RECOMMENDATIONS

- 2.1. **The Committee is asked to note and agree the Deputy Chairman's recommendation for the CE's objective for 2017/18.**

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. Performance is also monitored on a quarterly basis.
- 3.2. The Deputy Chairman recommends that the CE's objective for 2017/18 is to ensure that the relevant elements of the Ten Year Business Plan are successfully met. In setting this objective emphasis will be placed on:

Element	Success Indicator
Revenue and Capital Budget Management	On track as set out within the Ten Year Plan
Stakeholder Management	Continued positive engagement with stakeholders
Effective Leadership of the Organisation	Delivery of the People Strategy

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 None

List of Background Papers

- | |
|--|
| <ul style="list-style-type: none">• Ten Year business plan |
|--|

Report originator(s):

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Subject: Recognition Award Scheme
Meeting date: 28 March 2017
Report to: Chairman's Committee
Report of: Andrea Gordon, 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 implementation of the new Recognition Scheme which was discussed at Chairman's Committee as part of the Pay Review Project in November 2016 and was previously agreed as part of the Valuing Staff paper to the Chairman's Committee in October 2015.
- 1.2 A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 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 LLDC operates an incremental pay table which awards a yearly pay increment subject to satisfactory performance. However there is currently no mechanism to rewarding exceptional performance which goes above and beyond the expectations of a staff member's role.
- 3.2 LLDC's Employee Forum has worked with the Head of HR to draft a proposal for consultation with staff which has taken into account feedback from staff; the scheme will be implemented in April 2017.

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. EQUALITIES IMPACT ASSESSMENT

- 6.1 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

Papers for the meeting of the Chairman's Committee, 13 October 2015

Papers for the meeting of the Chairman's Committee, 9 November 2016

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Subject: Executive Management Team Update
Meeting date: 28 March 2017
Report to: Chairman's Committee
Report of/by: Andrea Gordon, Head of Human Resources

This report will be considered in Public

1. SUMMARY

- 1.1. The purpose of this report is to update the Committee on the changes in responsibility and remuneration of some Executive Management Team (EMT) members.
- 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 (LLDC).

2. RECOMMENDATIONS

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

3. BACKGROUND

- 3.1. The organisation has sustained a significant amount of change during the past two years with the launch and advance of the Cultural and Educational District (CED) project.
- 3.2. A result of this is that in some cases EMT members have taken on new or revised responsibilities and accountabilities and it is timely to report the results and recommendations of these changes to the Committee.

4. FINANCIAL 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. LEGAL IMPLICATIONS

- 6.1. There are no legal implications.

7. LIST OF APPENDICES TO THIS REPORT

None

List of Background Papers None
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