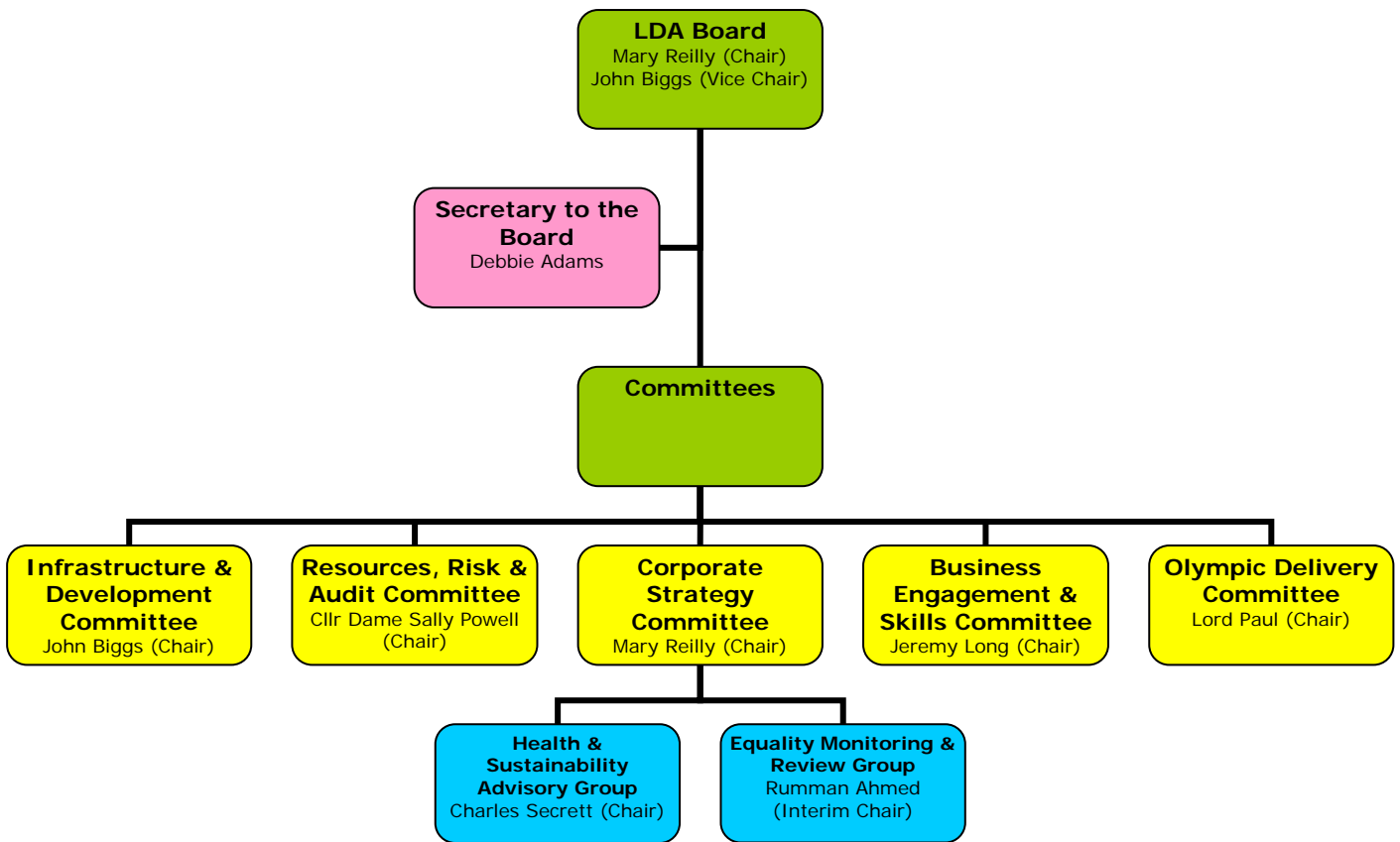


BOARD & COMMITTEE STRUCTURE, MEMBERSHIP & TERMS OF REFERENCE



Board

The LDA Board is established under the Regional Development Agency Act 1998, as amended by the Greater London Authority Act 1999.

Matters Reserved to the Board:

The matters specifically reserved to the Board for decision are outlined in the revised LDA's Standing Orders, which were agreed by the Board on 8 October 2003.

The following matters are reserved to the Board:

- a) The approval and revision of the Mayor's Economic Development Strategy, for submission to the Mayor,
- b) Approval of the corporate plan of the LDA, for submission to the Mayor
- c) Agreement of an annual budget for the LDA, for submission to the Mayor,
- d) Approval of the annual report and accounts of the LDA, to be sent to the Mayor and the Assembly,
- e) Approval of investment frameworks pursuant to the Corporate Plan,
- f) The making and amending of the LDA's Standing Orders and associated Codes of Practice,
- g) Approval of the financial regulations and scheme of financial delegation for the LDA,
- h) Approval, promotion of, or opposition to local bills in Parliament,
- i) The submission of formal comments on behalf of the LDA to government departments where the matter is strategic or fundamental to the interests of the Agency,
- j) The consideration of matters upon which the formal consent of the Mayor is required, under legislation. A list of these matters is at **Annex A**,
- k) Consideration of matters upon which the formal consent of a government department is required. A list of these matters is at **Annex B**,
- l) Approval of delegation of functions by Ministers pursuant to section 6 of the Regional Development Agencies Act 1998,
- m) Formal responses by the LDA to other Mayoral strategies,
- n) Approval of expenditure in accordance with the Board's financial delegations or when a project is novel, contentious or repercussive,
- o) Monitoring and reviewing the LDA's performance,
- p) Appointment of the Chief Executive of the LDA,
- q) Substantial changes to the organisational structure of the LDA,
- r) Changes to the number or responsibilities of the Executive Team of the LDA,
- s) The making of Board member appointments to outside bodies,
- t) Establishment of, and keeping under review, a policy for Best Value,
- u) Establishment of, and keeping under review, a policy on Equal Opportunities and Diversity,

- v) Ensure effective health & safety policies and procedures are established and maintained and monitor and ensure appropriate responses to any health & safety incidents on LDA premises, property, sites and projects,
- w) Establishment of subordinate bodies of the Board, commissions or other bodies and changes to their terms of reference,
- x) Anything that is reserved to the Board by law.

Authority:

Section 4 of the RDA Act 1998 defines the statutory purposes of the LDA. By Section 5 of the Act, the LDA may do anything, which it considers expedient for its purposes or for purposes incidental thereto.

Terms of Appointment:

Membership of the Board shall consist of not less than 8 or more than 15 Members appointed by the Mayor under Section 2 of the RDA Act 1998, as amended by the GLA Act 1999.

Membership:

Mary Reilly (Chair)
John Biggs (Vice Chair)
Rumman Ahmed
Angela Brady
Mick Connolly
Michael Frye
Steve Hitchins
George Kessler
Jeremy Long
Eric Ollerenshaw
Lord Paul
Cllr Dame Sally Powell
Charles Secrett
Alison Wheaton

Board Observers:

Prof. David S Latchman
Sue Rimmer

Lead Officer:

Chief Executive
(Deputy CEO or nominated Group Director to deputise in absence of Chief Executive)

Attendance at Meetings:

Whilst membership is restricted to Board members, the Chair may appoint Board Observers to sit on the Board with the right to speak, but not to vote. Board members shall attend all Board meetings.

The Chief Executive, Statutory Finance Officer and the Secretary to the Board shall attend Board meetings. Other members of the senior management team and officers of the LDA

shall attend for the whole or any specific part of the Board meeting at the invitation of the Chair.

Group Directors must approve all reports prior to submission to the Board and be in attendance to present their report/s.

The Chair may invite external organisations or individuals to attend for the whole or any specific part of Board meetings.

Members of the public are invited to attend the public part (Part 2) of all Board meetings of the Agency. Members of the public will be supplied with copies of all Part 2 papers, but have no right to speak or participate in the meeting.

Members of the Governance team will attend to provide secretarial and logistical support, take the minutes of the meeting and advise on procedural matters.

Conduct of Business

LDA Standing Orders outline the conduct of business for Board meetings.

Frequency of Meetings:

Meetings shall be held on a bimonthly basis save for at such other intervals as the Committee may agree. The Chair may call additional meetings or cancel meetings if circumstances make it advisable. The Chair may also call additional Committee meetings or informal meetings/ workshops as required.

Venue:

Ground Floor, Conference Room, Palestra
197 Blackfriars Road
London
SE1 8AA

Business Engagement and Skills Committee

The Business Engagement and Skills Committee [BE&S] will be a Committee of the Board.

Terms of Reference:

- To consider, oversee and monitor project proposals and policies on the Agency's programmes and activities, making recommendations to the Board for decisions in the following areas:
 - SRB programmes (including legacy and exit strategies) within the remit of the Committee
 - Economic competitiveness
 - Business development, support and innovation (including SMEs and BAMEs)
 - Sector work (including tourism, manufacturing and creative industries, innovation and ICT)
 - Regional relationships
 - Financial engineering and investment initiatives, including inward investments and emerging markets
 - Learning, skills and employment
 - Childcare
 - Diversity works
- To approve the submission of formal comments on behalf of the LDA to government departments where the matter is within the remit of the Committee.
- To monitor the performance of the Business Engagement and Skills Directorate, including the Directorates expenditure, implementation of investment frameworks and achievement of corporate plan targets.
- To consider equality and diversity issues within its work programme and to receive recommendations from the Equality Monitoring and Review Group as necessary.
- To have regard to the crosscutting themes of equalities, health and sustainable development as set out in the Greater London Authority Act 1999 in the course of its work.

Authority:

The Committee is authorised by the Board to investigate any activity within its Terms of Reference and to seek information it reasonably requires from any employee in order to facilitate the proper conduct of its business. All employees are directed to co-operate with any such request.

Terms of Appointment:

No more than 9 Members, including the Chair, shall be appointed annually.

Membership:

Jeremy Long (Chair)
Rumman Ahmed
Mick Connolly
Michael Frye
Steve Hitchins

George Kessler (Deputy Chair)
Prof David S Latchman
Sue Rimmer

Ex-officio – Chair of the Board

Attendance at Meetings:

The Chair of the Board has the right to attend any Committee meeting. Other Board members, who are not members of the Committee, may at the invitation or with the consent of the Chair attend a Committee meeting.

Whilst membership is restricted to Board members, the capacity is retained to invite outside specialist input from time to time, where appropriate, on a specific project, topic or initiative.

The Group Director, Business Engagement and Skills will provide senior executive support as Lead Officer and will attend meetings. Other Group Directors/ Directors and officers will attend meetings as appropriate. The Chief Executive will attend meetings as necessary.

Group Directors/ Directors must approve all reports prior to submission to the Committee and be in attendance to present their report/s.

A member of the Governance team will attend to provide secretarial and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters. A Legal Advisor will also attend as necessary to provide advice on any legal issues that may arise.

Lead Officer:

Simon Menneer, Group Director, Business Engagement & Skills
(Nominated Director to deputise in absence of Group Director)

Reporting Procedures:

Recommendations to the Board shall be by way of a report to the relevant Board meeting, which shall make it clear in the recommendations section that the matter has been discussed and recommended to the Board by the Committee. Agenda, reports and minutes of the Committee will be made available upon request to all Board members for their information.

Frequency of Meetings:

Meetings shall be held on a bimonthly basis save for at such other intervals as the Committee may agree. The Chair may call additional meetings or cancel meetings if circumstances make it advisable. The Chair may also call additional Committee meetings or informal meetings/ workshops as required.

Venue:

Ground Floor, Conference Room, Palestra
197 Blackfriars Road
London
SE1 8AA

Olympic Delivery Committee

The Olympic Delivery Committee [ODC] will be a Committee of the Board.

Terms of Reference:

- To consider, oversee, co-ordinate and determine on behalf of the Board the Agency's activities relating to or connected with the LDAs interim client role in Olympic Legacy and its broader Olympic agenda within the Lower Lea Valley, including but not limited to the following areas:
 - Olympic opportunities*
 - Business engagement and opportunities
 - Community Engagement, promoting a sporting and cultural legacy
 - Employment benefits within the Olympic Boroughs and across London
 - Capturing the long term benefits
 - Olympic land Legacy*
 - Olympic land take and CPO implementation
 - Legacy master planning and sustainable design/construction
 - The development of the permanent site venues, including the creation/negotiation of business plans with potential end users and operators in legacy
 - Development and delivery of the commercial and residential developments on and around the park, including the approval of development agreements / contracts
 - Remediation and infrastructure coordination with the ODA and others,
 - Long term legacy owner and manager of the Park
 - Programme / Performance*
 - Monitor and review risk management strategies for LDAs Olympic Opportunities and Olympic Land Legacy role including receiving quarterly updates on action taken to manage risk
 - To give early consideration and guidance on the development of performance targets
 - To ensure the LDA complies with Government and Greater London Authority (GLA) funding requirements, accounting best practice and policy
 - Monitor and ensure compliance with the Agency's terms and conditions of funding and bring any significant matters to the Board's attention
 - Consider the financial implications arising from the Olympic Legacy activities and their impact on LDA's wider investment programme
 - To advise the Board on virement matters requiring the consent of the Board
 - Agree and monitor compliance with the financial regulations and scheme of delegations
- To approve the submission of formal comments on behalf of the LDA to government departments where the matter is within the remit of the Committee.
- To consider equality and diversity issues within its work programme and to receive recommendations from the Equality Monitoring and Review Group as necessary.
- To consider design issues within the work of the Committee and seek advice from Design for London as necessary.

- To have regard to the crosscutting themes of equalities, health and sustainable development as set out in the Greater London Authority Act 1999 in the course of its work.
- To receive reports on an exception basis monitoring health & safety incidents associated with the Agency's Olympic land take in conjunction with the RR&A Committee, and report to the Board as necessary.
- Matters included in the delegation of functions to the Olympic Delivery Committee:

a) Giving approval for –

- the acquisition and disposal of land (including the disposal of land for less than the best consideration which can reasonably be obtained)
- the exercise of the Agency's functions under section 20 of the 1998 Act including applying for the Mayor of London's consent to the submission of any compulsory purchase order to the Secretary of State
- the entering into other transactions relating to land, premises or facilities, services and supplies, and under associated procurement processes
- the acceptance or assumption, novation, transfer, extinguishment or disposal of duties, rights or liabilities under contracts, leases, licences, permissions or instruments of any kind including those relating to or in connection with land, premises or facilities
- applying for, or undertaking work in connection with, applications for planning permission
- making arrangements for the construction of premises and other facilities
- making arrangements for, or carrying out, works in connection with the provision of water, electricity, gas, sewerage or other services
- making arrangements for, or carrying out, works in connection with the provision of highways
- making arrangements for, or carrying out, the construction, adaptation or provision of systems of or facilities for transport
- making arrangements for, or undertaking, the provision, variation or discontinuance of any service, highway or system of or facility for transport
- the formation of, or acquisition of an interest in, a body corporate
- the provision of financial assistance to any person in connection with anything done or to be done by another person for a purpose mentioned above
- or the doing of, anything which is considered to be expedient for the Agency's purposes, or for purposes incidental thereto in accordance with section 5(1) of the 1998 Act

b) To approve the submission of formal comments on behalf of the LDA to Government departments where the matter is strategic or fundamental to the interests of the Agency.

c) The consideration of matters upon which the formal consent of the Mayor is required, (see LDA Standing Orders, Annex A).

d) The consideration of matters upon which the formal consent of a Government department is required (see LDA Standing Orders, Annex B).

Authority:

The Committee is authorised by the Board to investigate any activity within its Terms of Reference and to seek information it reasonably requires from any employee in order to

facilitate the proper conduct of its business. All employees are directed to co-operate with any such request.

Terms of Appointment:

Membership of the ODC shall consist of not less than 6 or more Members appointed by the LDA Board.

Membership:

Lord Paul (Chair)
John Biggs (Vice Chair of the Board)
Mick Connolly
Jeremy Long
Mary Reilly (Chair of the Board)
Cllr Dame Sally Powell
Alison Wheaton

Lead Officer:

Tom Russell, Group Director, Olympic Legacy

Attendance at Meetings:

The Chief Executive, Statutory Finance Officer and the Secretary to the Board shall attend Committee meetings. Other members of the senior management team and officers of the LDA shall attend for the whole or any specific part of the Committee meeting at the invitation of the Chair.

The Chair may invite external organisations or individuals to attend for the whole or any specific part of Committee meetings.

Group Directors must approve all reports prior to submission to the Committee and be in attendance to present their report/s.

Members of the Governance team will attend to provide secretarial and logistical support, and to take minutes of the meeting.

Conduct of Business

LDA Standing Orders outline the conduct of business for Committee meetings.

Frequency of Meetings:

Meetings shall be held on a bimonthly basis save for at such other intervals as the Committee may agree. The Chair may call additional meetings or cancel meetings if circumstances make it advisable. The Chair may also call additional Committee meetings or informal meetings/ workshops as required.

Venue:

Ground Floor, Conference Room, Palestra
197 Blackfriars Road
London
SE1 8AA

Infrastructure and Development Committee

The Infrastructure and Development Committee [I&D] will be a Committee of the Board.

Terms of Reference:

- To consider, oversee and monitor the Agency's programme and activities, making recommendations to the Board for decision in the following areas:
 - SRB programmes (including legacy and exit strategies) within the remit of the Committee
 - Regional infrastructure and capacity building
 - Community development (including BME flagship projects)
 - Area regeneration within the remit of the Committee
 - Land and property investment projects requiring Board decision
 - Management of the Agency's property portfolio (including a strategy for disposal and retention)
 - Housing policy and interventions
 - Waste policy and interventions
 - Design within the remit of the Committee
 - Planning, land use, natural resource use and environmental issues, wherever they relate to the LDA, and to advise the Board thereon.
- Oversight of the Design for London programme (on behalf of the Board) and the escalation of issues were necessary to the Board.
- Oversight of the London Climate Agency (on behalf of the Board) and the escalation of issues were necessary to the Board.
- Monitor the performance of the Olympic & Pan London Infrastructure Development Directorate, including the Directorates expenditure, implementation of investment frameworks and achievement of corporate plan targets
- To receive reports on an exception basis and monitor health & safety incidents on LDA owned property in conjunction with the RR&A Committee, and report to the Board as necessary.
- To approve the submission of formal comments on behalf of the LDA to government departments where the matter is within the remit of the Committee.
- To consider equality and diversity issues within its work programme and to receive recommendations from the Equality Monitoring and Review Group as necessary.
- To have regard to the crosscutting themes of equalities, health and sustainable development as set out in the Greater London Authority Act 1999 in the course of its work.

Authority:

The Committee is authorised by the Board to investigate any activity within its Terms of Reference and to seek information it reasonably requires from any employee in order to facilitate the proper conduct of its business. All employees are directed to co-operate with any such request.

Terms of Appointment:

No more than 8 Members, including the Chair, shall be appointed annually.

Membership:

John Biggs (Chair)
George Kessler
Eric Ollerenshaw
Cllr Dame Sally Powell (Deputy Chair)
Charles Secrett
Angela Brady

Ex-officio – Chair of the Board

Attendance at Meetings:

The Chair of the Board has the right to attend any Committee meeting. Other Board members, who are not members of the Committee, may at the invitation or with the consent of the Chair attend a Committee meeting.

Whilst membership is restricted to Board members, the capacity is retained to invite outside specialist input from time to time, where appropriate, on a specific project, topic or initiative.

The Group Director, Olympic & Pan London Infrastructure Development will provide senior executive support as Lead Officer and will attend meetings. Other Group Directors/Directors and officers will attend meetings as appropriate. The Chief Executive will attend meetings as necessary.

Group Directors/ Directors must approve all reports prior to submission to the Committee and be in attendance to present their report/s.

A member of the Governance team will attend to provide secretarial and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters. A Legal Advisor will also attend as necessary to provide advice on any legal issues that may arise.

Lead Officer:

Group Director, Pan London Infrastructure Development
(Nominated Director to deputise in absence of Group Director)

Reporting Procedures:

Recommendations to the Board shall be by way of a report to the relevant Board meeting, which shall make it clear in the recommendations section that the matter has been discussed and recommended to the Board by the Committee. Agenda, reports and minutes of the Committee will be made available upon request to all Board members for their information.

Frequency of Meetings:

Meetings shall be held on a bimonthly basis save for at such other intervals as the Committee may agree. The Chair may call additional meetings or cancel meetings if circumstances make it advisable. The Chair may also call additional Committee meetings or informal meetings/ workshops as required.

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Venue:

Ground Floor, Conference Room, Palestra
197 Blackfriars Road
London
SE1 8AA

Resources, Risk and Audit Committee

The Resources, Risk and Audit Committee [RR&A] will be a Committee of the Board.

Terms of Reference:

- **Audit**
 - To consider the annual Management Letter from the External Auditors and bring any significant matters to the Board's attention
 - To agree and maintain an audit plan for the Agency
 - To review the Agency's statement of internal control systems prior to endorsement by the Board
 - To monitor and review the implementation of agreed internal and external audit recommendations
 - To review the performance of the LDA's internal audit function, providing input on the appointment, reappointment or termination of the internal auditors for the Agency.
 - To consider and review the LDA's draft statutory accounts advising the Board prior to approval
- **Finance**
 - To ensure the LDA complies with Government and Greater London Authority (GLA) funding requirements, accounting best practice and policy, and the Agency's own financial regulations
 - To consider the LDA draft budget and advise the Board on budgetary matters, prior to submission of the budget to the Mayor
 - To monitor and ensure compliance with the Agency's terms and conditions of funding and bring any significant matters to the Board's attention
 - To advise the Board on virement matters requiring the consent of the Board
 - To agree and monitor compliance with the financial regulations and scheme of delegations
- **Risk**
 - On behalf of the Board, to monitor the performance of the executive in managing the Agency's risks
 - To consider risk issues arises out the major projects as referred to it by the Board from time to time
 - To monitor and review the annual risk management strategy, corporate risk register and receive quarterly updates on action taken to manage risk
- **Performance/ Governance**
 - To give early consideration and guidance on the development of performance targets across all aspects of the Agency's programmes, activities, and operations prior to submission to the Board.
 - To monitor the Agency's Whistleblowing Policy and Fraud and Corruption Response Plan on behalf of the Board and receive reports on an exceptional basis
 - To monitor and review compliance with the Agency's Procurement Code, Single Programme Guide, Freedom of Information, the Agency's Standing Orders and best practice corporate governance.
- **Business Continuity**
 - On behalf of the Board, to consider and review the Agency's business continuity plan

- Health & Safety
 - On behalf of the Board, to consider and review the Agency’s health & safety policy and procedures to ensure compliance with legal and best practice requirements
 - To monitor health & safety incidents on LDA premises, property, sites and projects in conjunction with the I&D Committee, and report and escalate issues to the Board as necessary
- To consider the LDA’s Best Value Improvement Plan and the recommendations from all LDA Best Value Reviews
- To approve the submission of formal comments on behalf of the LDA to government departments where the matter is within the remit of the Committee.
- To have regard to the crosscutting themes of equalities, health and sustainable development as set out in the Greater London Authority Act 1999 in the course of its work.

Authority:

The Committee is authorised by the Board to investigate any activity within its Terms of Reference and to seek information it reasonably requires from any employee in order to facilitate the proper conduct of its business. All employees are directed to co-operate with any such request.

Terms of Appointment:

No more than 8 Members, including the Chair, shall be appointed annually.

Membership:

Cllr Dame Sally Powell (Chair)
 Alison Wheaton (Deputy Chair)
 Mick Connolly
 Michael Frye
 Steve Hitchins
 Eric Ollerenshaw
 Prof David Latchman

Ex-officio – Chair of the Board

Attendance at Meetings:

The Chair of the Board has the right to attend any Committee meeting. Other Board members, who are not members of the Committee, may at the invitation or with the consent of the Chair attend a Committee meeting.

Whilst membership is restricted to Board members, the capacity is retained to invite outside specialist input from time to time, where appropriate, on a specific project, topic or initiative.

The Statutory Finance Officer, Head of Performance and Director of Risk will attend meetings and provide senior executive support to the Lead Officer in discharging their role. Other Group Directors/ Directors and employees and officers will attend meetings as appropriate or upon the request of the Committee to facilitate discussion of any given matter. The Chief Executive will attend meetings as necessary.

Group Directors/ Directors must approve all reports prior to submission to the Committee and be in attendance to present their report/s.

A member of the Governance team will attend to provide secretarial and logistical support, take minutes of the meeting and provide advice on governance and procedural matters. A Legal Advisor will also attend as necessary to provide advice on any legal issues that may arise.

A representative of both the Internal and External Auditors of the Agency shall have a standing invitation to attend and advise at all meetings of the Committee. In addition they shall have confidential access to the Chair of the Committee.

Lead Officer:

Group Director, Resources & Risk
(Nominated Director to deputise in absence of Group Director)

Reporting Procedures:

Recommendations to the Board shall be by way of a report to the relevant Board meeting, which shall make it clear in the recommendations section that the matter has been discussed and recommended to the Board by the Committee.

The RR&A Committee shall, on an annual basis, present a report to the Board outlining the key activities of the Committee during the year, highlighting key issues and any concerns. The report will assess the effectiveness of the Committee in discharging its terms of reference and identify areas where it can be strengthened.

Agenda, reports and minutes of the Committee will be made available upon request to all Board members for their information.

Frequency of Meetings:

Meetings shall be held on a bimonthly basis save for at such other intervals as the Committee may agree. The Chair may call additional meetings or cancel meetings if circumstances make it advisable. The Chair may also call additional Committee meetings or informal meetings/ workshops as required.

Venue:

Ground Floor, Conference Room, Palestra
197 Blackfriars Road
London
SE1 8AA

Corporate Strategy Committee

The Corporate Strategy Committee [CSC] will be a Committee of the Board.

Terms of Reference:

- To consider, advise, review, oversee and monitor the Agency's programme and activities and make recommendations to the Board for decision on the following areas:
 - Preparation and revision of the draft Corporate Plan and budget
 - The revision of the Economic Development Strategy
 - To maintain an overview, identify implications and manage the Agency's response to Mayoral priorities (as they emerge) and contribution to Mayoral strategies, which fall outside the remit of other Committees
 - Responses to the GLA scrutiny activities, which fall outside the remit of other Committees
 - LDA's response and contribution to government initiatives, and green and white papers
 - LDA's lead roles as allocated by the RDA network
 - Issues of relevance to the work of the Agency in the European agenda, which fall outside the remit of other Committees
 - Communications, stakeholder relations, and marketing (including the management and development of the Agency's Brand)
 - Early development of LDA policies on matters, which fall outside the remit of other Committees
 - To consider and input on the early development of LDA projects and initiatives
- To consider, monitor and decide on behalf of the Board, the following matters:
 - Direction on the implementation monitoring and any review of human resources strategies, policies, practices and procedures
- To consider and make recommendations to the Board on:
 - Broad organisational structure of the Agency
 - Creation of senior management posts
 - Acquisition of operational assets e.g. office accommodation, ICT
 - Terms and conditions of all staff including remuneration and consultation mechanisms
 - Annual performance related pay
 - Significant human resource and corporate policies
- The submission of formal comments on behalf of the LDA to government departments where the matter is within the remit of the Committee.
- To receive specialist advice and support from the Health & Sustainability Advisory Group and the Equality Monitoring & Review Group and make recommendations to the Board in the discharge of its responsibility for equality, sustainability and health.
- To have regard to the crosscutting themes of equalities, health and sustainable development as set out in the Greater London Authority Act 1999 in the course of its work.

Authority:

The Committee is authorised by the Board to investigate any activity within its terms of reference and to seek information it reasonably requires from any employee in order to facilitate the proper conduct of its business. All employees are directed to co-operate with any such request.

Terms of Appointment:

The Chair and Vice Chair of the Board and the Chairs of all Board Committees shall be appointed for the term of the Committee.

Membership:

Mary Reilly (Chair)
John Biggs (Deputy Chair)
Rumman Ahmed
George Kessler
Jeremy Long
Lord Paul
Cllr Dame Sally Powell
Charles Secrett
Alison Wheaton

Attendance at Meetings:

Board members, who are not members of the Committee, may at the invitation or with the consent of the Chair attend a Committee meeting.

Whilst membership is restricted to Board members, the capacity is retained to invite outside specialist input from time to time, where appropriate, on a specific project, topic or initiative.

The Deputy Chief Executive will provide senior executive support as Lead Officer and will attend meetings. Other Group Directors /Directors and officers will attend meetings as appropriate.

Group Directors/ Directors must approve all reports prior to submission to the Committee and be in attendance to present their report/s.

A member of the Governance team will attend to provide secretarial and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters. A Legal Advisor will also attend as necessary to provide advice on any legal issues that may arise.

Lead Officer:

Sarah Ebanja, Group Director, Strategy & Performance (Deputy CEO)
(Nominated Group Director/ Director to deputise in absence of Lead Officer)

Chief Executive Officer – Ex officio lead

Reporting Procedures:

Recommendations to the Board shall be by way of a report to the relevant Board meeting, which shall make it clear in the recommendations section that the matter has been discussed

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and recommended to the Board by the Committee. Agenda, reports and minutes of the Committee will be made available upon request to all Board members for their information.

Frequency of Meetings:

Meetings shall be held on a bimonthly basis save for at such other intervals as the Committee may agree. The Chair may call additional meetings or cancel meetings if circumstances make it advisable. The Chair may also call additional Committee meetings or informal meetings/ workshops as required.

Venue:

Ground Floor, Conference Room, Palestra
197 Blackfriars Road
London
SE1 8AA

Health & Sustainability Advisory Group

The Health & Sustainability Advisory Group [HSAG] will be an Advisory Group and report to the Corporate Strategy Committee.

Terms of Reference:

- To oversee and advise on the implementation of the Best Value Improvement Action Plan for Sustainability.
- To oversee and advise on the implementation of the Best Value Improvement Action Plan for Health.
- To review the impact of measures to integrate sustainable development and health into LDA activity.
- To advise on the LDA's role in the implementation of the Mayor's environmental strategies and policies for health.
- To work with the Chair of the Board on regional and national policies and activity in relation to health and sustainability.
- To advise on the annual health and sustainability business plans.
- The submission of formal comments on behalf of the LDA to government departments where the matter is within the remit of the Advisory Group.
- To have regard to the crosscutting themes of equalities, health and sustainable development as set out in the Greater London Authority Act 1999 in the course of its work.
- To make recommendations to the Corporate Strategy Committee and other Board Committees as necessary for the achievement of the above Terms of Reference.

Authority:

The Advisory Group is authorised to investigate any activity within its Terms of Reference and to seek information it reasonably requires from any employee in order to facilitate the proper conduct of its business. All employees are directed to co-operate with any such request.

Terms of Appointment:

No more than 4 Board Members, including the Chair, shall be appointed annually.

Membership:

Charles Secrett (Chair)
Steve Hitchins
George Kessler (Shared role)
Michael Frye (Shared role)

Ex-officio – Chair of the Board

Specialist Advisers:

The HSAG may invite specialist advisers with particular expertise or interest in health and sustainability to join the group.

Current specialist advisers:

Teresa Edmans, Health & Regeneration Consultant (representing Health)
Sue Atkinson, Director Public Health London (representing Health)
Anna Coote, Director, Public Health Programme (representing Health)
Clive Coley, Director Environment Agency (representing Sustainability)
Mathew Frith, Peabody (representing Sustainability)
Simon Tanner, Director of Public Health, NHS (representing Health)
TBC, London Sustainable Development Commission (representing Sustainability)

By invitation:

Shirley Rodrigues, Head of Environment, GLA
Frances Mapstone, Head of Social Inclusion and Health, GLA

Attendance at Meetings:

The Chair of the Board has the right to attend any Advisory Group meeting. Other Board members, who are not members of the Advisory Group, may at the invitation or with the consent of the Chair attend Advisory Group meetings.

Membership of the Advisory Group may include experts in the field of sustainability and health who will sit on the Group as Specialist Advisers.

The Group Director of Business Engagement & Skills will provide senior executive support as Lead Officer and will attend meetings. The Strategy Development Advisor responsible for health and a Strategy Development Advisor responsible for sustainability will also attend meetings and provide professional support to the Advisory Group. The Chief Executive and other Group Directors, Directors and officers will attend meetings as appropriate.

Group Directors/ Directors must approve all reports prior to submission to the Committee and be in attendance to present their report/s.

A member of the Governance team will attend to provide secretarial and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters. A Legal Advisor will also attend as necessary to provide advice on any legal issues that may arise.

Lead Officer:

Director of Strategy & Corporate Planning
(Nominated Director/ Head to deputise in absence of Director)

Reporting Procedures:

Recommendations to the Corporate Strategy Committee shall be by way of a report to the relevant Committee meeting, which shall make it clear in the recommendations section that the matter has been discussed and recommended to the Committee by the Advisory Group. Agenda, reports and minutes of the Advisory Group will be made available upon request to all Board members for their information.

As synopsis of key discussion points from the Advisory Group will be included in the Chief Executive's Update Report to each meeting of Corporate Strategy Committee (where possible given meeting dates).

Frequency of Meetings:

Meetings shall be held on a bimonthly basis save for at such other intervals as the Committee may agree. The Chair may call additional meetings or cancel meetings if circumstances make it advisable. The Chair may also call additional Committee meetings or informal meetings/ workshops as required.

Venue:

Ground Floor, Conference Room, Palestra
197 Blackfriars Road
London
SE1 8AA

Equality Monitoring & Review Group

The Equality Monitoring & Review Group [EMRG] will report to the Corporate Strategy Committee.

Terms of Reference:

- Together with the Corporate Strategy Committee, to give strong leadership to the equalities objectives within the LDA and to review the impact of measures to integrate equalities into LDA activity.
- To monitor and review:
 - The Agency's key strategic programmes in relation to equalities issues, affecting black and minority ethnic groups, women, disabled people and others.
 - The senior management Equalities Forum to ensure the Agency's equalities objectives are delivered.
 - The implementation of the Agency's statutory equality and diversity obligations particularly the preparation and implementation of the LDA Race Equality Scheme under the Race Relations Amendment Act.
 - The Agency's achievement of the Local Government Equality Standard, the corporate Equalities Plan, and other key corporate equality and diversity strategies and policies.
- To advise on the annual Equalities Budget submission to the GLA.
- The submission of formal comments on behalf of the LDA to government departments where the matter is within the remit of the Advisory Group.
- To have regard to the crosscutting themes of equalities, health and sustainable development as set out in the Greater London Authority Act 1999 in the course of its work.
- To make recommendations to the Corporate Strategy Committee and other Board Committees as necessary for the achievement of the above Terms of Reference.

Authority:

The EMRG is authorised to investigate any activity within its Terms of Reference and to seek information it reasonably requires from any employee in order to facilitate the proper conduct of its business. All employees are directed to co-operate with any such request.

Terms of Appointment:

No more than 4 Board Members, including the Chair, shall be appointed annually.

Membership:

Rumman Ahmed (Interim Chair)
Mick Connolly
Sue Rimmer

Ex-officio – Chair of the Board

Specialist Advisers:

The EMRG may invite specialist advisers with particular expertise or interest in equalities to join the group. The Group may with the permission of the lead officer invite observers to attend and participate in the discussion of matters at its meetings.

Current specialist Advisers:

Gloria Mills, UNISON (representing Unions)
Mohammed Aziz, Faithwise (representing religion and faith)
Ben Summerskill, Stonewall (representing sexuality)
Eroll Walters, Black Londoners Forum (representing race)
Phil Friend, RADAR (representing disability)

By invitation

Lee Jasper, Observer (representing Greater London Authority)
Pierre Coinde, Observer (representing Greater London Authority)

Attendance at Meetings:

The Chair of the Board has the right to attend any EMRG meeting. Other Board members, who are not members of the Group, may at the invitation or with the consent of the Chair attend EMRG meetings.

The Group Director, Resources and Equalities will provide senior executive support as Lead Officer and will attend meetings. The Director of Equalities and Diversity will also attend meetings and provide professional support to the EMRG. The Chief Executive and other Group Directors, Directors and officers will attend meetings as appropriate.

Group Directors/ Directors must approve all reports prior to submission to the Committee and be in attendance to present their report/s.

A member of the Governance team will attend to provide secretarial and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters. A Legal Advisor will also attend to provide advice as necessary on any legal issues that may arise.

Lead Officer:

Director of Equality and Diversity
(Nominated Group Director,/ Director will deputise in the absence of the Director)

Reporting Procedures:

Recommendations to the Corporate Strategy Committee shall be by way of a report to the relevant Committee meeting, which shall make it clear in the recommendations section that the matter has been discussed and recommended to the Committee by the EMRG. Agendas, reports and minutes of the EMRG will be made available to all Board members for their information.

As synopsis of key discussion points from the Review Group will be included in the Chief Executive's Update Report to each meeting of Corporate Strategy Committee (where possible given meeting dates).

Frequency of Meetings:

Meetings shall be held 5 times a year with the ability to call additional meetings if deemed necessary by the work programme of the ERMG.

Venue:

Ground Floor, Conference Room, Palestra
197 Blackfriars Road
London
SE1 8AA