
**London Docklands
Development Corporation**

**FINAL PERSONNEL ANNUAL REPORT
- Main Text**

1 April 1997 – 31 March 1998



[Click here for the Appendices](#)

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Appendices

To minimise file sizes the Appendices in this version are provided in a separate file:
– [click here](#).

To preserve the privacy of former members of the LDDC's staff, and because not all material is of ongoing interest, some Appendices have been omitted or abridged. To minimise loading times the data in some charts is shown in tabular form and the charts in the original Appendix F have been omitted.

INTRODUCTION

The purpose of this report is to inform the Board, Joint Chief Executives and Directors and the Government Office for London (GOL) of key Corporation Personnel activities, main trends in the staffing profile and the current status of employment policies and strategy in the final year of operations.

It is an opportunity for the above parties to review and comment upon policy and practice, and to evaluate and assess key annual achievements during the final year.

CORPORATION ACTIVITY

The Corporation has continued to achieve significant progress in meeting its key outputs during 1997/98 and the current provisional figures for the total final output and performance of the Corporation are:

Private Investment	£7.2 billion
Commercial / industrial completions	2.33 million square metres (25.1 million square feet)
Homes completed	24,015 (starts 27,118)
Employees	85,000
Land reclaimed	2,106 acres
New and upgraded infrastructure	142.2km

HUMAN RESOURCES / PERSONNEL STRATEGY AND ACTIVITY

As indicated last year the Corporation has been undertaking a Human Resources Strategy for "wind down" since the early 1990s and this is comprised of the following four key elements:

- Training and Development
- Reward
- Communication
- Health

The outcomes the Corporation seeks to achieve are:

- Positive management of change
- High staff morale and motivation
- Definition of key posts and key post holders
- Trust through transparency of policies and clear communication of the redundancy process
- Low absence rate and low stress rate among staff
- Self management of career and future life objectives
- Liaison with successor bodies regarding staff transfer and continuing work programme

The Corporation has largely achieved all of the above outcomes and, as a consequence, has met its project programme, reduced its liabilities to an achievable minimum and secured the economic, physical and social regeneration of London Docklands. This has been through the use of dedicated professionals, a flexible staffing policy and a philosophy of action and solutions aided by the judicious and measured application of public funds.

TRAINING DEVELOPMENT AND PERFORMANCE MANAGEMENT

Training Activity

The HR strategy for effective 'wind down' has four main components. The Training Policy was one key priority and remained so for the Corporation through to March 1998.

The training and development policy was designed to:

- Prepare staff for exit from the Corporation by improving core skills and marketability
- Enable more effective job performance
- Meet in-house training and development needs in line with the requirements of succession plans
- Assist the Corporation in meeting its strategic objectives
- Promote professional excellence by the creation of a culture of continuous learning

A Training Plan was prepared annually, drawing on various sources of training need: a review of the previous year's training plans, achievements and feedback; annual Performance & Development Reports; Personal Development Reviews; implications of the 1997 Corporate Plan; EC Regulations and new information technologies. The 1997/8 Training Plan was circulated to Senior Management for comment and approval.

The 1997/8 Training Plan was successfully progressed in every area identified for training provision, with many courses developed and delivered in-house for cost-effectiveness and relevance.

The Strategy continued to focus on quality initiatives. Considerable care was taken over the planning, selection of courses, selection of appropriate consultants and marketing of courses to ensure that quality procedures and systems were in place for effective take up. Building on the success of the first three Phases of the Career Development Programme, Phase Four was introduced with the continued emphasis of personal responsibility, employability and motivation.

The cumulative effect of these Phases was seen throughout the year: to the final months of Corporation life and can be reviewed in detail in Appendix K. An article by Carole Pemberton covering the success of this programme can be seen at Appendix O.

Particular achievements include:

EVALUATION

- Flexible training provision recognised difficulties with work scheduling and timetable, leading to in-house courses accounting for 76% of total courses (5% decrease on 1996/7 but still 18% rise from 1995/6). There has been an increase in "Learning lunches", half day and modular training provision, and a significant increase in take up of the CD ROM learning facility (100% increase in sessions booked from 96/7 to 97/8).
- 79% of staff attending internal or external training activities in the 1997/8 year. See Table 4 for breakdown of training days per capita/grade (average 4.45 days).
- Same per capita budget spend as 1996/7 but a 25% increase in actual training days attended.
- 87% of training evaluations returned.
- Average 1997/8 training course evaluation rating of 3.92 where 1.00 (Poor) and 5.00 (Very Good).
- Only two internal courses postponed (one at 50% cost).
- A saving of £24,000 against Outplacement as staff opted to trade this facility for training.

MANAGEMENT & PROFESSIONAL DEVELOPMENT

- Continued provision of core skills training against Training Plan and a sustained commitment to professional updating.
- 26 employees were in/have completed further education courses, 4 are undertaking higher degrees
- 18 practical "Internet Awareness" seminars were commissioned for all staff and consultants. Although the majority of staff will not be required to use or access the internet in their current jobs, an introduction to and familiarisation with this technology was deemed useful from a general educational point of view.
- CD ROM library provision commenced March 1996. A 97/8 evaluation of the service provided the following outcomes:
 - 13 topics available from the library, see Appendix I
 - 256 sessions booked in the Resource Room
 - 51 people accessing the CD ROM modules
 - Average costs per person accessing CD ROM module £48.50
- A 12-month Executive Coaching Programme commenced in November 1996 for 6 senior members of staff. Senior managers were required to manage a complex, diverse and often conflicting range of tasks, managing intricate relationships internally and working with powerful forces externally. The programme had an open agenda and executives received coaching on an individual, confidential basis.

An evaluation was conducted by Coutts, the provider, in December 1997. See Appendix L for an overview. The programme was extended to include the remaining three months of Corporation life - January to March 1998.

NVQ

The final four candidates of the Management NVQ Programme achieved the full Oxford NVQ Management Qualification at Levels 4 & 5.

- One final candidate of the LCCI Administration NVQ Programme achieved the full NVQ Qualification at Level 3.
- 4 candidates went on to achieve Units of the Training and Development Award (D32 and D33) which will enable them to assess and guide others working towards NVQs.
- All Programmes recognised as being of extremely high standard by external verifiers, awarding and research bodies.

CAREER DEVELOPMENT

- The Career Development Programme was launched in July 1995 with an 80% attendance (162 staff). Phases II and III continued into the 1996/7 year followed by Phase IV which was completed by December 1997. Phase IV modules included:

- | | |
|----------------------------------|---------------------------|
| • Networking | • Life Balance |
| • First 100 Days in Your New Job | • Dressing For Success II |

- 27 Phase IV courses took place in the 1997/8 year, with 146 places booked.
- Repeats of Phase 1-3 modules also took place to enable all staff the opportunity of attending at a time frame suitable for them: 15 courses, 69 places booked. Phase outlined as follows:

Phase 1	Distance Learning Career Review Self-Marketing & Promotion
Phase 2	Self Employment Talks from support agencies (Benefits, Tax, Job Centre)
Phase 3	Making an Impact Your Route to Interview Success Dressing for Success Psychometric Testing

Individual guidance, with either a member of the Personnel team or Coutts, continued to be available.

- 35 additional members of staff undertook psychometric assessments using the Rapid Personality Questionnaire (RPQ) and the LifeStyle Questionnaire (LSQ), bringing the total to 87.
- One further talk from the Benefits Agency, attended by 24 people.
- One further “Business Enterprise” workshop was run for staff considering starting a business/consultancy of their own.
- 69 book titles available on loan from the Resource Room Library
- The FITECH “wellbeing” package enabled:
 - Fitness and Cardiac Risk, Nutrition, Stress

to be assessed on an individual, confidential basis. The programmes offered immediate practical and personalised guidance, helping people to seriously consider ways to bring about positive change. 24 individuals accessed the Stress Module and a Summary Report for this module can be found in Appendix N.

- LDDC Network Register - a publication containing contact names, work profiles, addresses etc. of all (willing) members of staff (past and present) was compiled and circulated during November 1997- February 1998. It was designed for individuals to keep in touch with colleagues for social and/or networking purposes in the future.

Training Attendance

Previous years cancellation rates have been falling but have still had to be closely monitored to ensure value for money and also to keep training and development as a priority consideration.

Only 2 internal courses were postponed in the 1997/8 period (one at 50% cost) and no external courses were cancelled.

Training providers have been required to be flexible with timings/bookings and the Personnel team have taken care to plan training events avoiding known busy times and at suitable intervals. Greater pre-course planning and marketing was also initiated.

The APAC database states that the National Average number of training days is 3.1 and in the public sector is 2.2.

Slightly less people accessed internal/external training activities in the 1997/8 year (6% drop from 96/7). Per capita training days, however, increased (by almost 20%) from last year to 4.45 days. This is the highest figure to date and is likely to be a reflection of the climate within the Corporation and the motivations of individuals in the Corporation’s “wind down” as they prepare

for the future. It may also be due to take up of the full range of Career Development Programme modules available.

While the enthusiasm for, and significant take up of training is excellent and justified in the circumstances, Personnel endeavour to maintain a healthy and effective work/training balance.

Budgetary Control and Spend

The LDDC continues to spend above the national average on training per employee according to the latest APAC database figures, May 1997: £525 as opposed to £378, £234 in the public sector.

While this per capita spend figure is similar to last year's, the actual number of training days has increased by almost 25% since 1996/7.

Table 1, below, indicates budget spend according to staff category. This is reasonable in the specific context that the Corporation faces.

Table 1: Budget Spend (%) According to Staff Category

Support	Professional	Managerial
40% (21%)	43%	17%(36%)

The emphasis on support and managerial budget spend has shifted compared to 1996/7 (see bracketed figures). However the percentages, in Table 1, exclude the Executive Coaching Programme for senior managers, which was funded from a special projects budget.

It should be noted that union members have access to a grant of £100 per year which may supplement any part funding allocated by the LDDC.

All staff were asked to contribute towards the cost of the "Dressing for Success" course on a sliding scale:

Support	£15 contribution
Professional	£35 contribution
Managerial	£45 contribution

It has been the policy of the Personnel team to consider the trading of an individual's (notional) outplacement provision for further education/training. This is particularly relevant where the education/training opportunity is likely to continue beyond the individual's contract.

To date 24 members of staff have traded their outplacement at a total cost saving of £24,000. See Appendix M for full details.

Training Evaluation

The Corporation uses questionnaires to evaluate the effectiveness of its training provision.

Questionnaires are sent to all staff attending training, between 2-4 weeks after the course. Attendees are asked to rate the training against 13 criteria on to a scale of 1 (Poor) to 5 (Very Good).

The overall mean satisfaction rating for training courses in 1997/8 was 3.92.

The sustained overall satisfaction ratings of courses is likely to be related to the fact that training interventions and objectives are attuned to the needs of individuals, addressing both the present and the future.

A breakdown of training evaluation data (mean ratings) by grade is outlined in Table 2.

Table 2: Mean Evaluation Rating by Grade

Grade	Mean Rating	Grade	Mean Rating
1	/	8	3.93
2	4.08	9	3.79
3	3.86	10	3.80
4	4.11	11	3.67
5	4.07	12	4.02
6	4.09	13	/
7	4.18		

Career Development Programme - Review and Outcomes

The phased offering of the Career Development Programme was introduced in July 1995, supported by:

- Coutts Career Consultants as the selected training provider
- Distance learning material
- Training workshops
- Individual counselling and advice
- Internal support and materials, including a new Resource Room

Objectives:

- To raise individual confidence and motivation at a time of uncertainty and change
- To increase individuals flexibility and employability (for internal and external placements)
- To retain the commitment of individuals until their contract end
- To expose each individual's full range of skills and attributes
- To widen options
- To enable individuals to determine their future options
- To prepare individuals with the skills and knowledge necessary to achieve their chosen option(s). Developing a means to help staff help themselves to manage their futures

Phase IV Modules:

- "Networking" - Recent research continues to support evidence that networking is the most successful route to securing a new job. Networking also helps people to be more successful in their work and their career through establishing valuable relationships with others. This one day workshop provided practical tips and strategies to make networking easier for you to put into practice.
- "First 100 Days In A New Job" - Being the new person in the new job in a new organisation involves a great deal of change and adjustment. Preparing for this transition is important so that one can establish oneself as quickly and smoothly as possible. This one day workshop included clarifying expectations and ground rules, building relationships with key others, establishing position and maintaining employability.
- "Life Balance" - Means different things to different people: more time with partners or family? More time for other interests? More challenge in work? Working out futures while trying to manage tasks in the present? This one day workshop provided time to

explore life balance and life styles. In particular it helped to achieve goals rather than goals remaining on the 'wish list'".

- "Dressing For Success - Part 2"- A range of wardrobe review and make up workshops (half days) building on the initial dressing for success consultations.

Outcomes

A long term evaluation of the entire Career Development Programme took place between October 1997 and February 1998. A more detailed Summary Report can be found in Appendix K with highlights listed below:

- Overall response rate of 48%, 83% of these from participants and 17% from non participants.
- 90% of staff and consultants felt that the Career Development programme was a beneficial initiative and 81% that it had become an integral part of the Corporation's strategy for effective "wind down".
- A marked difference in response between participants and non-participants is noticeable. In almost every instance CDP participants responded more positively to a range of questions.
- A number of major career shifts and retraining have been undertaken, see Appendix J.

Table 3: Internal Courses in the 1997/8 Year

Course Title	No. of Courses
Word Perfect 6.1 for Windows Intro.	1
Excel V.5 Intro	1
Word for Windows V.6 Intro	1
Internet Awareness	18
First Aid Re-qualification	2
Reaching for the Top	1
Confidence and Credibility (NLP)	1
Networking	6
First 100 Days in Your New Job	5
Life Balance	5
Your Route to Interview Success	4
Making An Impact	4
Dressing For Success	5
Dressing For Success II	11
Career Development Programme	2
Self Employment	1

Table 4: Number of Training Days by Grade (Employed staff)

Grade	Number of People in Grade	Number of Training Days	Training Days per Capita
1	2	0	0
2	5	13.5	2.7
3	14	61	4.4
4	18	43	2.4
5	10	49	4.9

6	9	19.5	2.2
7	8	22.5	2.8
8	23	90.5	3.9
9	12	95	7.9
10	14	26.5	1.9
11	11	33.5	3.1
12	4	19.5	4.9
13	2	5	2.5
TOTALS	132	478	3.35

An additional 11 training days per capita is accounted for by consultants and self-employed staff attendance, bringing the total per capita training days to 4.45.

RESOURCING

Staffing Reviews and the business plan set the following targets:

Table 5 Staffing Targets

	Percentage reduction Target required	Target	Achievement
March 94 (1992/93 Staff Review)	18%	333 to 274	294 (11%)
March95 (1992/93 Staff Review)	10%	274 to 248	284.5 (3%)
March96 (1995/96 Corporate Plan)	24%	285 to 216	212 (26%)
March97 (1996 Corporate Plan)	26%	212 to 156	165 (22%)
March 98(1997 Staff Review)	27%	165 to 121	113 (32%)
April to June 1998	100%	122 to 20 to 0	20 (84%)

The final year of the Corporation has seen an extended burst of activity to complete the majority of the project programme and to resolve outstanding liabilities or trailing wires. The Corporation had 93 staff and 20 consultants at 31 March 1998 (totaling 112.01 full time equivalent posts). The final residue of directly employed staff (18) will attend to the final report and accounts, resolving debtors and creditors, records management and remaining assets disposal.

Table 6: Staffing Projections

STAFFING PROJECTS BY DIVISION										
	FINANCIAL YEAR END STAFFING FIGURES									30 April 1998
	90/91	91/92	92/93	93/94	94/95	95/96	96/97	Fore-cast 97/98	Actual 97/98	
TSD Inc Estates Maintenance	76	61	54	54.5	86	61 ²	58 ⁶	49 ⁵	36.1 ⁷	1
Development Division	184	148	66	63 ¹	39	33.5				

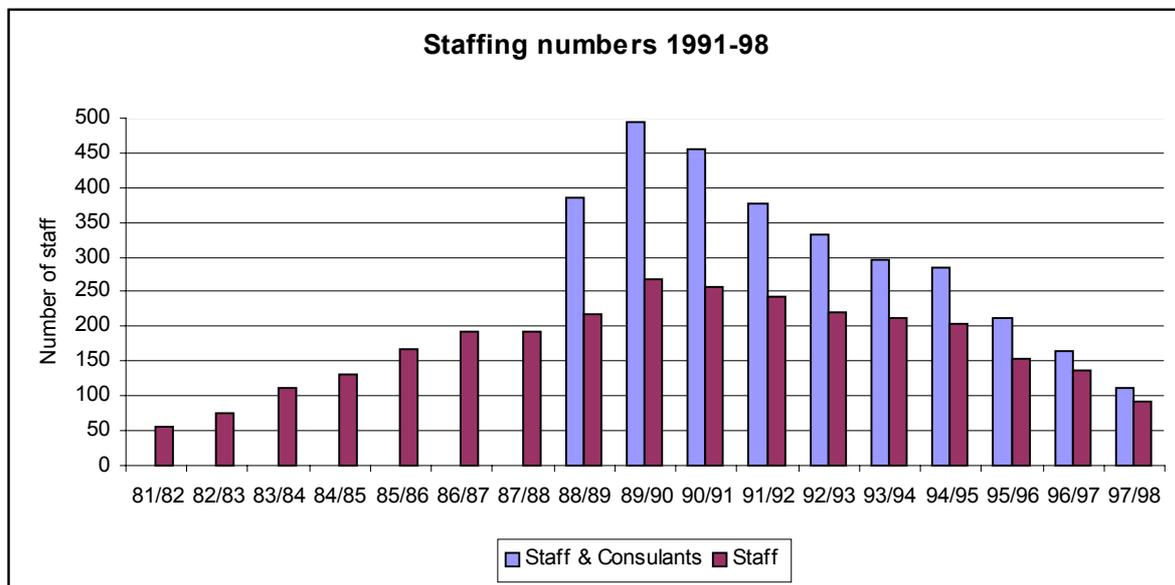
City Design & Planning			51 (68)	39	30	23.5	18 ³	9	6.76	0
Chief Executive's Office	17	21	21.5	25	19	18.5	31	22	17.7	4
Community Infrastructure	47	33	19	17	16	11				
Transport Planning	14	16	18	15.5	15	13	13	4	6	0
Finance & Admin	80	71	61.5	57.5	52.5	44.5	38	29	38.45	15
Public Affairs	38	28	25	24	27 ⁴	7	7	7	7	0
TOTAL	456	378	333	295		212	165	120	112.01	20

- 1 Transfer of Estates Maintenance to TSD
- 2 Out sourcing of 15 Estates Maintenance posts to Mowlem Facilities Management
- 3 City Design and Planning created as own division from 1.5.96
- 4 Out sourcing of 19 posts to Lowe Bell
- 5 Out sourcing of 6 posts to British Waterways Board
- 6 Inclusion into Development of QS and Engineer functions with Project Mgt to Finance and Community to Chief Exec Office
- 7 Transfer of 6 staff to British Waterways Board in October 1997.

Reductions Forecast

Staff reductions are managed strategically by Personnel in conjunction with Board, Joint Chief Executives, Directors and line managers. Figure 1 provides more details of Corporation progress.

Fig 1 – Achieved at year end



	81/82	82/83	83/84	84/85	85/86	86/87	87/88	88/89	89/90	90/91	91/92	92/93	93/94	94/95	95/96	96/97	97/98
Staff & Consultants								386	495	456	378	333	296	285	212	165	112

Staff	57	75	112	130	168	192	193	218	268	256	243	222	212	204	153	136	93
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Dedesignation / Dissolution issues

- Closure date of 31 March 1998;
- Dedesignation dates for Isle of Dogs (October 1997) and Royal Docks (January 1998);
- Changing part of programme from projects to endowment grants;
- Novation of existing and new project management to successor bodies at the earliest practicable stage including English Partnerships and the Commission for the New Towns;
- Identification of successor bodies for land management, estate maintenance, grant funding, project management and strategic responsibilities;
- Increasing demands of successor bodies to resolve outstanding issues and demands to increase succession funding.

Staff Issues

- Revised compensation terms, voluntary redundancy and supportive training and development initiatives;
- Communication of relationship between reduction in programme and staffing requirements;
- Redundancy management training and the issue of guidance note to all managers on redundancy selection;
- Communicating redundancy policy to all staff;
- Identification and communication of anticipated duration of each post in July 1995, September 1996 and June 1997;
- Identification of “key posts” as at April 1995;
- Staff securing new jobs prior to departure;
- Early retirement on grounds of ill health;
- Contract transfer issues of Tunnel Operation with CNT;
- Reductions have been affected and generated by the following factors:
 - Transfer of staff to British Waterways Board, English Partnerships and Commission for the New Towns;
 - Increased secondment of staff to associated bodies;
 - Trading of outplacement for training.

Organisation Resources

- The final reductions are as a result of the following:
 - Operational closure of the Corporation on 31 March 1998;
 - Dedesignation of Royal Docks and termination of planning powers;
 - Transfer of assets and major projects to English Partnerships;
 - Transfer of minor project, land and legal liabilities to Commission for the New Towns;
 - Transfer of Tunnels and Highways ownership and maintenance to Commission for the New Towns;

- Transfer of Isle of Dogs dock system to British Waterways Board;
- Completion of the large majority of project programmes
- Completion of community grant programmes
- Appointment of Royals Docks Management Authority General manager and transfer of majority of ownership to English Partnerships;
- Creation of Royal Docks Endowment Fund;
- Creation of Isle of Dogs Endowment grant;
- Future creation of London Development Agency to look at strategic transport planning.

All staff were written to in June 1997 indicating the expected final dates of their posts. Staff were written to giving their written notice of termination of employment on 31 December 1997. This early serving of notice to the majority of staff was to ensure compliance with audit recommendations to secure the non payment of pay in lieu of notice. The early service of notice is also to adhere to best practice in employment law. This applied to both those staff leaving on 31 March 1998 and those leaving between then and 30 June 1998 during the non operational period. All staff had been kept informed about their indicative dates since July 1995 and all of these have largely been met.

Redundancy Savings

Before 31 March 1998 there were 39 leavers made up of the following:

- 24 compulsory redundancies
- 4 voluntary redundancies
- 6 transfers to BWB
- 1 transfer to DLR
- 2 student returners
- 2 medical retirements

The total severance and retirement payments to these individuals were as follows:

	<i>Total</i>	<i>Average payment</i>
<i>Severance</i>	£470,990.45	£16,821.09
<i>Additional compensation</i>	£236,981.66	£14,811.35
<i>Augmentation (pension)</i>	£139,281.19	
TOTAL	£847,253.30	

Sixteen of these staff received the additional compensation payments including the transferring Marine staff (who received no redundancy payment and their additional compensation was subject to taxation).

The 73 Staff leaving on 31 March 1998 received the following severance payments:

	<i>Total</i>	<i>Average payment</i>
<i>Severance</i>	£1,339,798.75	£17,863.98
<i>Additional Compensation (62 staff)</i>	£1,207,196.41	£19,470.91
<i>Augmentation</i>	£944,560.59	
TOTAL	£3,491,555.75	

Information on the destination of leavers is at Appendix C. Savings made on additional compensation was £26,000 where two individuals left before their posts were due to expire. Savings of £61,000 were made where two staff retired on grounds of ill health and one member of staff transferred to an associated employer.

Secondments

Several staff remained on secondment including Ralph W to the Department of the Environment, Kofi A (left on 9 December 1997) and Tracey B (left on 14 November 1997) to the Isle of Dogs Community Foundation (who then offered her a full time job) and David A to the London Borough of Newham (left 7 November 1997). David G transferred to the DLR (30 September 1997), Robin B worked with London International Sport (left LDDC 31 October 1997), Gary H worked for the Wembley Project, Yvonne F for LETEC, Peter R for News International and Helen K for the Isle of Dogs Community Foundation. Anne C was seconded part time to Government Office for London during March. A list of promotions, secondments and redeployments is at Appendix D.

Contracting out and transfers of undertaking

During the year the Marine Department transferred to British Waterways Board on 31 October 1997. There were proposals, at the time of writing the report, to transfer some staff and consultants at the end of the Corporation's life to English Partnerships and the Commission for New Towns.

Recruitment

Over the period most recruitment to vacant posts has been through internal redeployment of staff or agency staff in other posts working for the Corporation. These are mentioned in Appendix D on promotions and redeployments.

The only external recruitment undertaken by Personnel on an agency basis for RODMA was for the appointment of a General Manager - Hamish S. Several internal candidates were interviewed and considered for this post but it was felt that none of them had the right skills, background or experience to undertake the role.

Stability Rate

The staff stability rate has ended high as would be expected at the end of the organisation's life. This calculation is based on length of service of all staff employed over the year divided by total number of years service to get a mean figure for average years of service.

Table 7 Staff Stability Rate in years

	93/94	94/95	95/96	96/97	97/98
All Staff	4.9	5.72	6.86	7.75	8.33
Male	5.18	5.9	6.94	7.92	8.55
Female	5.91	6.31	6.76	7.54	8.33
Leaver's	3.67	3.65	5.64	7.55	8.03

It is also interesting to note that the average age of staff employed during the year is 41.51 years and the median age is 40.5. The average age of staff as at 31 March 1998 was 41.

REWARD MANAGEMENT

The Corporation has always achieved the maximum level of flexibility within the guidelines set by the UDC Guidebook in order to compensate for the short life nature of the organisation. Financial rewards achieved include cost of living increases, an annual performance payments system, enhanced compensation payments, augmented pensions, enhanced maternity benefits and sick pay. Other types of reward manifest themselves through training and support programmes, confidential counselling and an extensive occupational health programme.

Reward Management

The Corporation's main priorities in this area were to ensure retention of key staff and that staff who stay are rewarded for their commitment through appropriate pay mechanisms and performance pay.

(See paragraph below on additional compensation)

Public Sector Pay Policy

The Corporation implemented a pay review of 3% on 1 July 1997. This award was in line with average settlements at the time.

Performance and Development

A detailed evaluation of the Performance and Development process is attached at Appendix F. The appraisal process for 1997/98 was brought forward to December 1997 and the payment process brought forward to February 1998.

Appointments and Emoluments Committee

The committee continued to meet throughout 1996/97 to review all aspects of reward management and policy. Current members of the committee are Michael Pickard, Lord Cocks, Ronald Spinney, Neil Spence and Roger Squire. David Lowman is Secretary to the Committee.

Additional Compensation

The purpose of an additional compensation policy, as defined in the UDC Guidebook, is to retain the appropriate skills and experience required by a UDC through to its termination date. The Corporation can select up to 50% of posts as key posts. All ACES and Directors selected key posts for their division based upon the following range of criteria:

- operational importance
- substitutability
- specific competency
- dedesignation significance
- structural importance.

The policy was circulated to all staff on 28 May 1996 with a schedule showing all posts within their divisions that have been designated as key posts. During the year a number of staff requested key post status and some of these were granted within the limits given by the UDC guidebook. Of staff leaving during 1997/98 and 1998/99 93 staff left as key post holders and 37 staff left as non key post holders. Two key post holders left before their due dates and did not receive any additional compensation.

Pensions

The Corporation has secured the services of an independent financial adviser to help staff in assessing their pension requirements and how to manage severance payments. During 1997/98 16 staff received pension advice (96/97 = 31; 95/96 = 65). This advice is given without prejudice. The adviser has also helped a number of individuals who opted out of the Corporation's London Pension Fund Authority scheme and joined private pension schemes. His advice and correspondence on their behalf has helped them take actions through to the Securities and Investments Board who have the powers to secure redress from providers giving inaccurate or misleading advice. It should be noted that when pensions were deregulated in 1988 the Corporation campaigned strongly for staff to stay in the occupational scheme and specific advice was given to staff in this respect.

The Corporation has secured highly effective results for a large number of staff through the services of Stewart Brightman often resulting in several high value reinstatements up to £23,000.

In 1996 the Corporation Board resolved to move from added years pensions, which involved a continuing monthly payment to the fund, to augmented years which involves a one off payment. The maximum benefit under added years was 10 years and under augmented years it is 6¾ years leading to a pension cost saving.

The Corporation has now resolved the liability of added years for previous members at staff by a one off payment of £852,284.49 to the London Pension Fund Authority.

Final Pay Policy

The Corporation prepared a final validation bid for July 1997 and this was agreed at 3%. The Corporation undertook some minor spot rewards for some individuals during the year where staff took on additional duties and responsibilities. Staff remaining after March 1998 were the subject of a sliding scale final performance pay payment based on their pro rata attendance and the scales and rates used in the current scheme.

Trading Outplacement for Training

A number of staff have decided not to take outplacement but have instead opted to trade this service against the provision of appropriate training. This has ranged from training as a beautician, learning new computer skills to learning how to run outward bound centres (Appendix M).

Promotions and Redeployments

Promotions and redeployments have increased as a result of redundancies among some senior staff and of redeploying staff into position previously occupied by temporary staff (Appendix D - excluding secondments)

Table 8 - Promotions and redeployments as a % of average number of staff

91/92	92/93	93/94	94/95	95/96	96/97	97/98
0.4%	2.2%	2.25%	1.7%	6.9%	3%	8.7%

Succession Strategy

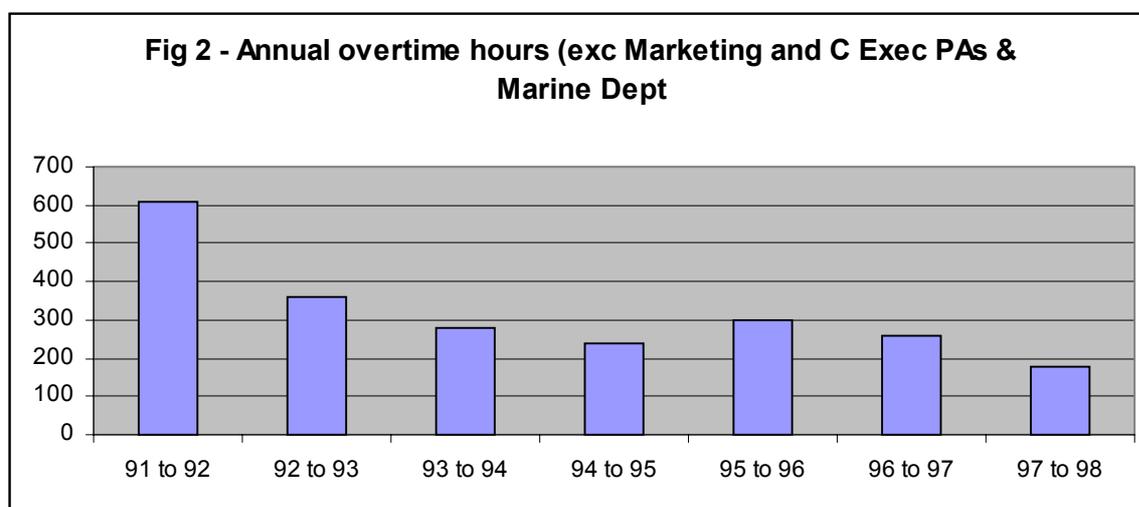
Strategy during the final year of wind down was to encourage redeployment but also to focus on secondments and securing roles for staff with successor/associated bodies and/or new employers. A wide range of approaches (also mentioned elsewhere in this report) have been used in this last regard:

- Career Development programme training
- Outplacement
- Docklands Personnel Initiative
- Outsourced providers
- Recruitment / Employment agencies meeting staff and consultants in house

Overtime Working

There was a continued low level of overtime working across the Corporation. The main areas of overtime working have been in the Executive Office and the Marine Section (until transfer). Other allowances for evening meetings etc were kept to a minimum.

See figure 2 for overtime distribution (excluding evening meetings) over the past five years excluding Marketing and Chief Executive's Office.



Utilisation of Agency Staff

In 1997/98 the expenditure fell further to £66,000 - a fall of 27%. This reflects a moderate need to provide for cover as the Corporation winds down its operations and to cover sickness and absence for leave. Table 9 shows the trend over the past 5 years.

Table 9 - Agency Costs

1993/94	1994/95	1995/96	1996/97	1997/98
£233,500	£138,767	£103,321	£90,278	£66,000

Regrading Activity

Four members of staff were regraded over the period and 3 claims were rejected. Some staff were given minor honoraria in order to account for increase in duties that did not warrant a full job evaluation - details of each claim are at Appendix E [Not included in this version]. Since 1991/92 the percentage of staff applying for and succeeding in regrading claims has been as follows:

Table 10 Regrading claims assume average staff of 115

	91/92	92/93	93/94	94/95	95/96	96/97	97/98
% applying	10.4	6.4	6	4.9	11.6	5.4	6.2
% regraded	5.2	2.1	4.6	4.02	10.9	4.8	3.5

Flexitime

Flexitime was introduced in April 1992. During the year 1995/96, and after a detailed audit, an amendment was agreed by the Chief Executive which reduced the number of available flexi days from 26 to 10 and reduced the number of days taken in any one four week period from two to one. This step was taken to ensure greater operational flexibility and attendance during the last two years of the Corporation's life. The audit of this new system was undertaken during 1996 and the following findings were of note:

- Professional staff accrue flexi leave more easily due to the nature of their jobs;
- Some members of staff lose a high number of hours each month even if they take flexi

leave;

Some administrators believe that forms were not being filled out correctly;

Some administrators believe sanctions are not applied consistently;

The average number of flexidays taken per person has risen slightly from 243 days to 2.93 days per year between 1995 and 1996 although this is still well below the potential for all members of staff (10 days).

At the beginning of 1997/98 there were 132 directly employed staff thus allowing for a possible total of 1320 flexi days to be taken during the year. Given that only 93 staff (70%) were left at the end of March 1998 - a minimum of 930 days could be taken through the year. During the year 540 days were taken -5.7 days per member of staff who actually took them (94). In total 71% of 132 staff could work their total working days (excluding flexi time but allowing for leave) of 21,390 days (or 59 years).

Maternity

During 1997/98 6.8% of all female staff (59 at 1/4/97) were absent, for varying periods, on maternity leave (1994/95=7.84%;1995/96=8.9%; 1996/97=14%). Maternity leave (SMP) cost £21,091 over the period; this excludes costs for maternity cover.

COMMUNICATION

Clear communication ensures that staff are informed, motivated and retained during the wind down of the organisation. The Corporation communicates with its staff using a variety of formal and informal mechanisms.

On a formal level the Board, its various committees and the Executive Management Team provide a high level of communication regarding policy, strategy operations and finance. On a secondary formal level the Corporation supplies notice, instructions and information to staff from the Personnel team in the form of Office Notices, updates to the Staff Handbook and notices through the internal staff magazine *Son of Bullet*. The magazine acts as a very effective informal mechanism disseminating information but also as a motivator for all staff in supporting their social activities and providing them with diversions and useful information and guidance.

The Personnel function supplies a great deal of information which is intended to provide maximum equity and transparency to staff and consultants. This ranges from staff consultation with UNISON to individual staffing plan letters, from the staff magazine to training proposals, staff surveys and, with the Completion Policy Team, the publication of the *Completion Update*.

Local Joint Committee

This mechanism is used to provide the formal consultation process between UNISON as the staff representative body, Personnel and a management representative. Items of significance that have been discussed over the past year include:

- staffing plan
- redundancy selection policy and process
- additional compensation
- training programme
- pay in lieu of notice
- performance related pay
- accommodation
- outplacement

- transfer of undertakings

Over the year there were no industrial disputes of any kind nor did the union take any grievances on behalf of staff. There was no union initiated legal action against the Corporation.

Staffing Plan Letters

The final staffing plan letters were sent to all staff in June 1997.

All staff were all served with notice to terminate their employment on 31 December 1997. This included those staff due to work during the non operational period.

All staff were sent letters on 5 September 1996 indicating their expected date of departure. These letters were designed to give staff as much notice as possible about the length of their future employment with the Corporation.

Table 11 - Audit Objectives and Recommendations

Audit Recommendation/Action	Action
Analyse staff planning and Redundancy compensation calculations	Analysis complete by audit - all staff planning conducted correctly and in a measured fashion. Payments made accurately and in accordance with regulations.

Early Retirement

All staff due for early retirement attended a presentation about the implications of the Augmentation Regulations. They were all written to subsequently describing the benefits they could expect at the date of their early retirement.

Outplacement

The Corporation provided outplacement support for all staff. It receives a service from three different providers for the following bands of staff:

- Grades 1-5 CEPEC
- Grades 6-9 Lee Hecht Harrison
- Grades 10-15 Coutts

Staff have acquired a variety of posts/roles after receiving this support (Appendix C).

Leavers

Leavers before 31 March 1998 in the financial year 1997/98 can be analysed as the following:

- 24 compulsory redundancies
- 4 voluntary redundancies
- 6 transfers to BWB
- 1 transfer to DLR
- 2 student returners
- 2 medical retirements

The average length of service was 7.09 years (1996/97 =7.09 years; = 5.69 years). Further details of redundancy trends are at Appendices G and H [Not included]

Equal Opportunities

Table 12 - Gender split

Gender Split	93/94	94/95	95/96	96/97	97/98
Female	46.98%	48.11%	43%	43%	47%
Male	53.02%	51.98%	57%	57%	53%
Female Grade 9+	16.38%	16.67%	15.09%	15.22%	15.9%

According to a National Management Survey (24,016 individuals in 293 organisations from Remuneration Economics (1996) the Corporation performs well in respect of the number of female senior managers.

Table 13 - Female rank comparisons

Sources	% of females at Director Level	% of females at Section / Function Head / Professional
RE Survey	3.3%	11%
LDDC	40%	24%

Females accounted for 24% of all professional and managerial appointments.

There were 28 redundancies before 31/3/98; 3 were female voluntary and 9 female compulsory. There were 16 male compulsory redundancies.

Childcare Provision

The Corporation upgraded its subscription to the Childcare Solutions network which provides information and guidance in the provision of childcare services. It was a subscriber to the FamilyLife Solutions network which provides help and information relating to childcare and elderly care of relatives and friends.

Ethnic Minorities

The number of ethnic staff as a composition of the workforce was high in relation to the general proportion of UK population (5.8%)

Table 14 - Ethnic composition of workforce

	93/94	94/95	95/96	96/97	97/98
Ethnic staff as % of LDDC workforce	8.96%	11.5%	10.97%	9.57%	10.76%
(Labour Force Survey Autumn 1995, 1996, 1997)			4.25%	4.48%	4.44%

The 1991 Census gave the following data regarding ethnic minority composition of the workforce:

- Docklands 16%
- Inner London 22%
- Greater London 18%
- Great Britain 5%

The ethnic origin breakdown of LDDC redundancies after 1.4.97 and prior to 31/3/98 was as follows:

Table 15 - Ethnic Breakdown of redundancies

Ethnic origin	Number	Percentage
Afro Caribbean	0	0%
African	1	3%
Asian	2	5%
European	36	92%
Others	0	0%

Of the redundancies prior among ethnic minorities, prior and at 31.3.98, 100% were compulsory. Details of the trend over the past few years is included at Appendices G & H.

Employment Law

The Corporation has yet to be the subject of a fully successful claim for unfair dismissal or discrimination. This exemplary record in a reduction process from 500 staff and consultants to 20 is due to effective practices and procedures and full and detailed training and guidance of managers in the difficult process they have to undertake.

Staff representation and UNISON membership.

Table 16: UNISON membership

93/94	94/95	95/96	96/97	97/98
35%	37%	38.7%	40%	42%

Web Site

The Personnel team was instrumental in the setting up of web site illustrating the achievements of the Corporation. The home page address was <http://www.docklands.org.uk>

It is unlikely that this address will continue to be maintained. The Museum of London will continue to hold historical information about London Docklands.

Records Management

The Commission for the New Towns will assume responsibility for a range of liabilities and information including all personnel files and information. The recruitment of a self employed professional record manager and clerks has ensured that the process of records management has been undertaken smoothly and efficiently.

References

Staff have access to the Network Register if they so wish, where they can use it for references and social and business networking. Where managers write references for staff these are being placed on staff files. Staff have been advised that they must keep in contact with people that they wish to be their personal referees. Failing this they will have to refer future employees to the Commission for the New Towns who will keep the personnel file and the personnel database.

Succession Planning

A great deal of work has been undertaken in identifying staff and or resources that the Commission for the New Towns, English Partnerships and other bodies will need in taking on remaining responsibilities, projects and liabilities. This has resulted in some secondments and the retention of some staff on short term contracts to complete work on a task and finish basis.

Succession planning has also included work on how to produce the final report and accounts and dispose of remaining assets.

HEALTH

The Corporation's approach to health has always been holistic and demand centred, This approach has led to a wide range of programmes being implemented and the views of staff have been extremely positive in their appreciation and attitude to health. This has resulted in a very low number of days for sickness absence.

Following the 1996 Wellness Forum '*Working for Health Award*' in the medium sized business category the Corporation decided to enter for the Health Education Authority's Health at Work Award. The category aimed for was the highest award, Stage 3. This involved a significant amount of work on the part of the Corporation's fitness consultant Ann Aris and the Senior Personnel Officer, Peter Swordy. The construction of the entry and portfolios involved assembling a comprehensive range of material and proving that there was an overriding set of aims and structure derived from needs analysis. After assessment and a site visit the award was presented to the Corporation in February 1998.

The Head of Personnel & Administration was responsible for the health and safety at work function and worked with the Health and Safety Adviser to ensure the safety and well being of staff and consultants in their day to day work. This was undertaken through inspections, recommendations and actions that were reported to, and endorsed by, the Health and Safety Committee and the Safety Audit Committee. Major issues over the year have included:

- Revised fire safety arrangements for Thames Quay during building works;
- Staff consultation and information during building repair works;
- Providing information and guidance to men and women regarding their particular wellness needs.

Employee Assistance Programme (confidential counselling)

As an element of its health and support programme the Corporation provided a free confidential counselling service to staff since 1986. This service was re-tendered at the beginning of 1993/94 and EAR Ltd appointed in August 1993 and reappointed in July 1995. All staff have been informed of this service and EAR cards have been issued to all staff and consultants.

Evaluation data covers the period August 1993 to January 1998.

Table 17- Counselling Service Usage

		Headcount for contract	Usage %	Total cases
Year 1	Aug 93-94	310	21.9	68
Year 2	Aug 94-95	286	20.3	56
Year 3	Aug 95-96	277	13.7	38
Year 4	Aug 96-97	202	17.3	35
Year 5	Aug 97-Jan 98	143 (average)	9.8	14

A breakdown of the problems is at Table 18.

Table 18 - Problem Breakdown

<i>Personal related %</i>	<i>1993/94 (Aug to Jul)</i>	<i>1994/95 (Aug to Jul)</i>	<i>1995/96 (Aug to Jul)</i>	<i>1996/97 (Aug to Jul)</i>	<i>1997/98 (Aug to Jan 1997)</i>
Financial	12	0	0	0	18
Legal	10	25	19	22	18
Relationship	37	8	13	11	27
Information	24	33	29	45	0
Emotional	17	33	39	22	36
<i>Work related %</i>	<i>1993/94</i>	<i>1994/95</i>	<i>1995/96</i>	<i>1996/97</i>	<i>1997/98</i>
Policies	10	0	0	0	33
Career change	40	100	57	67	0
Career Devt	0	0	43	0	0
Performance	50	0	0	0	33
Relationship	0	0	0	0	0
Benefits	0	0	0	33	0
Emotional health	0	0	0	0	34

The reduction in usage may be due to the increasing levels of certainty and access to other Corporation services such as financial advice and career development.

The Corporation has recently invested in stress counsellor software that helps individuals to look at where negative stress may affect them in their home and working lives.

Absence Rate

Absence rates have been steadily low over the past six years:

Table 19 - Absence Rates

<i>91/92</i>	<i>92/93</i>	<i>93/94</i>	<i>94/95</i>	<i>95/96</i>	<i>96/97</i>	<i>97/98</i>
2.15%	3.04%	2.2%	3.5%	2.84%	2.73%	1.78%

The figure of 1.78% includes a small number of staff with particularly long period of sickness. This compares to a public sector average of 4.1% (CBI 1997). The median sickness rate for staff and consultants was 0.87%. The mean sickness rates in the CBI survey were as follows at Table 21. It should be noted that the vast majority of Corporation staff are full time non manual.

Table 20 - CBI survey for 1996, published 1997

	Public sector (number of sick days per member of staff)	%	Private sector (number of sick days per member of staff)	%
Full time manual	12.5	5.5	9.0	3.9
Full time non manual	9.3	4.1	7.0	3.1
Part time manual	10.9	5.3	6.5	3.2
Part time non manual	8.2	4.0	6.6	3.2
All	10.2	4.5	7.3	3.2

Occupational Health

The Corporation ran a coordinated health and wellness strategy which brought together various programmes including:

- Full fitness and gymnasium induction and updating programme run by professional health consultants including computer comparisons of progress against self and national standards;
- Low subscription, four station, gymnasium with two elevating treadmills, two aerobicycles, one rowing machine, free weights, exercise mats, TV, radio, video and shower and changing facilities;
- Free aerobic classes every Wednesday;
- Free annual health checks for all staff (fee for consultants);
- Free sight tests for all VDIJ users;
- Free 24 hour counselling service (through EAR) including access to face to face sessions;
- Low cost yoga sessions twice a week;
- Low cost alternative therapies including reflexology, aromatherapy and holistic massage;
- Staff funded activity and yoga weekends;
- No Smoking policy and advice on alcohol, weight control and stress reduction.

Evaluations of the above programmes are presently quarterly to Safety Audit Committee including usage of facilities and health trends. These feed back into the programmes by redesign and reallocation of resources. There were approximately 75 members of the gym through the year - usage of the gymnasium facility was at 1,361 visits (19 visits per member average) over the year May 1997 to March 1998; 206 updating sessions; 16 new members were inducted and 57 informal consultations took place.

A back watcher class was offered through the National Back Pain Association and this was attended by 10 staff during February and March 1998

The yoga classes were run each Monday and Thursday and were attended by approximately

four to six staff at each session.

The annual health checks were offered to all staff and consultants and 44 took up the offer; all staff were offered free influenza immunisation and 40 took up the offer; 8 medicals were given to senior executives and very ill staff and 2 staff were retired on grounds of ill health following the Corporation's doctor and Barbican Healthcare's recommendation.

Fire Safety

The Corporation held a fire drill at Thames Quay on 16 July 1997 and evacuated in 5 minutes; another evacuation (false alarm) was held on 28.11.97 which also resulted in a five minute evacuation.

The Corporation has undertaken a great deal of work with contractors to ensure fire safety and adequate exits during the refurbishment works.

First Aid

There were a good number of qualified first aiders in the building throughout the year. There was only one recorded accident to a member of staff but this was minor.

At Appendix P there is an article regarding the health strategy of the Corporation and how it achieved its success.