

**Minutes of the Meeting of the London Legacy Development Corporation People, Organisation and Culture Committee**

**Date:** Tuesday 9 March 2021

**Time:** 1.00 pm

**Venue:** Microsoft Teams

**Present:** Sir Peter Hendy CBE (Chair)  
Pam Alexander OBE  
Simon Blanchflower CBE  
Nicky Dunn OBE  
Keith Edelman  
Sukhvinder Kaur-Stubbs

**In Attendance:** Lyn Garner, Chief Executive  
Sarah Perry  
Lyn Garner  
Rachel Massey, Board Secretary

**1 Apologies for absence**

- 1.1 There were no apologies for absence. The Chair noted that he had to leave the meeting part way through and would re-join later. In his absence, Simon Blanchflower OBE had agreed to Chair the meeting.

**2 Declarations of interest**

- 2.1 The Chair noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.
- 2.2 Lynn Garner declared an interest in 17 and 18 (closed session) - Chief Executive's Performance Against 2020/21 Objectives and Chief Executive's Objectives 2021/22 in her capacity as Chief Executive. She had not received the papers and would not be present for discussions of those items.
- 2.3 There were no additional declarations of interest.

### **3 Minutes of the previous meeting held on 17 November 2020**

- 3.1 It was agreed that the minutes of the meeting of the Committee held on 17 November 2020 be signed by the Chair as a correct record.**

### **4 Matters Arising and Actions List**

- 4.1 The Committee noted the Actions List.**

### **5 Review of Committee Terms of Reference**

- 5.1 The Board Secretary presented the report which set out the Committee's Terms of Reference for review and approval of proposed changes.
- 5.2 The Chair had undertaken a review of the Committee, its composition, and the workload on Members. It was noted that Pam Alexander had stood down from the Committee in November 2020. The proposed changes included amending the purpose and title of the committee, further detail on its diversity and inclusion objectives and the membership structure.
- 5.3 Members requested that the composition be amended to state that it should be a minimum of four members, including the Chair of the Legacy Corporation, Deputy Chair, the Board Diversity and Inclusion Champion and up to four other Members.
- 5.4 The Committee noted the changes to the Terms of Reference, including the change of Membership as agreed in the meeting, prior to submission for approval at the Board.**

### **6 People Strategy Update**

- 6.1 The Director of Human Resources presented the update on the continued impact of Covid-19, recovery, transformation and other staffing matters.
- 6.2 The majority of staff were working from home, however, the office continued to remain open should staff wish to make use of it. Staff were also given the option to attend external sites if this was part of their role.
- 6.3 Mental Health was a continued focus with the Mental Health First Aider group in operation and workload and priorities were being assessed. Work was taking place to review emerging plans on returning to the office.
- 6.4 Progress was being made on embedding cultural change ahead of the move from 1 Stratford Place and towards Transition.
- 6.5 Workforce Transition Planning was underway. A technological solution to building a profile of each business-critical project area to understand critical roles and associated timespans was being sought. The financial implications would be explored at an appropriate time once a fuller understanding of the workplan had been developed.

6.6 Preparations were underway for the recruitment of four Board Members to take up post in October 2021. LLDC was working closely with the GLA on the process. One of the posts was ringfenced for a past or present member of the Legacy Youth Board.

6.7 A review of Human Resource policies for London Stadium 185 was taking place with the intention of aligning policies with those of the LLDC.

**6.8 The Committee noted the report.**

**7 Inclusion and Diversity Strategy**

7.1 The Director of Human Resources introduced the update on progress made against LLDC's inclusion and diversity strategy.

7.2 Members welcomed the work being done by the Chief Executive, Director of Human Resources and the Executive Management Team. The availability of baseline data allowed the LLDC to identify gaps and develop strategy to address them, as well as embedding an Inclusion and Diversity programme which would be owned by all staff.

7.3 Key highlights included the Inclusion campaign and its theme of Individuality and Being Yourself at Work and a review of the Location Strategy by the Inclusive Culture working group. This would involve an equalities impact assessment of the location strategy. Equal Opportunities Monitoring data would be refreshed and would include questions on social mobility for the first time. In response to a request, the Director of Human Resources would provide further information on the social mobility questions to Simon Blanchflower.

**[Action: Director of Human Resources]**

7.4 The Leadership Development Programmes had been launched on 11 February 2021 for Bands 1-3 and 4-6. Of the 12 places on the Bands 4-6 programme, six places would be ringfenced for employees from Black, Asian and Minority Ethnic backgrounds. This had been subject to consultation as it was important to ensure that the LLDC was targeting colleagues for development who were under-represented in senior roles in the organisation.

7.5 This period had seen the successful implementation of the process to appoint diverse employees to chair strategic LLDC groups (Management Forum, Strategic EMT, Change Board and Employee Forum) and become members of the Executive Management Team (EMT) which would increase diversity in decision making.

7.6 There had been significant internal discussions at executive and management level regarding target setting for Inclusion and Diversity initiatives. It was agreed that key performance indicators were the most suitable approach to help drive behaviour change.

7.7 A revised structure for inclusion and diversity reporting was being proposed with new data sets and reporting on protected characteristics using 2019 data as the baseline. The revised reporting structure was noted.

**7.8 The Committee noted the report.**

[The Chair left the meeting at this point. In his absence the Deputy Chair would Chair the meeting].

**8 Pay Awards for 2021/22**

8.1 The Director of Human Resources presented the update on the pay review.

**8.2 The Committee noted the report.**

**9 Chief Executive's Performance Against 2020/21 Objectives**

9.1 The Director of Human Resources introduced the update on the Chief Executive's performance against 2020/21 objectives.

**9.2 The Committee noted the update.**

**10 Chief Executive's Objectives 2021/22**

10.1 The Director of Human Resources presented the update on the Chief Executive's objectives for 2021/22.

**10.2 The Committee noted the report.**

**11 Date of Next Meeting**

6.1 **The Committee noted that the next meeting was due to be held on 13 July 2021 at 1pm**

**12 Any other business the Chair considers urgent**

12.1 There was no urgent business.

**13 Exclusion of the Press and Public**

13.1 **It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt papers. Each of these papers contained information relating to the financial or business affairs of a person or authority.**

**14 Minutes of the previous meeting held on 17 November 2020 containing exempt information**

14.1 **It was agreed that the minutes of the meeting of the Chair's Committee held on 17 November 2020 containing exempt information be signed by the Chair as a correct record.**

**15 Matters Arising and Actions List Containing Exempt Information**

**15.1 The Committee noted the Actions List containing exempt information.**

**16 Pay Awards for 2021/22 - Exempt information relating to item on Part 1**

16.1 The Director of Human Resources presented the update on the Chief Executive's objectives for 2021/22 containing exempt information.

**16.2 The Committee agreed the recommendations as set out in the report.**

[Lyn Garner left the meeting at this point].

**17 Chief Executive's Performance Against 2020/21 Objectives - Exempt information relating to item on Part 1**

17.1 The Director of Human Resources presented the update on the Chief Executive's performance against 2020/21 objectives, containing exempt information.

**17.2 The Committee agreed the recommendation as set out in the report.**

**18 Chief Executive's 2020/21 Objectives - Exempt information relating to item on Part 1**

18.1 The Director of Human Resources presented the update on the Chief Executive's objectives for 2021/22, containing exempt information.

**18.2 The Committee agreed the Chief Executive's Objectives as set out in the report.**

**19 Any Other Business Containing Exempt Information**

19.1 There was no additional business containing exempt information.

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Chair

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Date

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