

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

**Meeting Date:** Tuesday 7 March 2023

**Time:** 2.00 pm

**Venue:** LLDC, Small Auditorium 3, Floor 10, 5 Endeavour Square, Stratford, London, E20 1JN

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Members of the London Legacy Development Corporation People, Organisation and Culture Committee are hereby notified and requested to attend the meeting of the People, Organisation and Culture Committee of the Corporation at 2.00 pm on Tuesday 7 March 2023 to transact the business set out below.

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available at:

[www.london.gov.uk/sites/default/files/openness-in-meetings.pdf](http://www.london.gov.uk/sites/default/files/openness-in-meetings.pdf)

The press and public wishing to can also follow the proceedings online via the link on the website found here:

<https://www.london.gov.uk/moderngov/ldc/ieListMeetings.aspx?CommitteeId=320>

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### Committee Members:

Lord Hendy (Chair)  
Simon Blanchflower CBE  
Sukhvinder Kaur Stubbs  
Jamie Kerr

#### 1 Apologies for absence

#### 2 Declarations of Interest

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

**3 Minutes of the Previous Meeting Held on 15 November 2022** (Pages 1 - 6)

The Committee is asked to agree the minutes of the meeting held on 15 November 2022.

**4 Matters Arising and Action List** (Pages 7 - 8)

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

**5 People Strategy Update** (Pages 9 - 14)

The Committee is asked to note the People Strategy update.

**6 Diversity, Equity and Inclusion Strategy** (Pages 15 - 22)

The Committee is asked to note the update on the Diversity, Equity and Inclusion Strategy.

**7 Annual Pay Review for 2023/24** (Pages 23 - 24)

The Committee is asked to note the report on the annual pay review.

**8 Chief Executive's Performance Against 2022/23 Objectives** (Pages 25 - 26)

The Committee is asked to note the update on the Chief Executive's performance against the objectives for 2022/23.

**9 Chief Executive's 2023/24 Objectives** (Pages 27 - 28)

The Committee is asked to note the update on the Chief Executive's objectives for 2023/24.

**10 Date of Next Meeting**

The next meeting of the Committee is due to be held on 20 June 2023 at 2pm.

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

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

**12 Exclusion of the Press and Public**

*The Committee is recommended to agree to exclude the public and press from the meeting, in accordance with paragraphs 1&3 of Schedule 12A of the Local Government Act 1972 (as amended), in that the following items of business contain information relating to the financial or business affairs of an individual, organisation or the London Legacy Development Corporation (LLDC).*

**13 Matters Arising and Action List containing exempt information (Pages 29 - 30)**

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

**14 People Strategy Update - exempt information relating to item on Part 1  
(Pages 31 - 58)**

The Committee is asked to note the People Strategy appendices containing exempt information.

**15 Diversity, Equity and Inclusion Strategy - exempt information relating to item on Part 1  
(Pages 59 - 82)**

The Committee is asked to note the appendices on Diversity, Equity and Inclusion containing exempt information.

**16 Annual Pay Review for 2023/24 - exempt information relating to the item on Part 1  
(Pages 83 - 84)**

The Committee is asked to agree the recommendations in the report on the annual pay review, containing exempt information.

**17 Chief Executive's Performance Against 2022/23 Objectives - exempt information relating to item on Part 1  
(Pages 85 - 92)**

The Committee is asked to agree the recommendations in the report on the Chief Executive's performance against the objectives for 2022/23, containing exempt information.

**18 Chief Executive's 2023/24 Objectives - exempt information relating to item on Part 1  
(Pages 93 - 96)**

The Committee is asked to agree the Chief Executive's objectives for 2023/24.

**19 Any Other Business containing exempt information**

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

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## MINUTES

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

**Date:** Tuesday 15 November 2022

**Time:** 10.00 am

**Venue:** Small Auditorium 3, 5 Endeavour Square, London E20 1JN and via MS Teams

**Present:** Peter Hendy CBE (Chair)  
Simon Blanchflower CBE  
Sukhvinder Kaur Stubbs  
Jamie Kerr

**In Attendance:** Lyn Garner, Chief Executive Officer  
Sarah Perry, Director of People and Organisational Development  
Adam Adesina, Chair of Employee Forum  
Rachel Massey, LLDC Board Secretary  
Debbie Wooldridge, Head of People and Organisational Development  
Sue Riley, GLA Secretariat

#### **1 Apologies for absence**

1.1 There were no apologies for absence.

#### **2 Declarations of interest**

2.1 The Chair noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.

There were no additional declarations of interest.

#### **3 Minutes of the Previous Meeting Held on 5 July 2022**

3.1 It was agreed that the minutes of the meeting of the People, Organisation and Culture Committee held on 5 July 2022 be signed by the Chair as a correct record.

## **4 Matters Arising and Action List**

### **4.1 The Committee noted the Actions List.**

## **5 People Strategy Update**

- 5.1 The Director of People and Organisational Development introduced the update on progress on work relating to the Transition Programme, recruitment and staff engagement survey.
- 5.2 In response to colleague feedback, transparency and communications around people-based decisions and information were being improved. The update on the work of the new Learning and Development Partner was highlighted. GLA Group cross-collaboration work continued with the sharing of best practice and opportunities. The LLDC Director of People and Organisational Development is chairing the GLA HR CPC as an interim measure.
- 5.3 A Leadership Development Programme was being put in place to help current managers improve and develop their skills as well as provide leadership development training for all colleagues, including Leadership and Change with a focus on coaching and resilience.
- 5.4 There was recognition of the need to complete work before Transition and therefore, it was important that coaching and training of all colleagues were not seen as burdensome and messaging and comms would be critical.
- 5.5 Work was in progress to facilitate the career progression of colleagues across the GLA family, through secondments and development opportunities. This will be progressed to consider redeployment, initially within Planning and Development. This work is being led by the LLDC Chief Executive Officer.
- 5.6 The Employee Forum had been working collaboratively with the People and Organisational Development team to ensure the colleague engagement survey action plan responded to Employee Forum feedback.
- 5.7 The Chair endorsed the approach of prioritising internal colleagues and retaining talent when filling vacancies within the GLA Group.
- 5.8 The Committee noted the report.**

## **6 Equity, Diversity and Inclusion Update**

- 6.1 The Director of People and Organisational Development introduced the update on progress made against LLDC's Equity, Diversity and Inclusion Strategy. Good progress has been made against workforce representation targets, particularly in regard to our ethnicity profile, which has increased over the previous 12 months, from 25 to 33 per cent Black, Asian and Minority Ethnic.

- 6.2 Following a discussion at the Executive Management Team meeting regarding conflicting approaches of supporting talent and external recruitment, it was agreed that a 'test and learn' approach would be adopted for six months before formalising a policy. More senior roles would be advertised both internally and externally.
- 6.3 The report had been discussed in detail with Suhkvinder Kaur-Stubbs. It was important that colleagues from Black, Asian and Minority Ethnic groups were better represented at the more senior levels within the organisation and building trust and confidence with colleagues was also key. Concrete outcomes from the EDI Strategy, as well as meeting targets was critical for mood and morale.
- 6.4 One of the recommendations proposed by Diversifying was the provision of bespoke mental health support and services for Black, Asian and Minority Ethnic employees, and this was being looked at. There was also a need to recognise the emotional impact, as well as time, on colleagues engaged in diversity groups and discussions.
- 6.5 The Committee noted the report and its appendices.**

## **7 Consultants and Interim Engagements Update**

- 7.1 The Director of People and Organisational Development introduced the update on consultants/interim contractors and temporary agency workers.
- 7.2 The Committee noted the report and appendices.**

## **8 Chief Executive Performance Against 2022/23 Objectives**

- 8.1 The Director of People and Organisational Development introduced the update on the Chief Executive's performance against 2022/23 objectives.
- 8.2 The Committee noted the update on the performance against the objectives for 2022/23.**

## **9 Any other business the Chair considers urgent**

- 9.1 There was no urgent business.

## **10 Date of Next Meeting**

- 10.1 The Committee noted that the next meeting was due to be held on 10 March 2023 at 2pm.**

## **11 Exclusion of the Press and Public**

- 11.1** 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.

## **12 Matters Arising and Action List containing exempt information**

- 12.1** The Committee noted the Actions List containing exempt information.

## **13 People Strategy Update - exempt information relating to item on Part 1**

- 13.1** The Director of People and Organisational Development introduced the update on progress on work relating to the Transition Programme, recruitment and colleague engagement survey including exempt information.

- 13.2** It was agreed that the video “Park of Possibilities” would be shown at a future Board meeting. **[Action: LLDC Secretariat]**

### **13.3 The Committee noted the appendices.**

## **14 Equity, Diversity and Inclusion Update - exempt information relating to item on Part 1**

- 14.1** The Director of People and Organisational Development introduced the exempt appendices to the Equity, Diversity and Inclusion update.

- 14.2** Improvements to recruitment with a focus on attracting and retaining colleagues with a disability would be a focus moving forward. The potential for colleagues to not to declare any disabilities or not identifying as having a disability, when they would meet the criteria, was a challenging subject for all employers. Raising awareness and the importance of employers collecting data would be promoted, as well as providing assurance that all data would be protected and confidential. There was a lack of consistency across the GLA Group on how this data was collected and reported which needed to be addressed.

### **14.3 The Committee noted the appendices.**

## **15 Consultant/Interim/ Temporary Worker Engagements Update - exempt information relating to item on Part 1**

- 15.1** The Director of People and Organisational Development introduced the report on temporary and interim workers, containing exempt information.

### **15.2 The Committee noted the appendix.**



**16 Chief Executive's Performance Against 2022/23 Objectives - exempt information relating to item on Part 1**

16.1 The Director of People and Organisational Development introduced the appendix on the Chief Executive Officer's performance against 2022/23 objectives, containing exempt information.

**16.2 The Committee noted the appendix.**

**17 Any Other Business containing exempt information**

17.1 There was no other urgent business containing exempt information.

17.2 The meeting closed at 11.10am.

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Chair

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Date

**Contact Officer:** Rachel Massey, LLDC, Floor 9, 5 Endeavour Square, London, E20 1JN. Email: [rachelmassey@londonlegacy.co.uk](mailto:rachelmassey@londonlegacy.co.uk)

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## People, Organisation and Culture Committee Actions List (reported to the meeting on 7 March 2023)

### Actions from the last meeting (15 November 2022)

Minute No.	Item/Description	Action By	Target Date	Status/note
13.2	<b>People Strategy Update - exempt information relating to item on Part 1</b> Show the video “Park of Possibilities” at a future Board meeting.	Rachel Massey	May 2023.	To be scheduled

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### Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
6.5 (1 March 2022)	<b>Inclusion and Diversity Strategy</b> Review the diversity targets regularly in relation to Transition workforce planning.	Lyn Garner	7 March 2023 meeting.	An update will be provided at the meeting.
4.2 (26 June 2018)	<b>Matters arising</b> Schedule park visits for Board Members.	Rachel Massey	Ongoing	Visits being scheduled.

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**Subject:** People Strategy Update  
**Meeting date:** 7 March 2023  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Sarah Perry, Director for People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides updates on the progress of work relating to the people related elements of our Transition programme; the refresh of our Learning and Development programme; the business decision about individual recognition awards, the policy review project, an overview of the internal fora review work and information about the work underway on systems and efficiencies. The paper also provides a forward look of activity over the coming period.
- 1.2. Six appendices are included on Part 2 of the agenda, which contain exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

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

## **3. TRANSITION PROGRAMME**

- 3.1. The People and Culture workstream of the Transition Programme has continued in earnest since the last report to the committee in November 2022. Progress against the workstream is included at Appendix 1 (contains exempt information).
- 3.2. The Head of People and Organisational Development provided an update on the programme to the GLA Reference Group for Transition on 7 February 2023. The presentation slides are included at Appendix 2 (contains exempt information).

## **4. LEARNING & DEVELOPMENT PROGRAMME REFRESH**

- 4.1. In July 2022, a refreshed Learning and Development (L&D) Strategy proposal was presented to Executive Management Team (EMT), with a focus on the 3Es Learning model (Experience, Exposure, Education – an evolution of the 70/20/10 model) as the baseline for our approach. Further detail is included at Appendix 3 (contains exempt information).
- 4.2. The Organisational Learning Programme (OLP) has now been built out following further market research and feedback from colleagues and managers alike. A summary of the programme design and approach to delivery is included at Appendix 4 (contains exempt information).

- 4.3. The OLP has been designed to deliberately focus on professionally relevant, usable and transferable skills and experience, which are likely to be particularly valuable for those individuals who may be displaced over the coming years. It was agreed that to deliver the depth and breadth of activity at an organisational level and reach the largest number of colleagues in the most consistent and equitable way, funding would need to be largely directed towards the organisational learning programme, rather than sporadic individual learning requests.
- 4.4. The principles underpinning the refreshed programme are linked to our values:
- 4.4.1. **Excellence:** Creating a programme consisting of modules and activity which maximise opportunities for all colleagues, with particular support for colleagues who may be potentially displaced as the organisation evolves, and striving to offer the best learning and development opportunities possible through a continuous improvement approach.
  - 4.4.2. **Responsibility:** Ensuring the L&D programme provides transparent and equitable learning opportunities for all colleagues and is evidence or data based and delivered within our allocated budget to meet our commitments to financial sustainability.
  - 4.4.3. **Collaboration:** Delivering a programme that focusses on developing transferable skills for advancement within our sector and those of the GLA group to maximise the retention of talent and listening to feedback from colleagues and using peer learning and networks wherever we can.
  - 4.4.4. **Ambition:** Delivering as much content and support as is feasible within our means, and horizon scanning for best practice and cutting edge approaches on a continuous improvement basis.
- 4.5. The case for a Leadership Development Programme was outlined with the original strategy proposal, and agreement was given to procure an external partner to deliver the programme. A provider – Hidden Strengths - has subsequently been appointed, and a kick off meeting took place at the beginning of January 2023. The programme is expected to launch from April 2023. A presentation with further detail is attached at Appendix 5 (contains exempt information).
- 4.6. To continue to support specific individual learning requests in an equitable and appropriate way, it was agreed that a proportion of the budget would be devolved to each Directorate. This will enable individuals to make requests directly via their line managers and Executive Directors, who are better placed to assess whether the requested activity is relevant to the role in question, or to the longer term career progression of the individual. There was a desire from Directorates to have more control over these requests, and they will also take responsibility for monitoring the budget allocated to ensure that it is distributed equitably. As the OLP will cover a vast offering, managers will also be expected consider whether the requested learning can be covered by the organisational programme, before approving individual requests. A set of principles for approving individual requests has been designed to support decision making, with the new approach launched across the organisation from January 2023. Managers have been asked to pay particular attention to the learning and development needs of colleagues from traditionally under-represented groups.
- 4.7. The refreshed Learning and Development programme will support and enable the organisation and colleagues to work through the upcoming period of change and will seek to upskill and support colleagues for their future careers. Further work will also be completed on career development and career planning to support the evolution of the organisation and the potential impact on colleagues. This will include specially designed resources around career development and planning, and in future years a dedicated outplacement programme for those colleagues who are confirmed to be displaced.

## **5. INDIVIDUAL RECOGNITION AWARDS**

- 5.1. Recognition Awards were originally implemented at LLDC in 2017, and until March 2020 all Directorates were given a small allocation within their budgets for these awards, which were utilised to provide an additional monetary reward for individual performance.
- 5.2. Applications for Recognition Awards were made by each Directorate and scored against five categories (*Achieving and Delivering Positive Outcomes; Innovative Ideas; Leading By Example; Overcoming Challenges; and Effective Use of Resources*), with criteria to define the value of the award provided. Applications were reviewed on a quarterly basis, however the majority of awards were provided at the end of the financial year, in correlation with the annual pay and cost of living review process and financial year end activity.
- 5.3. As a result of the Covid-19 pandemic, budgets were reviewed and the budget allocations for Recognition Awards were absorbed to offset other overspends across the business. This budget allocation has not subsequently been replaced. It was previously agreed by EMT that Recognition Awards should be paused following concerns raised about the application of monetary awards by Employee Forum, the People team and through the colleague survey, citing a perceived lack of transparency, objectivity, fairness and lack of consistency with our commitments to diversity, equity and inclusion relating to these awards.
- 5.4. Subsequently, challenges have been raised via the colleague survey, alongside feedback from Management Forum, regarding the perceived lack of incentive for reaching an 'Exceeded' rating at the end of the performance year. Whilst Recognition Awards have previously been partially used to offset this, the Awards have not been consistently provided to those who have been identified as 'Exceeding' and the values provided have been inconsistently applied, often against subjective criteria.
- 5.5. As a result, following a recommendation made in January 2023, it was agreed by EMT that the Recognition Awards in their current format would be permanently removed, and instead some research will be completed into alternative ways to reward our people (financial or otherwise), with a particular focus on how to recognise exceptional performance.
- 5.6. The above detailed work will be led by the People & OD team, with feedback sought from relevant internal fora, and input from Finance teams as appropriate, before a summary and recommendation paper is presented to EMT at the end of March 2023. A further update will be provided on the outputs of this activity at the next Committee meeting.

## **6. POLICY REVIEW PROJECT UPDATE**

- 6.1. In the final quarter of 2022, the People and OD team commenced a policy review project in response to both previous recommendations from internal audit and for continuous development purposes. The project involves both internal and external collaboration and consultation, and the external context and best practices approaches in the industry are being assessed for viability and included wherever feasible, in accordance with our people strategy and our drive to be the employer of choice.
- 6.2. The project scope is to review all people related policies at LLDC. The intention will be to complete a substantive review of each policy, to consider any changes that may be required and to review with additional or new cutting-edge policies are required. Socialising via Employee Forum will be enacted throughout to review and seek feedback on any changes and raise awareness. Following this and EMT approval, policies will be communicated and highlighted to all colleagues via our internal communication channels.

- 6.3. The project also includes a substantive element focussing on diversity, equity and inclusion and ensuring that all policies are accessible, have relevant and appropriate language and content and are equitable for all. Equality Impact Assessments (EQIAs) will be completed on all refreshed or new policies before being adopted across the broader organisation.
- 6.4. The intention is that this project will complete in Q2 2023, albeit basic statutory updates will be completed as required in April. The policy review project is being conducted separately to the broader Strategic policy review being led by the Head of Strategy and Programme Development, which is a new project that is looking at our Policies/Strategies ahead of the next phase of LLDC, to make sure they are owned, updated and ready for that change, although regular communication on progress and updates between the project leads are being completed to ensure alignment and avoid duplication. A further update on progress and outputs will be provided at the next Committee meeting.

## **7. INTERNAL FORA REVIEW**

- 7.1. LLDC's main fora include the Executive Management Team; Strategic Executive Management Team; Management Forum; and Employee Forum. A review is underway to improve how the fora operate within LLDC and make proposals on what can be done to ensure increased clarity to allow the groups to operate efficiently and reduce duplication. A table showing the purpose, membership groups and issues to address is included here as Appendix 6 (contains exempt information).
- 7.2. The review has included Chairs and leads of the Fora working together to identify and resolve issues, informed by suggestion from Executive Management Team (EMT) members, and discussions at Management Forum and Strategic EMT meetings. This has informed the next steps which are being taken forward by chairs and leads of the groups:
  - 7.2.1. Focus on Employee Forum, in particular its role in relation to next phase of LLDC and interface with Management Forum;
  - 7.2.2. Produce and communicate an overview of the role and purpose of each LLDC strategic forum; provide guidance for those bringing items to Fora on setting out desired outcome, clear and concise materials with time to review;
  - 7.2.3. Update Terms of Reference as necessary;
  - 7.2.4. Closer coordination of forward looks across EMT, SEMT, MF and LLDC Meets webcast through regular meetings between chairs and leads;
  - 7.2.5. Forward looks updated regularly and reviewed actively at EMT;
  - 7.2.6. Increased use of LLDC Meets webcast for information sharing and progress updates.
- 7.3. It is expected that the review will enable the reduction of duplication, ensure that time and resources are being utilised efficiently and in a way that adds value, improves pace in decision making and empowers colleagues to take more ownership for action.

## **8. SYSTEMS AND EFFICIENCY**

- 8.1. At the end of 2022, the People team began reviewing the efficacy and efficiency of people related systems, both in terms of continuous development and in reference to the next phase of LLDC, in particular having effective systems to support the upcoming period of change. As a result of the review, procurement activity has been underway to test the market and assess offerings for both value for money and business requirements.



- 8.2. A new Applicant Tracking System has subsequently been procured, which will enable improved recruitment management and support the organisation with improving attraction.
- 8.3. A proper HR information system (HRIS) – IntelliHR – is also being procured. IntelliHR are a core partner to Cintra and provide an integrated HRIS (Human Resource Information System), which enables effective HR administration, data control and analysis and process management. IntelliHR will ensure a fully integrated HRIS and payroll and will enable more efficiency in terms of time, resource, and cost. The introduction of the IntelliHR presents an opportunity to consolidate other standalone HR systems and contracts in to one, thereby improving efficiency and enhancing user experience. The integrity of our people data will be improved, with greater accuracy and the ability to track and report more easily. Equally, IntelliHR will ensure that change management activity, such as due diligence, information sharing, and risk analysis is far more efficient and will assist in preventing key issues arising through this the upcoming period of change.
- 8.4. The changes being made to these systems is being funded within budget and will see savings of ~£8,000 per annum for the service alone – time efficiency and resource savings are less tangible but are not unsubstantial.

## **9. FORWARD LOOK**

- 9.1. The activities that the People and Organisational Development team will focus on over the coming months include:
  - 9.1.1. Preparation and execution of the annual review of pay increments and cost of living changes, along with usual end of financial year activities. A separate paper is included on the agenda for this meeting. Work has already started on communications to managers encouraging the completion of end of year performance reviews, which are due by the end of March 2023, aiming for the review of pay effective in April 2023.
  - 9.1.2. The implementation and launch of new or improved systems as noted above. Communication and engagement plans are being established to ensure that these land well and are embedded quickly to maximise the benefit. The implementation period will also include a concurrent review of internal workflows and processes to maximise efficiencies and colleague experience, alongside a review of data and reporting approaches to aid the organisation to make more well informed, evidence based decisions on people activity. Examples of this will include creating automated processes for starters and leavers, by creating our own tailored onboarding/offboarding workflows and improving correspondence and changes to existing colleagues by creating templated, branded and consistent communications that can be automated through the system. Data will be fully automated with a broader suite of reporting available in a client ready format, all of which are fully customisable for our own needs.
  - 9.1.3. Launching a new approach to performance management, which will be effective from the start of the new performance year (April 2023). The development of support, guidance and resources is also underway. The review of recognition for exceptional performance is linked to this and recommendations will be assessed for viability.
  - 9.1.4. Revisiting and showing progress against the colleague engagement survey, coinciding with the year anniversary since results were originally shared. This will focus on a 'you said, we did' approach and will also highlight future planned activity and encourage continued involvement from colleagues. The Employee Forum will be key contributors to the continued development of engagement activities, with future meeting content designed around core topics.

- 9.1.5. The trial of a new engagement platform – Yammer. There is a diverse cross organisation group of colleagues who will act as champions by participating in the trial and providing feedback on how the use of Yammer can be maximised for best effect, before assisting in the effective internal launch of the platform.
- 9.1.6. Revised and new policies will be socialised and discussed with Employee Forum, before being submitted to EMT for approval and broadly communicated.
- 9.1.7. A new dedicated page on our intranet, ParkLife, will be launched and will focus on career development, career journeys and career planning. A formal review of submitted Individual Career Development Plans will also be completed and outputs will feed into the organisation learning programme as appropriate. In addition, a review of our learning management system (LMS) and online/digital learning content will be completed and is likely to result in a short procurement process to assess the market and ensure we have the best option for colleagues.
- 9.1.8. The Leadership Development Programme will continue to be scoped and developed alongside Hidden Strengths, our external partner, and will be prepared for launch in Q1 2023.

## **10. FINANCIAL CONSIDERATIONS**

- 10.1. There are no financial implications arising from this report.

## **11. LEGAL IMPLICATIONS**

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

## **12. EQUALITIES IMPACT ASSESSMENT**

- 12.1. All actions or approaches arising from this report are monitored for equal opportunities and our focus on Diversity, Equity and Inclusion means that the actions we set are intended to be inclusive by design.

## **13. APPENDICES**

- Appendix 1: Transition Programme Update (exempt information)
- Appendix 2: GLA Reference Group (Transition) Presentation (exempt information)
- Appendix 3: Learning & Development Strategy Proposal Overview (exempt information)
- Appendix 4: Organisational Learning Programme Outline (exempt information)
- Appendix 5: Leadership Development Programme Overview (exempt information)
- Appendix 6: Internal fora Overview (exempt information)

### **List of Background Papers**

Papers for the meeting of the People, Organisation and Culture Committee, 15 November 2022

**Report originator(s):**  
**Email:**

Debbie Wooldridge  
[DebbieWooldridge@londonlegacy.co.uk](mailto:DebbieWooldridge@londonlegacy.co.uk)



**Subject:** Diversity, Equity and Inclusion Strategy  
**Date:** 7 March 2023  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Sarah Perry, Director of People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides an update on progress made against LLDC's Diversity, Equity and Inclusion (DE&I) Strategy.
- 1.2. Four appendices are included on Part 2 of the agenda, which contain exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1. At the most recent Committee meeting in November 2022, the Committee noted the ways in which the LLDC were seeking to maximise our progress in DE&I, the introduction of Succession Planning across the organisation, the approaches being taken to balance external recruitment and supporting internal talent, and our progress with diverse recruitment initiatives, and a summary of other key highlights in the previous period.
- 3.2. The DE&I Strategy has five strategic themes, of which the four internally focussed strategic themes are covered in the Action Plan (inclusive culture; recruitment; supporting talent from within; and leadership). The fifth strategic theme is more externally focused through our work in the local community and is led by the Regeneration and Communities Partnerships directorate and overseen by the Regeneration and Communities Committee. Our work continues to be informed by external challenge and best practice, including through work with Inclusive Employers and external networks.
- 3.3. Our People Data helps to inform our DE&I strategy and measure our performance and is provided to the Committee regularly. Whilst the bi-annual People Dashboard is not yet due, a snapshot of the basic people data is provided at Appendix 1 (contains exempt information). The next People Dashboard will be produced in May and provided at the next committee meeting.

## **4. REFRESHING OUR DE&I ACTION PLANS**

- 4.1. In December, a meeting was held with all Chairs of the internal fora and employee networks to review the proposed approach to refreshing the Diversity, Equity and Inclusion Action plans. The suggested focus areas were aligned to the core areas of

the DE&I strategy: Inclusive Culture, Leadership, Talent Acquisition and Supporting Talent from Within. The discussion document can be found at Appendix 2 (contains exempt information).

- 4.2. Subsequently, a new project lead and an individual who will provide project support have been appointed from within the People & Organisational Development team. The intention is to set three or four key priorities to create focus and momentum within the DE&I space over the coming year. The fora and network chairs will assist in setting these priorities, and the same group will meet quarterly to review progress against those priorities. This will enable a diverse representation of views and ensure that DE&I is continuously referenced and featured at each of the respective fora/ networks, which allows all colleagues to be represented and further amplifies employee voice.
- 4.3. This approach will also enable the team to consider whether there are actions, sub projects or activities that could offer some positive development to a broader range of colleagues. This will help to increase engagement with DE&I activity and embed DE&I even further across the organisation, whilst also providing good development or learning opportunities for a diverse range of colleagues.
- 4.4. The initiatives already in place (e.g. Workforce Representation Targets, Pay Gaps, Inclusive Language, Transparency and Diversity in Recruitment), will continue to be a focus, and these areas already have dedicated project teams that are contributing to delivery.

## **5. PAY GAP REPORTING 22/23**

- 5.1. Under normal circumstances, pay gap reporting data is published alongside the Greater London Authority (GLA) during late September/early October each year, however there have been significant delays to the publication of the latest reporting information (as at 31 March 2022). LLDC submitted our pay gap report to the GLA before the original submission deadline for the Mayor's office for review, prior to being published, and have been awaiting further updates.
- 5.2. At the end of January 2023 the GLA confirmed that reports are expected to be published during March 2023, most likely on or around 31 March 2023. LLDC's preparation for publication is complete, and therefore LLDC are ready to push results externally as soon as notification is given by the GLA. The Mayor's office has provided LLDC with some commentary on the report submitted and despite not being substantial, adjustments are being made to our report. The latest GLA submission containing LLDC pay gap reporting data is included here at Appendix 3 (contains exempt information).
- 5.3. The delays in publication means that the data is now out of date and will not accurately reflect our current position. However, the snapshot date (the date at which data is collated to produce the pay gap reports) is 31 March in each year, and therefore the intention is to run reports for 2023 as early as possible thereafter to provide a more representative data set, albeit this cannot be shared externally until the rest of the GLA are ready to publish their results. We will share with this committee as soon as possible.
- 5.4. Ahead of the publication of the reports, the People Team have produced a presentation for colleagues and established a communication plan for sharing with colleagues ahead of the external publication date for 2022's results. Colleagues will be asked to retain this information internally only until the broader reports are published, however in order to ensure our commitment to transparency and given the proximity of publication, our intention is to avoid further delays to communicating with colleagues, particularly as this carries relatively low risk.

- 5.5. As noted earlier in this report, LLDC are reviewing our priorities for DE&I and refreshing our action plan approach, however in the interim an action plan has been defined and shared with the GLA for review. This will be reviewed in line with the work being completed internally on DE&I in due course. The current action plan is attached here at Appendix 5 (contains exempt information).
- 5.6. Discrepancies in the way that data is reported across the Group were recently identified. These inaccuracies make comparison across the GLA group impossible. The GLA HR CPC, led by the LLDC Director of People and Organisational Development, has committed to working together towards a more accurate, consistent, and therefore more meaningful approach.

## **6. DIVERSE RECRUITMENT PROJECT**

- 6.1. At the last Committee meeting, an update was given on the intention to continue the work on improving diverse recruitment practices through a dedicated project supported by the external supplier Diversifying Group (previously BAME Recruitment).
- 6.2. Following the resignation and exit of the Senior People Partner at the end of December 2022, who was the internal project lead for this work, the Head of People and Organisational Development assumed the responsibility of project lead and has worked closely with the internal project team members and Diversifying Group to review the progress of the project to date.
- 6.3. This progress review with the Diversifying Group identified the need for greater pace, and refocussing on the original project scope. Originally, the scope of the project was specifically to support LLDC in creating diverse and inclusive approaches to attraction and recruitment, but over time this scope had slipped, which has created some confusion and misunderstanding amongst the project team and resulted in reduced momentum. Whilst the input Diversifying Group has provided on other areas of focus, such as policies, employee networks, wellbeing initiatives and training is helpful, it has distracted the team from delivering the core scope of the project. The insights from Diversifying Group in these broader areas are being captured within the plans and activity being completed by other focussed project teams, or by the People & Organisational Development team, and will be referenced as future work is scoped. An example of this is the Policy Review Project that is ongoing – Diversifying Group insights are already being considered as that project progresses.
- 6.4. Subsequently, the strategic direction and priority areas have been refocussed. The overall strategic objective for this project is to develop and improve the equity and inclusiveness of our recruitment practices and processes, with the aim of increasing diversity at LLDC and embedding a truly inclusive culture. This links back to the three core building blocks of our people strategy: Inclusive Culture, Authentic Leadership & Fit for Future. The strategic priorities identified relating to attraction and recruitment for delivery through this project have been defined as follows:
  - 6.4.1. *Talent Attraction and Advertising / Market Reach*: Ensure market reach and talent attraction is optimised to improve access to people of different ethnicities, genders and those with disabilities (these are our core areas of focus, however it is acknowledged that wherever we can we want to increase diversity in all relevant areas).
  - 6.4.2. *Application Process*: Create a fair, equitable and simplified application process that improves candidate engagement throughout, ensuring the experience is a positive and accessible one for all. Remove any barriers and enable all to be able to submit an application that can be considered equally against others.
  - 6.4.3. *Assessment, Selection & Interviewing*: Have a selection of fair and consistent assessment and interviewing processes/toolkits and related materials that create a level playing field for candidates of different backgrounds to have

equal opportunity for a successful outcome, and that enable hiring managers to make fair shortlisting and initial selection decisions with clear criteria, thereby removing the opportunity for bias to influence decision making.

- 6.4.4. *Decisions & Feedback:* Create toolkits to support hiring managers and panel members to collate and deliver robust and constructive feedback, which enables all candidates to understand how they can improve and/or be successful next time and will create a diverse talent pool for the organisation to build upon.
- 6.4.5. *Offer & Onboarding:* Creating a seamless, straightforward and accessible offer and onboarding process that ensures a smooth and inclusive transition in to LLDC and starts their journey with LLDC positively. Onboarding will also highlight and reinforce LLDC's commitment to diversity, equity and inclusion and ensure all new colleagues are well integrated in to LLDC's inclusive culture.
- 6.5. The priorities will drive a review of relevant processes, approaches and desired outcomes, and Diversifying Group will subsequently produce guidelines, toolkits and other related materials to reflect the refreshed / new approaches defined by the internal team. Diversifying Group will also then train out new material and approaches across the organisation, with support from the internal team where required.
- 6.6. A refreshed project plan has been agreed, with the first outputs expected by March/ April 2023. Regular socialisation will be completed against this work, with engagement sought through relevant internal fora, before sign off is sought from EMT. Once obtained, the final phase of the project – the delivery of training – will commence. The project is expected to full complete by July 2023. Communication across the organisation will continue over the coming months to ensure continued engagement and transparency.

## **7. SUCCESSION PLANNING**

- 7.1. At the Committee meeting of 15 November 2022, the intention to launch succession planning across the organisation was noted. Succession planning was subsequently launched in September/October 2022, and submissions were received from the organisation towards the end of November 2022.
- 7.2. The People and Organisational Development team have reviewed the outputs of these plans, and the People Partners have been working locally with their responsible areas to further define, review and challenge the plans submitted, as well as to support people managers with the identification of development opportunities across the board. Concurrently, the team have been analysing and producing insights arising from the plans, and these insights will be presented to the Executive Management Team at the end of February 2023, with further considerations and recommendations made to further progress this work and maximise the diversity of our succession pipelines.
- 7.3. Top line insights from the submissions indicate that there is a relatively good succession pipeline, albeit there are areas within which pipelines can be more diverse. There has been a tendency to consider successors only within Directorate, rather than more broadly across the organisation, which the recommendation paper will seek to address. Largely development activities are broadly experience or exposure based, which is not unexpected, and the most heavily cited development need is managerial / leadership skill development. This is positive in the context of the broader work that LLDC is doing through the organisational learning programme and related activity.

- 7.4. Succession planning is expected to support the retention of our existing talent and ensure that we can overlay outputs to workforce planning activity, with our ongoing commitment to DEI and our Workforce Representation Targets. This should, in time, give us greater resilience in the event that attrition increases and will also ensure that we can continue to engage and support our people.
- 7.5. As noted at the last Committee meeting, the organisation has already begun to consider how the potential changes over the coming years will impact on diversity across teams, and the succession planning work being completed will enable the leadership teams to further consider how diversity can be maximised and equity and inclusion maintained as we move through a period of instability and change.

## **8. LOCAL EMPLOYMENT PROJECT**

- 8.1. In February 2023, the Talent Acquisition team began work on a project which will focus on local employment. The project objective is to strengthen and structure our local connections and encourage greater reach and engagement with local communities for attraction and recruitment purposes.
- 8.2. The team are utilising their networks and connections and reaching out to the broader GLA bodies to understand and seek guidance from them, as well as our local partners and groups, on how we can recruit locally and better engage with a local audience for our roles.
- 8.3. Part of this work will also include reaching out to Legacy Youth Voice/Elevate (Legacy Youth Board) members and asking them to provide their input around our recruitment process and how easy or challenging it might be to get in to LLDC from a local perspective. This will include understanding what barriers there may be, either real or perceived, and considering ways we might overcome them. The team are also working with the team in Regeneration and Community Partnerships to understand where there may be greater opportunities to work with local business and individuals, and to improve our attraction and appeal to prospective local candidates.
- 8.4. Once the research and review work is complete, the Talent Acquisition team will be showcasing the opportunities available, and providing some recommendations or potential solutions that will enable us to better connect with people locally, and better engage them with LLDC and our opportunities. Recommendations are likely to include:
  - 8.4.1. How to better connect with or develop local partnerships and maximise visibility (particularly in places like the University of East London or University College London, especially as numbers of students locally gradually increase).
  - 8.4.2. Ways to maximise direct contact and engagement with local talent, and how use of local advertising or attraction options available can be utilised to increase our reach.
  - 8.4.3. Options to provide support and guidance for hiring managers and connecting them to great local talent when they have a vacancy, for example by building local talent pools.
- 8.5. The recommendations paper will be finalised at the end of February 2023, and actions and activities will be refined thereafter. A further update on this work will be provided at the next Committee meeting.

## **9. OTHER KEY HIGHLIGHTS**

- 9.1. Following discussions and feedback from colleagues, a new internal employee network has been established. The Inclusive Access and Disability network is an open group, co-chaired by colleagues, and will operate in a very similar way to our existing Race, Culture and Equity group and LGBTQ+ network. The new network had its first meeting in January 2023 and was promoted with reference to the International

Day of People with Disabilities. The group will focus on sharing lived experiences and providing feedback on discussion topics around inclusive access, including how best to engage with industry, educational bodies and stakeholders and increase knowledge, awareness and understanding of disability and accessibility. One of the first things promoted by the network was a Hard of Hearing workshop organised by the People & OD team, which provided awareness and basic sign language training for participants.

- 9.2. A cross representative team of individuals have created a calendar marking national and international awareness and celebration days, which will be used to build communication and engagement plans and ensure proactive promotion of DE&I connected activity, both internally and externally. The calendar will also be referenced when there are new actions or projects for delivery that may have relevance to the particular events in question and this is expected to help to maximise visibility, celebration and engagement across the organisation. Some of the recent awareness and celebration events have included:
  - 9.2.1. The attendance by the joint chairs from Elevate (the new identity for the Legacy Youth Voice and Board) at one of the all colleague webcasts, where there was great discussion about young people and their connection to the Park and beyond.
  - 9.2.2. A 'Time to Talk' event, which was led by our Mental Health First Aiders, and allowed a safe social space for colleagues to join and have a chat about what was on their mind. This was in connection with the national Time to Talk day, which focusses on promoting good mental health through speaking and talking to others.
  - 9.2.3. A Taste and Talk event, marking the Lunar New Year, organised by the Race, Culture and Equity group and included homemade food and decoration, and was really well attended.
  - 9.2.4. The promotion of volunteering opportunities and LLDC's volunteering leave offering, including an excellent opportunity to support the National Indoor Rowing Championships at the Copper Box Arena.
  - 9.2.5. A 'Bake Off' fundraising event for World Aids Day, raising £100.
  - 9.2.6. The promotion of the LGBTQ+ history month and this year's theme #Behindthelens, which celebrates the contribution of the LGBTQ+ community to cinema and film from behind the lens. As part of the month, the LGBTQ+ group took over the organisation wide webcast and were joined by Rikki-Beadle Blair, who shared his experiences with colleagues.
- 9.3. In response to some feedback from colleagues, work has begun to explore options for external support to partner LLDC on Black mental health. Some of the providers that have been contacted include Mind and Black Minds Matter UK.
- 9.4. The procurement of a new Occupational Health Provider – Medigold Health, has completed. The Medigold service provision is broader and more comprehensive than our previous provider, and also includes an online portal with access to wellbeing tools, videos and a library of health information alongside usual occupational health services. The new provider also offers a new Health and Wellbeing app called Thrive, which is clinically led and NHS approved mental wellbeing app and is available to all colleagues 24/7.
- 9.5. Priorities in the next period also include:
  - 9.5.1. Further defining our DE&I priorities alongside the network and for Chairs and embedding the ensuing DE&I action plan/programme approach.
  - 9.5.2. Completing a review of our hybrid working arrangements, which will include canvassing feedback from employees and considering any adjustments or improvements to our hybrid working model. This will be considered in line with our commitments to diversity, equity and inclusion.



- 9.5.3. Cascading the Pay Gap reporting outputs to colleagues and building any learnings or identified areas for improvement into our Diversity, Equity and Inclusion action plan.
- 9.5.4. Moving forward with the next phase of the programme of work on Diverse Recruitment, and the delivery of the project supported by our critical friend, Diversifying Group. A further update on outputs will be provided at the next committee meeting.
- 9.5.5. Delivering insights and recommendations from the recent succession planning activity and devising onward action plans.
- 9.5.6. Finalising and delivering the next inclusive language campaign theme: understanding microaggressions & historical phrases.

## 10. KEY PERFORMANCE INDICATORS AND MILESTONES

- 10.1. The Committee previously agreed how the Committee and Board would receive regular updates on progress on DE&I through regular reports and updates on the Corporate Dashboard which goes to each Board. KPIs and milestones are set out below, with references to other sections of the agenda for this meeting.

Milestone	Progress
<p>Critical Friend Project (following on from Diverse Recruitment Review)</p> <p>Due for completion in July 2023.</p>	<p>The Diversifying project action plan has been redefined, and the project is expected to complete in July 2023. The initial phase will be to redesign processes, approaches and materials (expected to complete by March / April 2023, with the next phase involving the training of new approaches, which will occur between April and July 2023).</p>
<p>Workforce Representation Targets</p> <p>Due for completion by 2024</p>	<p>Ongoing activity to monitor progress against set targets, with targets reported on a regular basis.</p> <p>Detail is provided in the Snapshot People Dashboard, attached at Appendix 1.</p>
Key Performance Indicators	Status
Maintaining broadly equal distribution of male and female colleagues across all bands	The gender split remains largely stable - currently 58% of the workforce are women.
Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands	Representation has increased by 3% vs 2022 (29% vs 32%). The plans to address the issue of diversity at senior levels, along with our workforce representation targets are measures we are taking to improve performance in this area.
Year-on-year improvements on the gender and ethnicity pay gaps	Gender pay gap increased in 2022 (20.8% median; 20.3% mean). Ethnicity pay gap slightly reduced for mean, and slightly increased for median (31.2%

	median; 34.1% mean). Disability pay gap has reduced substantially vs 2021 (-1.4% median, 18.6% mean) Pay gap analysis, including disability data will be conducted annually, and reported in line with the agreed reporting schedule defined centrally by the GLA.
Improvement in the self declaration of disability amongst colleagues at LLDC to ensure improved ability to report and more accurate insights on LLDC's position on disability.	Sustained YoY improvement of declared disability rate – currently 9%.

## 11. FINANCIAL CONSIDERATIONS

11.1. There are no financial implications arising from this report.

## 12. LEGAL IMPLICATIONS

12.1. There are no legal implications arising from this report.

## 13. EQUALITIES IMPACT ASSESSMENT

13.1. All actions or approaches arising from this report are monitored for equal opportunities and our focus on DE&I means that the actions we set are intended to be inclusive by design.

## 14. APPENDICES

Appendix 1: Snapshot People Data (contains exempt information)

Appendix 2: DE&I Action Plan Refresh Discussion Document (contains exempt information)

Appendix 3: LLDC Pay Gap Report 2022 (contains exempt information)

Appendix 4: Current Pay Gap Action Plan (contains exempt information)

### List of Background Papers

Inclusion and Diversity Strategy

**Report originator(s):**

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**Subject:** Annual Pay Review for 2023/2024  
**Meeting date:** 7 March 2023  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Sarah Perry, Director of People and Organisational Development

**This report will be considered in public**

## **1. SUMMARY**

- 1.1 This paper provides an update to the Committee on the pay review.
- 1.2 A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 3 of Schedule 12A in that it contains information relating to the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1 LLDC has consulted with the GLA on the proposed cost of living increase, in line with our requirement to consult under MD991. There is further background information set out in part 2.

## **4. FINANCIAL IMPLICATIONS**

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

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications.

## **6. EQUALITIES IMPACT ASSESSMENT**

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

## **7. LIST OF APPENDICES TO THIS REPORT**

- 7.1 None

### **List of Background Papers**

- None

**Report originator(s):**  
**Email:**

Sarah Perry  
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**Subject:** Chief Executive Performance Against 2022/23 Objectives  
**Date:** 7 March 2023  
**Report to:** People, Organisation and Culture Committee  
**Report of/by:** Sarah Perry, Director of People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report gives an update on the Chief Executive performance against the overarching 2022/23 objectives.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

- 2.1. **The Committee is asked to note the update on the performance against the objective for 2022/2023.**

## **3. BACKGROUND**

- 3.1. At their March 2022 meeting, the Committee agreed the 2022/23 objectives for the Chief Executive. These include the following areas:
  - 3.1.1. Development and housing delivery
  - 3.1.2. Construction and East Bank
  - 3.1.3. Stadium and venues
  - 3.1.4. Transition
  - 3.1.5. Inclusion and diversity
  - 3.1.6. Stakeholder management
  - 3.1.7. Sustainability
  - 3.1.8. Financial
  - 3.1.9. Leadership and management
- 3.2. The progress against the objectives to date is set out in Appendix 1 (exempt information).

## **4. FINANCIAL IMPLICATIONS**

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

## 5. LEGAL IMPLICATIONS

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

## 6. LIST OF APPENDICES TO THIS REPORT

- 6.1. Appendix 1 – Update on performance against Objectives 2022/23 (exempt information)

### List of Background Papers

- Papers for the meeting of the People, Organisation and Culture Committee 1 March 2022

**Report originator(s):**

Rachel Massey

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**Subject:** Chief Executive Objectives for 2023/24  
**Meeting date:** 7 March 2022  
**Report to:** People, Organisation and Culture Committee  
**Report of/by:** Sarah Perry, Director of People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides an update on the Chief Executive's objectives for 2023/24.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1. The Chair and Chief Executive have discussed her 2023/24 objectives ahead of this Committee meeting. The draft objectives are included at Appendix 1 (contains exempt information) for discussion and approval at the meeting.

## **4. FINANCIAL IMPLICATIONS**

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

## **5. LEGAL IMPLICATIONS**

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

## **6. LIST OF APPENDICES TO THIS REPORT**

- 6.1. Appendix 1: Draft Chief Executive's Objectives (exempt information)

<b>List of Background Papers</b> LLDC Scheme of Delegations
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**Report originator(s):** Rachel Massey  
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