

Meeting of the London Legacy Development Corporation Chair's Committee

Meeting Date: Tuesday 9 March 2021

Time: 1.00 pm

Venue: via Microsoft Teams

Members of the London Legacy Development Corporation Chair's Committee are hereby notified and requested to attend the meeting of the Chair's Committee of the Corporation at 1.00 pm on Tuesday 9 March 2021 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

In accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, London Legacy Development Corporation Board and Committee meetings will be held by remote access (video conference). Details of how to follow the proceedings will be available on the website here:

<https://www.london.gov.uk/moderngov/ldc/ieListDocuments.aspx?CId=320&MId=6280&Ver=4>

Committee Members:

Sir Peter Hendy CBE (Chair)
Simon Blanchflower CBE
Nicky Dunn OBE
Keith Edelman
Sukhvinder Kaur Stubbs

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 17 November 2020 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 17 November 2020.

4 Matters Arising and Actions List (Pages 5 - 6)

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

5 Review of Committee Terms of Reference (Pages 7 - 14)

The Committee is asked to review the Committee's Terms of Reference.

6 People Strategy Update (Pages 15 - 18)

The Committee is asked to note the update.

7 Inclusion and Diversity Strategy (Pages 19 - 30)

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

8 Pay Awards for 2021/22 (Pages 31 - 32)

The Committee is asked to note the pay review for 2021/22.

9 Chief Executive's Performance Against 2020/21 Objectives (Pages 33 - 34)

The Committee is asked to note the update on the Chief Executive's performance against the objectives for 2020/21.

10 Chief Executive's Objectives 2021/22 (Pages 35 - 36)

The Committee is asked to note the update on the Chief Executive's objectives for 2021/22.

11 Date of Next Meeting

The next meeting of the Chair's Committee is due to be held on 13 July 2021 at 1pm.

12 Any other business the Chair considers urgent

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

13 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).

14 Minutes of the previous meeting held on 17 November 2020 containing exempt information (Pages 37 - 40)

The Committee is asked to agree the minutes of the meeting held on 17 November 2020 that contain exempt information.

15 Matters Arising and Actions List Containing Exempt Information
(Pages 41 - 44)

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

16 Pay Awards for 2021/22 - Exempt information relating to item on Part 1
(Pages 45 - 48)

The Committee is asked to agree the recommendation in the report containing exempt information on the Pay Awards for 2021/22.

17 Chief Executive's Performance Against 2020/21 Objectives - Exempt information relating to item on Part 1 (Pages 49 - 58)

The Committee is asked to agree the recommendations in the report containing exempt information on the Chief Executive 's performance against the objectives for 2020/21.

18 Chief Executive's 2020/21 Objectives - Exempt information relating to item on Part 1 (Pages 59 - 62)

The Committee is asked to discuss and agree the Chief Executive's objectives for 2021/22.

19 Any Other Business Containing Exempt Information

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



MINUTES

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

Date: Tuesday 17 November 2020

Time: 11.30 am

Venue: Via Microsoft Teams

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

In Attendance: Lyn Garner, Chief Executive
Sarah Perry, Director of Human Resources
Rachel Massey, LLDC Board Secretary
Sue Riley, GLA Secretariat

1 Apologies for Absence

- 1.1 An apology for absence was received on behalf of Keith Edelman.
- 1.2 The Chair welcomed everyone to the meeting and explained that the meeting was being held via remote access in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authorities and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

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 21 July 2020

- 3.1 It was agreed that the minutes of the meeting of the Chair's Committee Advisory Panel held on 21 July 2020 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 Human Resources provided an update on progress on the People Strategy and the impact of Covid-19.

- 5.2 Improved ways of working, based on the key principles set out in the report, would also inform the basis of how an LLDC office would be set up, in the Covid-19 recovery phase, with emphasis on collaborative working. The current building lease expired in 2022 and officers were also drawing on best practice across the GLA.

- 5.3 The Committee noted the report.**

6 Inclusion and Diversity Strategy

- 6.1 The Director of Human Resources provided an update on the Inclusion and Diversity (I&D) Strategy and gave a presentation which outlined the I&D statement and four strategic themes, recent achievements in delivery the strategy, KPIs, progress against the Mayor's Diversity Standard and next steps. There had been a good response rate to the recent I&D pulse survey and overall the results were positive, but there were some differences in the scores from Black, Asian and Minority Ethnic colleagues and some areas which scored lower than others which would be explored further.

- 6.2 The Committee discussed cultural literacy and the use of language. It was suggested that best practice on this area from other boards that members sit on could be shared with officers and the Board.

- 6.3 Officers were encouraged to utilise the experience and skills of Board Members, including those from the boroughs.

- 6.4 Disability, and other protected characteristics, were incorporated into all work streams and organisational action plans. This included both visible and invisible disabilities.

- 6.5 The Chair welcomed the report and the work achieved to date, which included tangible achievements and he thanked both the Chief Executive and the Director of Human Resources for their commitment and input. It was agreed that the highlights of the report would be presented by Sukhvinder Kaur-Stubbs as Board Champion for Inclusion and Diversity at the next Board meeting.

[Action: Sukhvinder Kaur-Stubbs]

6.6 The Committee noted the report.

7 Consultant/Interim/Temporary Worker Engagements Update

7.1 The Director of Human Resources provided an update on use of on consultants and interim/temporary employees.

7.2 The Committee noted the report.

8 Chief Executive Performance Against Objectives

8.1 The Director of Human Resources provided an update on the Chief Executive's performance against objectives for 2020/21.

8.2 The Committee noted the update on performance.

9 Any other business the Chair considers urgent

9.1 There was no urgent business.

10 Date of Next Meeting - to be scheduled in 2021

10.1 The Committee noted that the next meeting was due to be confirmed.

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, paragraphs 1&3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt papers. Each of these papers contained information relating to the financial or business affairs of a person or authority.

12 Minutes of the Previous Meeting Held on 21 July 2020 containing exempt information

12.1 It was agreed that the minutes of the meeting of the Chair's Committee Advisory Panel held on 21 July 2020 containing exempt information be signed by the Chair as a correct record.

13 Matters Arising and Actions List containing Exempt Information

13.1 The Committee noted the Actions List containing exempt information.

14 People Strategy Update - Exempt information relating to item on Part 1

14.1 The Director of Human Resources provided an update on progress on the People Strategy containing exempt information.

14.2 The Committee noted the report.

15 Inclusion and Diversity Strategy Update - Exempt information relating to item on Part 1

15.1 The Director of Human Resources provided an update on progress on the Inclusion and Diversity Strategy containing exempt information.

15.2 The Committee noted the appendix.

16 Consultant/Interim/ Temporary Worker Engagements - Exempt information relating to item on Part 1

16.1 The Director of Human Resources introduced the appendix, containing exempt information on consultant/interim and temporary worker engagements.

16.2 The Committee noted the appendix.

17 Chief Executive Performance Against Objectives - Exempt information relating to item on Part 1

17.1 The Director of Human Resources introduced the appendix containing exempt information on the Chief Executive's performance against objectives.

17.2 The Committee noted the appendix.

18 Any Other Business Containing Exempt Information.

18.1 There was no urgent business containing exempt information.

19 Close of meeting

19.1 The meeting closed at 1pm.

Chair

Date

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

Chair's Committee Actions List (reported to the meeting on 9 March 2021)

Actions from the last meeting (17 November 2020)

Minute No.	Item/Description	Action By	Target Date	Status/note
6.5	Inclusion and Diversity Strategy Present highlights of the work to date on implementing the inclusion and diversity strategy at the next Board.	Sukhvinder Kaur-Stubbs	23 November 2020	Complete. Update provided at the meeting.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
6.2 (21 July 2020)	Inclusion and Diversity Update Include external/community engagement focus as part of the engagement campaign.	Lyn Garner	November 2020	Closed. The Chair's Committee will focus on internal I&D and external I&D work will be reported via the Board.
4.2 (26 June 2018)	Matters arising Schedule park visits for Board members	Rachel Massey	Summer 2021	On hold due to Covid-19.



Subject: Review of Committee Terms of Reference
Meeting date: 9 March 2021
Report to: Chair's Committee
Report of: Lyn Garner, Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. This report sets out the Committee's Terms of Reference for review and approval of proposed changes.

2. RECOMMENDATION

- 2.1 The Committee is asked to note and comment on the proposed changes to the Terms of Reference which will be submitted to the Board for approval.**

3. BACKGROUND

- 3.1. In response to a recommendation in the May 2016 internal audit report to regularly review the LLDC's Committees' Terms of Reference, the LLDC has implemented an annual review of Committee Terms of Reference. This is the latest of these reviews and was delayed from 2020.
- 3.2. The Chair's Committee was established in December 2012. The terms of reference have been reviewed since then to reflect the changing priorities of LLDC as follows:

Date	Amendment
July 2014	The terms of reference and membership of the Chair's Committee were revised to enable continued opportunities for board members to contribute their expertise to the Committee.
May 2015	The Board agreed to delegate authority to the Chair's Committee to determine the Chief Executive's annual bonus for future financial years and the terms of reference were amended accordingly.
March 2017	It was agreed that succession planning should be added to the terms of reference.
June 2018	The Board agreed to amendments related to the Committee's role in relation to Diversity and Inclusion.
September 2018	The Board agreed to amendments related to the Committee's role in relation to the transition strategy
January 2019	The Board approved changes to the scheme of delegations to give the Chair's Committee a role in monitoring the pay and

	<p>conditions of all senior staff earning over £100,000 in line with enhanced control mechanisms for the pay and conditions of senior staff across the GLA Group. The Chair's Committee already had a role in relation to the Chief Executive's remuneration and any departure terms as well as any settlement for other members of the Executive Management Team (EMT) that include more than six months' salary costs, or equivalent. The amendments to the scheme of delegations enabled changes the packages of all senior staff earning over £100,000 to be monitored. The Chair's Committee had agreed with the proposal to amend the remit at their meeting in December 2018. Subsequent to the Board approval of these changes, a further amendment was proposed that the Committee should also oversee all severance packages which were over contractual terms. The Committee agreed to these changes in July 2019.</p>
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3.3. The Chair's Committee comprises the following LLDC Board Members:

- Peter Hendy (Chair)
- Simon Blanchflower (Chair of the Health, Safety and Security Committee)
- Nicky Dunn (E20 Chair)
- Keith Edelman (Chair of the Audit Committee)
- Sukhvinder Kaur Stubbs (Chair of the Regeneration and Communities Committee)

3.4. Pam Alexander, the Chair of the Planning Decisions Committee previously served on the Committee and agreed with the Chair that she would stand down from the Committee in November 2020.

3.5. A representative from the Mayor of London is an observer to the Chair's Committee.

4. PROPOSED CHANGES

4.1. At the 23 November 2020 meeting of the Board, the Chair noted he would review the title of the Committee to reflect the organisational culture and staffing focus. The Committee membership would also be reviewed given the workload of some Committee members, notably the Chair of the Planning Decisions Committee. It was noted that this would be captured in the review of the Committee's Terms of Reference.

4.2. The Committee has specific roles to advise on organisational development issues, succession planning and resources and remuneration, diversity and inclusion and also to advise on governance or any other matter referred to it by the Chair or Board. It has specified decisions set out in the scheme of delegation relating to the Chief Executive Officer appointment and remuneration and changes to senior staff remuneration. Although the Committee has recently focused on HR and organisational culture matters, including inclusion and diversity, it has previously looked at other areas such as the early work on the Transition Strategy and Long Term Plan.

4.3. The proposal is to amend the terms of reference of the Committee as follows:

- 4.3.1. Amend the purpose of the Committee to: "To provide advice on organisational development, culture and people strategy matters and on specific matters as requested by the Board or Chair."
- 4.3.2. Change the Committee title to one that reflects its main focus. The proposed name is: People, Organisation and Culture Committee.

4.3.3. Change the membership to: the Corporation Chair, Deputy Chair, Board Diversity and Inclusion Champion and at least four other Board members. It is proposed to re-appoint the existing members to the new Committee at the next Board meeting at the same time as the terms of reference are approved.

4.3.4. Further detail on the role of the Committee in relation to measure progress in relation to inclusion and diversity Corporate objectives has also been included in line with previous discussion at the Chair's Committee around the inclusion and diversity KPIs.

4.4. The proposed revised terms of reference are included in Appendix 1.

5. FINANCIAL AND LEGAL IMPLICATIONS

5.1. There are no financial implications from this report.

5.2. The Localism Act, pursuant to section 198 and paragraphs 6 and 7 of Schedule 21, allows a Mayoral development corporation to establish committees, and to delegate powers to them.

5.3. The procedure for committees is set out in detail in the LLDC's Standing Orders.

APPENDICES

Appendix 1 – Chair's Committee Terms of Reference (proposed amendments in tracked changes).

List of Background Papers:

Papers for the meeting of the Board Committee, 23 July 2019
LLDC Standing Orders and Scheme of Delegations

Report originator(s):

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Appendix 1: ~~Chair's~~ People, Organisation and Culture Committee terms of reference (proposed changes shown in tracked changes)

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

Frequency of meetings

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

Purpose of the Committee

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

Terms of Reference and Delegated Authority

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

6. The Committee will advise on any matter referred to it by the Corporation Chairman or Deputy Chairman or Board.
7. Within the remit of its activities, the Committee shall oversee the Corporation's work on ~~Diversity and Inclusion~~ and Diversity and measure progress in relation to inclusion and diversity Corporate objectives.
8. Within the remit of its activities, the Committee shall ensure that any implications for the implementation of the transition strategy are taken into consideration when taking decisions.

Procedural and reporting arrangements

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

Amendments

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

Version control

v1.0	December 2012	Approved by LLDC Board	Approved
v.2.0	July 2014	Revised membership clause approved by LLDC Board	Approved
v.3.0	May 2015	Amended to reflect delegation to the Committee to determine the Chief Executive's annual bonus (see also scheme of delegations)	Approved
v.4.0	March 2017	Amended to include discussion on succession planning. Approved by LLDC Board	Approved
v.5.0	September 2018	Amended to include clause related to Diversity and Inclusion	Approved

<u>v.6.0</u>	<u>July 2019</u>	<u>Amended to include clause related to the transition strategy</u>	<u>Pending Board approval</u>
<u>v7.0</u>	<u>February 2021</u>	<u>Changes to the title and purpose of the Committee to one that reflects its people and organisational focus, and changes to the membership. Amended to include more detail in relation to inclusion and diversity and measuring progress against corporate objectives</u>	<u>Pending Board approval</u>



Subject: People Strategy Update
Meeting date: 9 March 2021
Report to: Chair's Committee
Report of: Sarah Perry, Director of Human Resources

This report will be considered in public.

1. SUMMARY

- 1.1. This report provides an update on the continued impact of the Covid-19 global health crisis and our response to ensure employees' welfare following the latest national lockdown and our approach to longer term objectives around Recovery and Transformation. It also provides updates on LLDC's approach to the early preparations to transition LLDC's workforce by 2024/25, LLDC Board recruitment and an update on London Stadium's Human Resource's policy review.

2. RECOMMENDATION

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

3. EMPLOYEE WELFARE IN LOCKDOWN 3.0

- 3.1. Following the government announcement of a third national lockdown on 4 January 2021, LLDC reviewed our approach to current working practices, employee welfare and support.
- 3.2. Whilst we have encouraged the majority of employees to continue to work from home following government advice, we have also ensured that our offices remain Covid-19 secure, so those employees who cannot work from home for logistical or personal reasons can still attend the premises to work by exception, if required. We have implemented an authorisation process for this and track and monitor attendance at the offices closely.
- 3.3. In these early stages of the third national lockdown, we have offered the choice to employees as to whether they physically attend other (external) sites if this is usually required as part of their role. This approach is being continuously reviewed through our Crisis Management Team and will be updated in accordance with the latest government advice.
- 3.4. Our Workplace Experience Manager will focus on all aspects of employee welfare. Work has already begun in partnership with the Senior Human Resources Manager and Human Resources team to refresh and re-set out a Health and Wellbeing programme over the coming year. The content has been determined with specific reference to the challenges and difficulties LLDC employees face as a result of the ongoing pandemic and the latest lockdown period. We are in the process of launching the first element of our refreshed programme, which focuses on self-care and the individual. The programme agenda has been determined with input from various stakeholders and has been shared with our Management Forum.

- 3.5. LLDC already had a Mental Health First Aider (hereafter, MHFA) group in operation. The MHFA group meets monthly to have a 'sounding board', to discuss the general mood of the organisation, morale levels and what we can do to support and advise our colleagues. The overall aim is to make talking about mental health more mainstream and to link with other internal fora to feedback any trends or recurrent issues that arise. During the Covid-19 pandemic, the MHFA group has evolved to act as ambassadors for mental health across the organisation. This has been clarified further following the recent appointment of a new Chair for the group. Their activity, objectives and purpose have been redefined as above, so we have a more focussed approach to supporting our employees' welfare during the current lockdown. This has been communicated to all employees and the MHFA Chair provides regular feedback to both EMT and the Management Forum to ensure any issues arising are discussed and, where feasible, solutions sought.
- 3.6. We have increased communications to all employees during this lockdown period, including introducing a regular weekly communication in our newsletter about Health and Wellbeing activity and events or resources that pertain to welfare. We have also arranged more social and wellbeing events, such as coffee mornings and mindfulness sessions. We have also sought to work in partnership with our local communities, to provide mutually beneficial support – this has, for example, included a partnership with Badu Sports, who are providing regular physical wellbeing sessions to employees. There have also been focussed discussions within our various fora to invite continuous feedback and keep our dialogue open with employees.
- 3.7. We have been deliberate in our communications in acknowledging the level of workload and work pressures employees face in the context of a further lockdown. Communications have encouraged colleagues to review their meeting agenda, to ensure that participation is not duplicative and meetings have the right frequency, membership and purpose. The Executive Management Team are also continuously reviewing their decision making and practices to reduce paperwork, increase delegation and development opportunities and ensure that focus remains on delivering our strategic agenda by prioritising critical work so that capacity can be effectively planned and unnecessary pressure on colleagues is minimised.
- 3.8. As the UK government continues to progress with the nationwide programme of vaccinations against the Covid-19 virus, we are closely monitoring progress and considering our response as an organisation. This includes monitoring closely the emerging trends and advice from the government, as well as our colleagues throughout the wider GLA and other best practice approaches by peer organisations. This situation continues to emerge and we will continue to measure and adapt our response accordingly. Initially our intention is to gather anonymised data from employees about take up and receipt of the vaccine, which will assist us in further defining our approach.

4. RECOVERY AND TRANSFORMATION STEERING GROUPS

- 4.1. As part of the ongoing response to the continuing challenges of the pandemic, and to ensure LLDC is prepared for the various aspects of Transition, LLDC is setting up two groups alongside the existing Crisis Management Team, which will refresh and build on the work undertaken last year.
- 4.2. The first is the Recovery group, which will be chaired by the Executive Director of Development and will focus on new ways of working - including piloting new solutions - and getting us back to 1 Stratford Place (1SP) and Park HQ with appropriate supporting infrastructure.
- 4.3. The second is the Transformation group, chaired by the Director of Human Resources, which will look at embedding cultural change and readying the organisation for moving from 1SP in 2022 and towards Transition.

- 4.4. Both groups will have diverse representation from across the breadth of the organisation. The Recovery group has had an introductory meeting to set the agenda and this is also planned for the Transformation group over the coming weeks.

5. WORKFORCE TRANSITION PLANNING

- 5.1. As noted in a previous report, we have re-affirmed our commitment to the previously agreed transition date for Planning powers to the local Borough by the end of December 2024. We have also communicated a date of the end of 2025 as a date to work towards for the transfer of other LLDC activities to successor body/bodies.
- 5.2. Initial conversations about a pilot of activity, which will focus on how we smoothly transition our workforce through until 2025, have occurred at the Executive level. The aim of this activity will be to build a profile of each business critical project area to understand critical roles and associated timespans. The intention will also be to build a picture of each individual workplan and capacity, so that we can plan for the longer term. It has been identified that a database or suitable technology will likely be needed to support this activity and ensure greater functionality given the complexity of the work. This is currently being scoped.
- 5.3. It is intended that this work and subsequent activity will be in place/commencing by the end of this year. The progress of the work is a recurring part of the Executive Management Team agenda and will be monitored closely and regularly reviewed over the coming months. The new Transformation group will also feed into this work.
- 5.4. Programmes of collaboration with the GLA to maximise opportunities and share best practice across the respective organisations continue.
- 5.5. Our focus will rely heavily on our learning and development activity that will aim to increase the capability, knowledge and opportunity for our employees, and enhance the chances of redeployment or new employment outside of the GLA network at the point of transition.

6. LLDC BOARD RECRUITMENT

- 6.1. LLDC is preparing to recruit four Board members to take up post in October 2021, when the terms of four existing Board members come to an end. LLDC will work closely with the GLA on the recruitment and in line with the Protocol on Mayoral Appointments. LLDC will procure an executive search agency to support the recruitment process which will start in the Spring. One of the positions will be recruited from the pool of past and present Legacy Youth Board members.
- 6.2. LLDC will also commence a recruitment process for four independent members of the Planning Decisions Committee to take up post in August 2021 and will work closely with the local Boroughs to promote the opportunity.

7. LONDON STADIUM HR POLICY RENEWALS

- 7.1. In December 2020, the London Stadium 185 (LS185) submitted a comprehensive review of their HR policies for approval at the LS185 Board, and the policies were approved.
- 7.2. The policy review process was led by the HR team working with the LS185 Executive Directors. The intention was to align LS185 policies with LLDC's, as previously no policies existed and instead the statutory position was taken. LLDC's policies have been adopted where possible, and policies have also been benchmarked with the wider GLA and other commercial companies (e.g. BBC). All policies were reviewed by the TfL legal team to ensure compliance.

8. FINANCIAL CONSIDERATIONS

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

9. LEGAL IMPLICATIONS

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

10. EQUALITIES IMPACT ASSESSMENT

10.1. Any actions and changes brought about as a result of this report will be monitored for equalities impact.

11. APPENDICES

None

List of Background Papers

None

Report originator(s): Sarah Perry, Debbie Wooldridge
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Subject: Inclusion and Diversity Strategy
Meeting date: 9 March 2021
Report to: Chair's Committee
Report of: Sarah Perry, Director of Human Resources

This report will be considered in Public

1. SUMMARY

- 1.1. This report provides an update on progress made against LLDC's Inclusion and Diversity Strategy.

2. RECOMMENDATION

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

3. BACKGROUND

- 3.1. LLDC's Inclusion and Diversity Strategy was approved by the Chair's Committee in November 2019. At the most recent meeting in November 2020, the Committee noted an update on the Strategy, including the Inclusion Campaign, the commitment to drive greater diversity at senior levels, an update from our internal working groups and fora, and our Inclusion and Diversity survey results.
- 3.2. The Committee approved an Action Plan to deliver the Strategy. The Inclusion and Diversity Strategy has five strategic themes, of which four strategic themes are covered in the Action Plan (inclusive culture; recruitment; supporting talent from within; and leadership).
- 3.3. 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.
- 3.4. Our work continues to be informed by external challenge and best practice, including through the Mayor's Diversity Standard, work with Inclusive Employers and external networks.

4. KEY HIGHLIGHTS

- 4.1 The flagship Inclusion Campaign continues, and the theme of Individuality and Being Yourself at Work is underway and the next theme of Recognition is being launched shortly. As part of the Individuality and Being Yourself at Work campaign, we utilised our all employee webcast to discuss aspects of individuality, with contributions sought from across the organisation. During that session, we looked at three key themes: 'Why is it a good thing to help employees be themselves at work?', 'What examples are there of people not being themselves at work?' and 'What are good examples of people being allowed to be themselves at work and how can LLDC be better at doing this?'.
- 4.2 This has initiated further discussion at Management Forum, which will be continued for further discussion at the next Forum to maintain momentum. In addition, we

developed a facilitated session for teams to open up conversation about 'Individuality and Being Yourself at Work' and we are currently considering how best to deliver this. The campaign will continue throughout the year, with activities and communications aligned to each theme to continue to engage everybody across the organisation.

- 4.3 Our work on the return to the office, and our future Location Strategy (moving from 1 Stratford Place at the end of the lease period) is in progress, and the Inclusive Culture working group have been tasked with reviewing any adjustments that may be necessary to accommodate disabled colleagues, to ensure that any change to our location is inclusive by design. The organisation is a disability confident employer already, operating a guaranteed interview for those candidates who meet the minimum criteria for a role. Non-physical disabilities, for example mental health, have also been a critical area of focus for the organisation over the last quarter, which has been particularly significant for colleagues in the context of the Covid-19 pandemic.
- 4.4 At the previous meeting of the Chair's Committee, the results of our Inclusion and Diversity Survey were shared. The results were positive and we have been focussing on questions which received lower scores than others, particularly relating to the perception that people get ahead because of who they know and belief that everyone at LLDC has access to equal opportunities.
- 4.5 As committed, the results have been fully disseminated across the organisation. There are ongoing discussions at Executive level and all teams have had sight of the results, with Executive Directors discussing results with their teams, to help inform further action. We have also engaged with the Management Forum focus groups have been set up within that Forum to address the outcomes, themes and trends connected to the lowest scoring areas of the survey. The Inclusion and Diversity working groups are also committed to addressing the results of the survey, and we have already begun working on creating individual action plans by Directorate. As an example, in the Communication, Marketing and Strategy Directorate we have focussed on six lowest scoring areas, with scores of 75 or lower, and identified specific action points that we believe will assist us in addressing the most pressing issues within that Directorate, for example considering roles may be constructed in order to provide growth opportunities. We are also considering commissioning some external facilitation for employee focus groups, to add more depth and richness to the survey responses. We will be guided by further consultation through Management Forum and any external support will be sought thereafter.
- 4.6 In connection to the Inclusion and Diversity Survey, we also previously identified our intention to refresh our Equal Opportunities Monitoring data, so that we have a refreshed profile of the organisation, which will help us to inform our Inclusion and Diversity action plans moving forward. We are also keenly aware of the growing importance of monitoring our profile relating to social mobility, and so this time the Equal Opportunities Monitoring Questionnaire contains questions relating to social mobility and socio-economic background, of which there are five additional questions to the standard Equal Opportunities questions. We identified our questions based on current best practice approaches adopted externally, following the lead of the central government agencies - some of whom feature highly in the latest Social Mobility Employer Index - as well as our partners across the GLA family, and with further guidance from the Social Mobility Foundation and The Sutton Trust. We also shared our intentions internally with our various fora (e.g. Employee Forum, BAME Lean in, LGBTQ+ Group). The questionnaire is anonymous and is not mandatory, however we have asked that employees self-identify their Directorate and Pay Bands, so that we have some way of categorising the data.
- 4.7 The Development Programmes designed to focus on developing and supporting those specifically in Bands 1 to 3 and 4 to 6 were launched internally on 11 February 2021, initially via the all employee weekly broadcast. There is a suite of materials for managers and employees alike, which provide greater information about the programmes, the requirements for the programmes and how to submit interest.

- 4.7.1 The Development programmes were developed following the feedback from the Employee Engagement survey, which showed that employees at these bands, and in particular those from ethnic minorities, scored less favourably on questions regarding Learning and Development. We have a high proportion of our Black, Asian and Minority Ethnic employees at these bands. The programme was further developed through focus groups and engagement with the Supporting Talent from Within working group, and with reference to our broader Learning and Development agenda.
- 4.7.2 The pilot programmes will run for 12 months initially and both programmes will feature four 'pillars' – 'Networking and Influencing', 'Strategic Thinking/Influence', 'Career Architect' and 'Finding Your Public Voice/Developing Leadership Skills'.
- 4.7.3 The programmes will each have 12 participants and will be open to all employees at the appropriate bands. There will be a selection process applied, and employees will be asked to submit an application form, which will then be considered by a panel. The applications will be considered in a 'blind' process, to reduce any unconscious bias, and panel members will be made up of a mixture of directorates, bands and backgrounds to ensure diversity of voice. There will also be some webinars for employees to join and find out more about the programmes before they consider making an application. Managers will be actively encouraged to discuss the programmes with their teams and individuals between Bands 1-6 to encourage exploration of and engagement with the programmes.
- 4.7.4 Within the bands 4 to 6 development programme we are ring fencing 6 of the 12 places to employees from Black, Asian and Minority Ethnic backgrounds. We consulted widely in taking this decision, including with our external partners, Inclusive Employers, the Employee Forum and the BAME Lean in Group, and at EMT. This is important to ensure that we are targeting colleagues for development who are under-represented in senior roles in the organisation. Through consultation with the BAME Lean In Group, we have developed workshops specifically for our Black, Asian and Minority Ethnic participants. In this way, we hope to uncover any systemic barriers to progression and development and be able to address these directly. This will include group coaching and the content will be led by the participants.
- 4.7.5 The programmes are expected to commence in April 2021, following the application and selection process. Appendix 1 sets out the content of the Development Programmes.
- 4.8 Ethnic Diversity at EMT: This period has 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). This increases diversity in decision making and gives development opportunities to appointees. The new EMT members have chosen EMT 'mentors' to support them and have settled in well to their roles. To further support this transition, and the development of these colleagues, we have offered coaching sessions to those impacted by the changes.
- 4.9 Mentoring at LLDC has been an organic process, initiated by an individual and facilitated through their line manager or our Learning and Development Manager. We currently have six people who have a mentoring relationship, of which five are internally mentored and one is mentored externally. External mentoring also exists within the Future of London Programme, and the Our Time programme includes Champions and Sponsors, of which LLDC has four participants. Further work completed or in progress related to mentoring includes:
 - 4.9.1 An internal audit to understand current mentoring arrangements, with the results expected imminently. Our objective is to create a bank of mentors

internally, recording skills and experience, which can then be utilised to allow prospective internal mentees to be matched against them.

- 4.9.2 Talking to our external partner organisations and the GLA about creating a bank of external mentors that could be made available to LLDC employees.
 - 4.9.3 Exploring the Mentors and Makers platform, which has been launched by Mount Anvil and is supported by the Mayor of London. We will be promoting this platform internally to expand opportunities for mentoring, particularly in the development and construction industry.
 - 4.9.4 Incorporating mentoring as a core element of our upcoming Development Programmes, as detailed above.
 - 4.9.5 Creating a bank of CV and Interview Skills Champions to support and coach our employees and prospective candidates with these skills. This is on track for launch this quarter.
 - 4.9.6 Building in mentoring as a core concept internally and creating an individualised holistic, thoughtful approach to individual Learning and Development. This will be further strengthened by the launch of Individual Career Development Plans in Q2.
 - 4.9.7 Launching a programme of Reverse Mentoring, piloted with the Legacy Youth Board. The scheme will be launched in the next period and will see more junior employees entering into a "professional friendship" with someone more senior, to exchange skills, knowledge and understanding.
 - 4.9.8 Implementing a buddy system for all new starters, where an appropriate person from the team or Directorate buddies a new recruit over the first weeks and months of their career with LLDC. This will be recorded and monitored so that we can report on successes or learnings moving forward.
- 4.10 Internal discussions at Executive and management level have been ongoing regarding target setting for Inclusion and Diversity initiatives. Targets can be helpful to influence behaviour change, and ultimately progress the strategy and we are ambitious for change. With this in mind, we continue to discuss the matter internally and intend to bring forward 'hard targets' following feedback from senior employee forums. These are likely to take the form of aspirational targets, or focus on increasing/decreasing percentages, rather than working towards quotas. Some of the potential options for hard targets for our Inclusion and Diversity work are:
- 4.10.1 Increase the number of applications made to individual recruitment campaigns from underrepresented groups, by setting a target regarding the number of applications from individuals in those groups for each campaign. The success of this initiative would be measured by a percentage movement against protected characteristics.
 - 4.10.2 Aim for a minimum percentage of internal progression opportunities or secondments to be filled by Black, Asian and Minority Ethnic candidates.
 - 4.10.3 Commit to being more representative of the people we serve, and set targets related to the profile of those communities, networks and partners, which are targeted to be matched internally.
 - 4.10.4 Ensure all Apprenticeships are sourced and filled by local candidates and take positive action towards ethnic diversity to mirror our commitment outlined in 4.10.3 above.
- 4.11 Further information following the focus groups will be reported at the next Chair's Committee meeting for discussion and agreement.
- 4.12 In order to accurately monitor our progress within the Inclusion and Diversity agenda, it is recognised that our reporting requires greater structure and consistency to provide valuable insights. Our commitment to reporting moving forward is as follows:

- 4.12.1 We intend to utilise the data reported to the Chairs Committee on 19 November 2019 to act as a baseline for future reporting, so that we can accurately show and monitor improvements resulting from our Inclusion and Diversity work
- 4.12.2 Future reports and data will show our progress against this established baseline, as well as year on year comparisons, where appropriate.
- 4.12.3 We will continue to report on our overall Gender and Ethnicity profile, as well as Local Employment data. The breakdown of the local workforce by gender and ethnicity is a new reporting factor and will be included in future reports so progress can be more accurately measured against our Inclusion and Diversity initiatives – for this purpose, a different data set from 2021 will be our baseline.
- 4.12.4 We will continue to report on Gender and Ethnicity Pay Gaps, in line with the pre-set reporting schedule by the Mayor – this falls annually, with reporting for the period commencing March, completed retrospectively mid year. This data will therefore be reported to Chairs Committee from the November 2021 meeting moving forward.
- 4.12.5 We will expand our reporting to include more representative diversity data, such as sexual orientation and declared disability. Where relevant, we will report on those employees who have selected 'Prefer not to say' to questions regarding Gender or Ethnicity. This will be further informed by our refreshed Equal Opportunities Monitoring data. We will also report on intersectional data, for example Black Female employees, where this information is available.
- 4.12.6 We will seek to provide comparative data from local employers and the wider GLA family, where this data is available.
- 4.12.7 We will align the reporting data throughout the organisation, to ensure consistency of reported data and insights, which in turn will ensure we have more consistent and informed action planning.
- 4.12.8 We have reviewed our reporting schedule and proposed a new, consolidated schedule. Reporting will be completed on a bi-annual basis for Chairs Committee and our Executive Management team. Reports will be submitted to July and November 2021 meetings, covering the periods of 1 November 2020 to 31 March 2021 and 1 April to 31 October 2021 respectively. This approach will also be applied to our reporting for individual Directorates. Internal reporting to the Executive Management Team, and reports to our Management Forum will also be refreshed as appropriate and provided on a bi-annual basis.
- 4.13 To ensure that our Inclusion and Diversity agenda maintains momentum, a governance structure has been proposed to our Executive Management Team and is included at Appendix 2, which sets out how the various working groups will interact with key stakeholders. It is expected this will allow for us to define our strategy in a coherent and collaborative way and ensure that agreed objectives are operationalised through the right channels, in a meaningful and consistent manner, ensuring clarity of purpose and ownership at the right level.
- 4.14 Priorities in the next period also include:
 - 4.14.1 A focus on inclusive language, considering anti-racism and including looking at micro and macro aggressions, in consultation with the BAME Lean in Group. Work has begun on this, with volunteers to take forward the initiative sought. The intention is that this will include a mixture of representatives from the BAME Lean in group, the Inclusive Leadership group and Human Resources to ensure diversity of thought.
 - 4.14.2 Focusing on improving our recruitment processes, including: inclusion in secondment opportunities; career development and training; improved inductions; and scoping out the possibility of extending guaranteed interviews to candidates who meet the minimum criteria to other under-represented

groups (currently applies to disabled candidates). We are also looking at ways to ensure interview panels and review why diverse candidates have not progressed through recruitment processes. The Inclusive Recruitment working group have made some proposals as to how to tackle this, for which work is ongoing.

- 4.14.3 Continuing the Black Lives Matter work, including exploring the partnership suggested by the Mayor of Hackney to connect to and amplify the good commitment in Hackney to the movement which has extended into the police, NHS and voluntary sector.

5. KEY PERFORMANCE INDICATORS AND MILESTONES

- 5.1 The Chair's Committee agreed how the Committee and Board would receive regular updates on progress on I&D through regular reports and updates on the Corporate Dashboard which goes to each Board. The status of the agreed KPIS and milestones is set out below, with references to other sections of the agenda for this meeting.

Milestone	Progress
Commencement of inclusive culture engagement campaign - Q2 2020/21 Completion of inclusive culture engagement campaign – Q2 2021/22	Engagement campaign commenced in September 2020 and has continued with the launch of the second theme relating to individuality and being yourself at work, see above
Commencement of Development programme – Q3 2020/21	Development programmes have been launched
LLDC reaches exemplary against the Mayor's D&I Standard	Exemplary reached in two of the five themes. Working towards moving from accomplished to exemplary at the next assessment in May 2021, and achieving exemplary across the standard by May 2022, through the I&D action plan and collaboration with the GLA Group across the other three themes: Inclusive Culture, Recruitment and Workforce Representation
Key Performance Indicators	Status
Maintaining broadly equal distribution of male and female colleagues across all bands	Currently 60% of the workforce are women
Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands	Representation has not increased year on year. The Development Programmes and the plans to address the issue of diversity at senior levels, set out in section 4, 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 has improved year on year (18% median; 13% mean) Ethnicity pay gap stable (31% median; 35% mean, more details can be found in the

	People Data report submitted to the Committee previously (contains exempt information). The Recruitment and Supporting Talent from Within action plans are in place to improve performance in this area, including the Development Programmes set out in section 4 and the activities highlighted in appendix 1.
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6. FINANCIAL CONSIDERATIONS

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

7. LEGAL IMPLICATIONS

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

8. EQUALITIES IMPACT ASSESSMENT

8.1. Any actions and changes brought about as a result of this report will be monitored for equalities impact.

APPENDICES

Appendix 1: Development Programme content

Appendix 2: Proposed Programme Governance Structure

List of Background Papers Inclusion and Diversity Strategy

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Appendix 1 – Development Programmes

Career in Full Focus

(Bands 1-3)

Networking and Influencing

Social Leverage: Learning how to network and take opportunities to be 'seen'.

Reverse Mentoring: Opportunity to engage with more senior employees to help understand challenges and share ideas.

Strengths Pillar: Working with a coach to understand your strengths and how to build on those.

Personal Effectiveness: Understanding how to be fully effective and unlocking personal potential.

Visibility: Gaining opportunities and support to be heard and visible within the organisation.

Strategic Thinking

Understanding Strategy: Using EMT to understand the world of 'strategy'. How it is created, used and implemented.

Developing a strategy: Course work to be set by EMT and supported.

Sharing the journey: Learning from EMT and Board Members about how decisions are made and the thinking process.

Shadowing Strategy: Being involved in seeing the full circle of strategic meetings and how decisions are made.

Finding your Public Voice

Speaking Up: Support groups to practice potential situations, presentations, etc.

Leadership in Full Focus

(Bands 4-6)

Networking and Influencing

Social influencing: Practice groups and supporting the creation of opportunities to network and be 'seen'.

360's: Working with a coach to develop and undertake a 360 of yourself within the organisation and externally.

Personal branding: Who are you? Who do you want to be? How do you want people to perceive you?.

Strategic Influence

Strategic projects with EMT: A project laid out by EMT fully supported as a learning pathway.

Shadowing on EMT and Boards: Watch strategy happen in action and see how decisions are made, defended at a very senior level.

Budget Management: Get involved in budget discussions at a senior level and understand how budgets are created and develop throughout a project.

Board reports: Business writing course and practice.

EMT Champion: Each person will be assigned an EMT Champion for support throughout the programme.

Developing your Leadership Skills

Presentation Skills: Presentation skills course and opportunity for greater practice at a senior level.

Articulating the LLDC: Being able to clearly explain and pitch what you do within the wider organisation and how the cogs all fit together.

Directorate Strategy and overall fit. Creation of a mock or real presentation that will be presented with feedback given used to build your skills.

Making the most of your 1-2-1's: Getting and giving powerful feedback that can move you forward. How to ask for the support that you need.

Share your vision and inspire: Prepare and present an 'elevator pitch'. How do you work within your team and how are can you/should you inspire your team as a manager?

Verbalise your career goals: How to know what you are looking for and what your pathway looks like.

Develop your coaching skills: Coaching course and practice sessions that can help build your skills as you move towards being a 'Manager as Coach'.

Career Architect

Career path development: Creating your ICDP (Individual Career Development Plan).

Career Logistics: LinkedIn, CV perfection, interview skills.

Recruitment crash course: Understanding the process, gaining confidence with the process.

Line manager principles: Understanding what the next step into managing someone might mean for you and the practicalities involved with that.

Shadowing: Shadowing people within your next potential roles, leveraging our relationships with the GLA family.

Mentoring: Learning from the journey of someone else who has walked a similar path to yourself.

Career Architect

Mentoring: Learning from a mentor and mentoring others. This is a real chance to give back, to put your coaching skills into practice, inspire others and also learn from others.

Career Coaching: You will each be given an executive career coach to guide you on the journey and support your development and thinking.

Career Logistics: LinkedIn, CV perfection, interview skills.

Recruitment for Leadership: What are the different needs when applying for roles at a more senior level? What are the buzz words and key elements that get you noticed?

Shadowing: Shadowing people within your next potential roles leveraging our relationships within the GLA family

Appendix 2: LLDC Inclusion & Diversity Programme Governance Structure v.02





Subject: Pay Awards for 2021/22
Meeting date: 9 March 2021
Report to: Chair's Committee
Report of: Sarah Perry, Director of Human Resources

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 this report.**

3. BACKGROUND

- 3.1 The background information is set out in part 2 of this report.

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

<p>List of Background Papers</p> <ul style="list-style-type: none">• None
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Report originator(s):
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Subject: Chief Executive Performance Against 2020/21 Objectives
Meeting date: 9 March 2021
Report to: Chair's Committee
Report of/by: Sarah Perry, Director of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This report gives an update on the Chief Executive's performance against the overarching 2020/21 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 2020/21.**

3. BACKGROUND

- 3.1. At their March 2020 meeting, the Committee agreed the 2020/21 objectives for the Chief Executive. These include the following areas:
 - 3.1.1. Development and housing delivery
 - 3.1.2. East Bank and construction
 - 3.1.3. Stadium and venues
 - 3.1.4. Transition planning
 - 3.1.5. Inclusion and diversity
 - 3.1.6. Stakeholder management
 - 3.1.7. Financial
 - 3.1.8. Leadership and management
- 3.2. At the meeting on 21 July 2020, the Committee added an additional objective in relation to the management of the LLDC's response to the Covid-19 crisis.
- 3.3. 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 Chair's Committee's Terms of Reference state that "The Committee will take decisions in accordance with the Scheme of Delegations". The setting of the Chief Executive's objectives 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 2020/21 (exempt information)

List of Background Papers

- Papers for the meeting of the Chair's Committee 5 March 2020

Report originator(s):

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Subject: Chief Executive Objectives for 2021/22
Meeting date: 9 March 2021
Report to: Chair's Committee
Report of/by: Sarah Perry, Director of Human Resources

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update on the Chief Executive's objectives for 2021/22.
- 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 2021/22 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 Chair's Committee's terms of reference state that "The Committee will take decisions in accordance with the Scheme of Delegations". The setting of the Chief Executive's objectives 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: Draft CEO's objectives (exempt information)

<p>List of Background Papers LLDC Scheme of Delegations</p>
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item 14

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item 15

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

