

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

**Meeting Date:** Tuesday 15 November 2022

**Time:** 10.00 am

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

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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 10.00 am on Tuesday 15 November 2022 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)

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### Committee Members:

Sir Peter Hendy CBE (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 proceedings, or at the commencement of the item of business.

### 3 Minutes of the Previous Meeting Held on 5 July 2022 (Pages 1 - 6)

The Committee is asked to agree the minutes of the LLDC People, Organisation and Culture Committee meeting held on 5 July 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 Equity, Diversity and Inclusion Update** (Pages 15 - 24)
- The Committee is asked to note the update on Equity, Diversity and Inclusion update.
- 7 Consultants and Interim Engagements - Annual Update** (Pages 25 - 26)
- The Committee is asked to note the report and appendices.
- 8 Chief Executive Performance Against 2022/23 Objectives** (Pages 27 - 28)
- The Committee is asked to note the update on the Chief Executive's performance against the objectives for 2022/23.
- 9 Any other business the Chair considers urgent**
- The Chair will state the reason for urgency of any item taken.
- 10 Date of next meeting**
- The date of the next meeting is 7 March 2023 at 2pm.
- 11 Exclusion of the Press and Public**
- The Chair is recommended to agree to the exclusion of the public and press from the meeting in accordance with Part 1, paragraphs 1 and 3 of Schedule 12A of the Local Government Act 1972 (as amended), in order to consider the following items.*
- 12 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.

**13 People Strategy Update - exempt information relating to item on Part 1**  
(Pages 31 - 68)

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

**14 Equity, Diversity and Inclusion update - exempt information relating to item on Part 1** (Pages 69 - 120)

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

**15 Consultant/Interim/ Temporary Worker Engagements Update - exempt information relating to item on Part 1** (Pages 121 - 124)

The Committee is asked to note this report containing exempt information.

**16 Chief Executive's Performance Against 2022/23 Objectives - exempt information relating to item on Part 1**  
(Pages 125 - 130)

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

**17 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 5 July 2022

**Time:** 2.00 pm

**Venue:** LLDC, Small Auditorium 3, 5 Endeavour Square, London E20 1JN  
Via Office Teams

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

**In Attendance:** Lyn Garner, Chief Executive Officer  
Sarah Perry, Director of People and Organisational Development  
Rachel Massey, LLDC Board Secretary  
Layla Conway, Chair of Employee Forum  
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.

2.2 Simon Blanchflower advised that he had just recently been appointed to the Board of Ebbsfleet Development Corporation.

2.3 The Chief Executive Officer had an interest in relation to the minutes and actions of the discussion of the Committee of 1 March 2022 meeting, relating to the Chief Executive's performance against 2021/22 objectives. She had been sent a redacted version of the minutes and actions and would not take part in the discussion.

#### **3 Minutes of the Previous Meeting held on 1 March 2022**

3.1 It was agreed that the minutes of the meeting of the People, Organisation

and Culture Committee held on 1 March 2022 be signed by the Chair as a correct record.

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

- 4.1 An update was provided on the GLA female leadership programme (Our Time) (Action 5.5). The programme was currently under review following the appointment of the new Assistant Director of People and Group Head of Talent at the GLA, who would be addressing recruitment and retention across the GLA family, including secondments, mentoring and sponsorship programmes.

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

#### **5 People Strategy Update**

- 5.1 The Director of People and Organisational Development presented the update.
- 5.2 A new staff recognition scheme was being developed by the Employee Forum. Work was being undertaken to improve transparency and clarity around organisational and staffing changes and promotions, and this would include regular updates in the internal newsletter.
- 5.3 A new Learning and Development specialist had been appointed to review the organisation's learning and development strategy, with a focus on individual career plans and a 'pick and mix' approach for all staff. Management capability would also be targeted as an outcome of staff survey results.
- 5.4 Members were keen that there be a review and report back on actions taken as a result of the staff survey, which would be reported to all staff.  
**[Action: Director of People and Organisational Development]**
- 5.5 The Committee congratulated staff on the successes which formed part of the People Strategy, including the successful office move, focus on health and wellbeing and reaching exemplary in the self assessment of the Mayor's Diversity Standard.

#### **5.6 The Committee noted the report.**

#### **6 Inclusion and Diversity Strategy**

- 6.1 The Director of People and Organisational Development introduced the report on progress against LLDC's Inclusion and Diversity Strategy.
- 6.2 There was an increased focus on retention and attraction as well as recruitment working with the critical friend partner (Diversifying Group), who were reviewing toolkits, training and one to one support. The initial feedback from them had been positive and areas for improvement were being identified. The recent involvement of Diversifying Group in the recruitment of the Director of Procurement had been positive. Diversifying Group would be attending future Management and

Employee Forum meetings to raise the profile and visibility of their work with LLDC.

- 6.3 There would be a lessons learned from the recent leadership development programmes and recommendations on how to take these forward.
- 6.4 The Committee discussed in detail the Key Performance Indicators and milestones. It was noted that social-economic factors are more complex to monitor and report on. The employment of local people should be kept as a focus for hiring managers, and could also contribute to the Workforce Representation Targets.
- 6.5 New chairs for the Employee Forum and Management Forum had been appointed and have joined EMT.
- 6.6 It was noted that many of the milestones had been achieved and as a transitioning organisation, there was no value in adding new milestones, but building on the three Key Performance Indicators, ensuring a valued and lasting legacy and the sharing of good practice.
- 6.7 It was agreed that a report would be submitted to the next meeting on how the LLDC could maximise the achievements and benefits of the organisation to date in the area of inclusion and diversity before transition and also how best practice could be shared across the GLA family.

**[Action: Director of People and Organisational Development]**

**6.8 The Committee noted the report and the appendices.**

**7 Chief Executive's Performance Against 2022/23 Objectives**

- 7.1 The Director of People and Organisational Development provided an update on the Chief Executive's performance against objectives. The Committee noted that good progress was being made against the objectives.

**7.2 The Committee noted the update.**

**8 Any Other Business the Chair Considers Urgent**

- 8.1 There was no urgent business. The Chair thanked Layla Conway, the outgoing Chair of the Employee Forum for her work chairing the forum and attending the Committee meetings.

**9 Date of Next Meeting**

- 9.1 **The next meeting was due to be held on 15 November 2022 at 10.00am.**

**10 Exclusion of the Press and Public**

- 10.1 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.**
- 11 Minutes of the Previous Meeting held on 1 March 2022 – Exempt information Relating to the Item on Part 1**
- 11.1 The Committee agreed the minutes of the meeting containing exempt information, held on 1 March 2022.**
- 12 Matters Arising and Action List - Exempt Information Relating to the Item on Part 1**
- 12.1 The Committee noted the Actions List containing exempt information.**
- 13 People Strategy Update - Exempt Information Relating to the Item on Part 1**
- 13.1 The Director of People and Organisational Development introduced the People Strategy Update report, containing exempt information.**
- 13.2 Localised department responses and action plans were being developed in response to the employee engagement survey.**
- 13.3 It was agreed that a copy of Appendix 3 would be circulated to all Board Members.**  
**[Action: LLDC Secretariat]**
- 13.4 The Committee noted the appendices.**
- 14 Inclusion and Diversity Strategy - Exempt Information Relating to the Item on Part 1**
- 14.1 The Director of People and Organisational Development introduced the People Strategy Update report, containing exempt information.**
- 14.2 The Committee noted the appendix.**
- 15 Chief Executive's Performance Against 2022/23 Objectives - Exempt Information Relating to the Item on Part 1**
- 15.1 The Director of People and Organisational Development introduced the report on the Chief Executive's Performance Against 2022/23 Objectives, containing exempt information.**
- 15.2 The Committee noted the appendix.**



**16 Any Other Business Containing Exempt Information Containing Exempt Information**

16.1 There was an urgent business containing exempt information.

**17 Close of Meeting**

17.1 The meeting closed at 3.10pm.

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Chair

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Date

**Contact Officer:** Rachel Massey, LLDC, Level 10, 1 Stratford Place, Montfichet Road,  
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## People, Organisation and Culture Committee Actions List (reported to the meeting on 15 November 2022)

### Actions from the last meeting (5 July 2022)

Minute No.	Item/Description	Action By	Target Date	Status/note
5.4	<b>People Strategy update</b> Report back to staff on actions taken as a result of the staff survey.	Sarah Perry	November 2022	Complete. This is covered in the People Strategy report.
6.7	<b>Inclusion and diversity strategy</b> Submit a report to the next meeting on how the LLDC could maximise the achievements and benefits of the organisation to date in the area of inclusion and diversity before transition, and also how best practice could be shared across the GLA family.	Sarah Perry	November 2022	Complete. This is covered in the EDI report.
13.3	<b>People Strategy Update - Exempt Information Relating to the Item on Part 1</b> Circulate a copy of Appendix 3 (exempt information) would be to Board Members.	Rachel Massey	November 2022	Complete. This has been circulated to Board members.

### Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
5.3 (1 March 2022)	<b>People Strategy Update</b> Arrange building passes for Board Members for LLDC's offices at Endeavour Square.	Sarah Perry	July 2022	Complete.

5.5 (1 March 2022)	<b>People Strategy Update</b> Provide an update on the GLA female leadership programme (Our Time).	Sarah Perry	July 2022	Complete. Update provided at the meeting the July meeting.
6.5 (1 March 2022)	<b>Inclusion and Diversity Strategy</b> Review the diversity targets regularly in relation to Transition workforce planning.	Lyn Garner	November 2022	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.



**Subject:** People Strategy Update  
**Meeting date:** 15 November 2022  
**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, an update on the progress of work relating to our colleague engagement survey and an update on the procurement of an organisation wide leadership development programme.
- 1.2. Two 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 this report.**

## **3. TRANSITION PROGRAMME**

- 3.1. As notified to the Committee at its meeting of 5 July 2022, the People and Culture workstream of the Transition Programme is focussed on four distinct project areas:
  - 3.1.1. Organisational Design, which will focus on structures, roles and the future shape of the organisation.
  - 3.1.2. Organisational Development, which will focus on developing our brand and strategic initiatives to drive improved attraction and retention. It is worth noting that this work forms a best practice approach and would be necessary irrespective of any upcoming change programme. It therefore has a clear lens on any change / the evolving nature of the organisation, as well as EDI, rather than being wholly attributable to the programme itself.
  - 3.1.3. Talent, which will focus on talent management, succession planning, learning and development activity and talent acquisition / retention. As above, this is a best practice approach that would be undertaken in any case, but has specific connotations for the evolving organisation.
  - 3.1.4. Leadership, which will focus on developing leadership and management capability, with particular reference to leading through change and change readiness. As above, this is a best practice approach that would be undertaken in any case but has specific connotations for the evolving organisation.
- 3.2. Three distinct drivers of the people planning element of Transition were also identified and noted in the previous report to the Committee on 5 July 2022. Progress against those drivers is included at Appendix 1 (contains exempt information).

#### **4. COLLEAGUE ENGAGEMENT SURVEY 21/22 – PROGRESS UPDATE**

- 4.1. At the previous Committee we provided an update on the progress of the Colleague Engagement Survey. Since that report work has continued on developing clear action plans at both a Corporate and Directorate level. The Corporate action plan and timeline has been launched across the organisation and is included at Appendix 2 (contains exempt information). The action plan incorporates feedback from our internal fora, including the Race, Culture and Equity Group. This is regularly reported to and discussed at the Employee Forum, to ensure momentum and encourage continued colleague engagement and feedback on progress.
- 4.2. Following initial feedback, transparency was identified as a clear area for improvement. The transparency of decisions, particularly people based decisions, have been a key focus, and regular reports on starters, leavers and promotions have since been included in the internal newsletter 'Making it Happen'. A commitment to sharing the People Dashboard and other people related data through internal fora on a regular basis has also been made.
- 4.3. Communication was identified as a further area for improvement, with clear connotations for improving transparency. As a result, communication channels have also been subject to review, and the LLDC intranet has subsequently been refreshed and relaunched to improve usability and increase utilisation, and to build further trust with colleagues by providing regular information and ensure the accuracy of shared information. As part of this review, our Learning and Development (L&D) pages have also been updated and content has increased exponentially – future learning opportunities and internal/external workshops and learning sessions have also been included on an annual calendar, allowing ease of access and the ability for colleagues to understand learning opportunities available. This has been complemented by a refreshed L&D newsletter that is sent out regularly to all via email and is also available to read online via the updated intranet.
- 4.4. L&D was also identified as an area for improvement by colleagues via the survey. Our new L&D Partner, who started in July 2022, has focussed on refreshing our L&D resources in line with a refreshed L&D agenda. Our Career and Performance Development Partner has also been focussed on offering career conversations, future career coaching and support to colleagues with interview preparation. Along with the refresh of the intranet and regular communication channels, the development of L&D has included:
  - 4.4.1. Developing a central hub for Manager Resources, including a new conversation toolkit, specific management learning workshops focussed on performance and feedback, and collated reference material. This resource continues to be a focus and is supported by further development work on how to support direct reports through experience, exposure or education based opportunities.
  - 4.4.2. Learning sessions that focus on coaching conversations, which are intended to support our move towards a coaching culture.
  - 4.4.3. Internally developed sessions on providing & soliciting feedback, training others ('train the trainer') and mindful time management,
  - 4.4.4. Further guidance and toolkits to support the utilisation, development and shaping of Individual Career Development Plans.
  - 4.4.5. Creating a new programme and resources around Mentoring
  - 4.4.6. Significant focus on our core membership partnerships and maximising the learning opportunities created through those memberships.

- 4.5. To further support our Learning and Development initiatives, LLDC has increasingly been working to share best practice and work in a collaborative way through the Collaboration Professional Community and the Old Oak and Park Royal Development Corporation (OPDC), along with other GLA bodies:
  - 4.5.1. OPDC and LLDC teams have spent time exploring ways in which we can work more closely together on volunteering, L&D and Equity, Diversity and Inclusion (EDI).
  - 4.5.2. LLDC's Director for People and Organisational Development is the interim Chair for the GLA HR Collaboration Professional Community, which is currently acting as a strategic group to take forward the priorities of GLA wide secondments and mentoring schemes.
  - 4.5.3. Following the Kerslake review there are a number of workstreams supporting the recommendations to integrate staffing activities across housing-related departments within the GLA Group. We have commenced a piece of work with Ria Bailes from Bailes Partners Consulting to look at improving integration specifically around career progression, talent management, redeployment and delivering value for money through retention of skills.
- 4.6. A project to explore a suitable internal engagement channel was also launched over the summer, and following research and socialisation across internal fora, a decision has been made to trial Yammer, also used by Transport for London. Learnings have already been gained on how to make a success of Yammer from discussions with TfL, and the trial will enable further refinement to ensure it is fit for purpose before broader launch across the organisation. The intention of the platform will be to encourage greater social and informal communication between colleagues, thereby supporting our flexible and hybrid working approach, raising awareness of organisational activities and corporate messages and is therefore expected to further build engagement, and contribute to a sense of belonging.
- 4.7. Performance management was cited by colleagues as a further area for improvement and a project was therefore launched that sought to review and refresh our processes around performance management. A project group was formed with representatives across the organisation, and systems, processes and approaches were explored. A proposal has shared with EMT for initial endorsement, before testing of systems continues and a new approach to performance management is progressed. The intention will be for a soft launch to take effect from the beginning of 2023, with the new process taking effect from the start of the next performance year in April 2023. After consultation, the key areas the project has sought to address is regularity and consistency of performance conversations, recognition of performance and the management and recording of performance via a suitable system. The high level principles of the proposed changes are to:
  - 4.7.1. Provide support to all colleagues through more regular catch ups and regular feedback to further develop and achieve their goals, offer improved support, better feedback loops to enable continuous improvement and ultimately deliver our organisational goals;
  - 4.7.2. Empower colleagues to drive their own performance through a more agile approach that is well supported by people managers and technology alike;
  - 4.7.3. Adopt a regular 'check in' approach, with scheduled quarterly reviews rather than bi-annual meetings at mid and end of year;
  - 4.7.4. Adopt wellbeing discussions within regular reviews, using the Mind Framework Toolkit;
  - 4.7.5. Establish a new system that has the functionality to better support agile performance management and is more user friendly. The proposed system will also provide improved channels and methods to obtain feedback, including 360 reviews, which will increase the quality and regularity of feedback and

recognition and enable performance to be better linked to central succession outputs and requirements for learning and development;

- 4.7.6. Create an approach that is measured by impact and adopts the consistent use of SMART objectives, with key results flowing down from organisational objectives (including EDI and manager / leader specific objectives) and are regularly updated and tracked throughout the year via the quarterly review approach;
  - 4.7.7. Provide complimentary resources and upskilling opportunities, including the development of a coaching culture, that will support people managers to maintain a focus on performance, empower their reports to take ownership and accountability for their own performance and facilitate effective performance conversations with a focus on continuous professional development via Individual Career Development Plans.
- 4.8. Moving forward, delivery of the action plan will continue and will be continuously reviewed alongside the Employee Forum and other internal fora.

## **5. LEADERSHIP DEVELOPMENT PROGRAMME**

- 5.1. A requirement to focus on leadership development was identified by the People and Organisational Development team earlier this year in response to feedback both from the colleague survey and more broadly across the organisation, including through our internal networks. From feedback received, it was identified that management capability varied substantially across the organisation, which in turn has created inconsistencies in management approaches and quality of communication across teams. It was also noted that this was further compounded by the structure of the organisation being largely hierarchical, with a tendency for some teams to operate in silos, thereby exacerbating the issues raised around transparency and consistency. This was further identified as a particular priority given the period of significant change that the organisation faces on the road to 2025, along with the need to remain competitive as an employer in the context of that change and broader challenging macro context and attract, engage and retain our talent during this period. Culturally the organisation is also seeking to move towards self leadership, autonomy and accountability and it is unilaterally recognised that leaders are critical to the successful delivery of any change programme. It is also recognised that LLDC has made a commitment to ensure that colleagues are equipped with the necessary leadership skills to ensure they are fit for the future, in line with the aims of our People Strategy.
- 5.2. A brief was therefore developed to define the aims and objectives of a leadership programme that could be run across the organisation, and to seek a suitable external partner to support the organisation in delivering such a programme, thereby providing a learning and development opportunity that would be valued by all colleagues. Budget was allocated and a procurement process ensued, supported by TfL's Central Procurement Team. An unprecedented number of bids (27) were received and a diverse internal panel were charged with scoring the bids received from suppliers. The highest three scoring bidders were invited to present to a cross section of that panel in September 2022, and the successful bid was identified following that.
- 5.3. The programme will focus on, as identified by the original brief:
- 5.3.1. Leadership of self, accountability, responsibility and ownership
  - 5.3.2. Change and Change Leadership
  - 5.3.3. Effective Coaching / Coaching Culture
  - 5.3.4. Delivering and handling constructive challenge and/or feedback
  - 5.3.5. Continuous professional development



- 5.4. Contractual requirements are now being progressed with the successful external partner, with an initial scoping meeting due to be arranged following the completion of the contracting process, expected by mid November 2022. The programme will be launched internally in conjunction with the successful bidder, and findings from the Diversifying critical friend project will also be shared to include any recommendations made relating to equity, diversity and inclusion within the ensuing programme. The programme is expected to be rolled out in the early months of 2023, with progress updates provided to EMT at regular interviews thereafter.

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

## **9. APPENDICES**

Appendix 1: Transition Programme Update (exempt information)

Appendix 2: Colleague Survey Action Plan and Timeline (exempt information)

### **List of Background Papers**

Papers for the meeting of the People, Organisation and Culture Committee, 5 July 2022

**Report originator(s):**

Debbie Wooldridge

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**Subject:** Equity, Diversity and Inclusion Strategy  
**Date:** 15 November 2022  
**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 Equity, Diversity and Inclusion (EDI) 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 its appendices.**

## **3. BACKGROUND**

- 3.1. At the most recent Committee meeting on 5 July 2022, the Committee noted the focus on recruiting new rotating Chairs from Black, Asian or Minority Ethnic (BAME) backgrounds for our Employee and Management Forums, continued focus on diverse recruitment and onboarding our newly appointed critical friend, launching an organisation wide approach to Inclusive Language, building our internal networks further, progressing our internal Leadership Development Programmes through to completion and monitoring our progress against the new workforce representation targets.
- 3.2. The EDI 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).
- 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 work with Inclusive Employers and external networks.
- 3.5. Our People Data helps to inform our EDI strategy and measure our performance and is provided to the Committee regularly. The updated People Data dashboard is provided at Appendix 1 (contains exempt information).

#### **4. MAXIMISING PROGRESS IN EDI**

- 4.1. Following the last Committee meeting, the Committee highlighted a desire to understand how the LLDC plans to maximise the achievements and benefits to date in the area of EDI and how this will may be affected in the run up to planned changes to the organisation in 2025. A summary of our progress across EDI over the past 12-18 months was shared with the LLDC Board at an informal briefing in September 2022. Along with maximising progress, the Committee also challenged LLDC to consider how best practice could be shared across the GLA family. Work has been ongoing in this regard, with several activities undertaken since the last report to the Committee to progress our work in this area.
- 4.2. Some initial work has been completed on how the upcoming changes within the organisation may affect EDI. An initial review of our data indicates that the removal of the planning Directorate will not shift the diversity of our profiles significantly (for example our ethnicity profile would move by 1% based on current data), however the reduction in size of other Directorates may well have a more significant impact and the organisation is keen to address this proactively ahead of any changes taking effect. As an example of this, should the Planning Directorate and the Regeneration & Community Partnership Directorate be removed from figures as they currently stand, the change would be a reduction of 2% overall in terms of ethnicity – from 33 to 31 per cent.
- 4.3. Scoping has been completed as to the activities that can be maximised from recent achievements. Our EDI action plan is currently being refreshed, and the proposal for this can be found at Appendix 2 (contains exempt information). Along with continuing to focus on some of the initiatives already in place (e.g. Workforce Representation Targets, Pay Gaps, Inclusive Language, Transparency and Diversity in Recruitment), some additional themes that we expect to focus on are:
  - 4.3.1. Inclusive Learning and Development;
  - 4.3.2. Inclusive Leadership Development;
  - 4.3.3. Performance, Career Development and Internal Mobility;
  - 4.3.4. Allyship and internal / external network development;
  - 4.3.5. Transparency, Psychological Safety and Constructive Challenge;
  - 4.3.6. Corporate Social Responsibility;
  - 4.3.7. Health & Wellbeing (considering particularly the disproportionate impact on under represented groups); and
  - 4.3.8. Hybrid working and working practices.
- 4.4. Work has already begun in some areas, including the development and launch of succession planning across the organisation (see Section 5 below), the review and refresh of our performance management approach, the development of our Employer Value Proposition and scalable work to development Learning and Development activities, including establishing a coaching culture, building management and leadership capability to lead through change and maximising career development opportunities and pathways, not least through collaborative work with partners across the GLA family and other external partners. To this end, LLDC has increasingly been working to share best practice and work in a collaborative way through the Collaboration Professional Community and the OPDC, along with other GLA bodies.

## **5. SUCCESSION PLANNING**

- 5.1. Work on succession planning is already underway and in September 2022 the People and Organisational Development team, in conjunction with the Executive Management Team (EMT), launched a new approach to consistently capture succession planning across the organisation. People managers were briefed through internal fora and other communication channels, and the deadline for initial outputs of that succession planning was set as 11 November 2022.
- 5.2. The People and Organisational Development Team will review these outputs and collate the information and insights, which will be presented to EMT by the end of 2022. This will include a review of the diversity of our current succession pipelines and the identification of opportunities to further improve these pipelines moving forward.
- 5.3. The succession planning initiative was launched to coincide with the mid-year performance management process, and people managers were tasked with discussing succession planning and individual career development ambitions with their direct reports in conjunction with the succession planning activity, and were encouraged to give particular consideration to the impact on those from under-represented groups.
- 5.4. Succession planning is expected to support the retention of our existing talent and to ensure that we can overlay outputs to workforce planning activity, with our ongoing commitment to EDI 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.
- 5.5. Perhaps most importantly, ongoing succession planning activity will allow the organisation to be intentional about creating succession pipelines which are diverse and inclusive and offer the best possible opportunities to our existing internal talent. 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.

## **6. EXTERNAL RECRUITMENT AND SUPPORTING INTERNAL TALENT**

- 6.1. The existing approach was established from September 2021, whereby our focus on diversifying our workforce and creating greater diversity through recruitment meant that we wanted to encourage greater applications from external talent, to give the best possible chance of increasing the diversity of the workforce. The approach in place was therefore that all roles were required to be advertised internally and externally, even where they may be an existing incumbent (e.g. in fixed term roles).
- 6.2. In September 2022, EMT engaged in a discussion about the challenges of balancing our approach to supporting talent from within and external recruitment. An analysis was provided as to the benefits and/or challenges of either approach and a proposal for recruitment methods was also considered.
- 6.3. It was noted that we have important and yet somewhat competing priorities, which create significant challenges in the ability to balance our commitments to supporting our talent from within whilst also increasing diverse representation across the organisation, most notably in balancing our workforce representation target commitments, our pay gaps and our commitment to supporting our talent from within, as defined via the EDI Strategy.

- 6.4. EMT noted that good progress has been made against our workforce representation targets, particularly in regard to our ethnicity profile, which has increased by 8 per cent over the previous 12 months, from 25 to 33 per cent Black, Asian and Minority Ethnic. It was acknowledged, however, that we have more to do to increase representation at senior levels and there is a need to be cognisant of diversity and representation as we move through a period of change.
- 6.5. EMT agreed that there is a requirement to lay foundations now to ensure good practice at the point that the organisation evolves in 2025 and that we have opportunities to make a difference to senior level representation as changes progress. It was also noted that there is a desire to provide greater focus on supporting our internal talent, particularly given the upcoming period of change within the organisation, so that corporate knowledge is retained and continuity is maintained, as well as honouring our commitment to invest in our people and support their development during this period by retaining their expertise as far as possible, or supporting them to move on where appropriate.
- 6.6. Risks of continuing the existing approach were noted as follows:
- 6.6.1. Currently there is a tight talent market, with significant challenges for attracting and recruiting talent in technical and senior roles, that is unlikely to change for the foreseeable future.
- 6.6.2. The need for colleagues to apply for roles that they are currently performing is likely to have a significant impact on their own morale, sense of value and confidence. This, in turn, could create greater disruption, disengagement and ultimately lead to avoidable exits, as these individuals may start to seek alternatives externally and could remain active in the external market even if they secure a role at LLDC for a longer duration. This level of disruption/avoidable exits is likely to impact on performance and productivity levels more generally, which could also affect wellbeing and drive unplanned absences. This, in turn, could create greater pressure on teams and projects, which may be a significant management challenge in a context of change and escalating project activity.
- 6.6.3. The cost of living/energy crisis is likely to drive individuals to seek greater security (if not higher salaries) and therefore given we are entering a period of change, anything that challenges that perception of security and fuels distrust or disruption is likely to increase turnover. We may therefore see more exits than we would otherwise if we continue with existing policy.
- 6.6.4. There is a risk of negatively impacting on the under-represented groups that the organisation is trying to protect/promote, and if LLDC continues to unilaterally apply existing policy, then we risk losing much of our diverse talent for the reasons listed above (particularly as most of LLDC roles are at Band 6 or below – 92 per cent since March 2021 – which is where there are the highest number of colleagues from under-represented groups).
- 6.6.5. Management time is likely to be stretched in completing recruitment for roles where it is not strictly necessary, with investment in time better spent in developing internal talent, inclusive performance management and focussing on diverse recruitment where it is appropriate (e.g. for replacements or new roles). There is a potential impact on wellbeing for managers too, and equally more time will need to be spent supporting internal talent during / throughout a recruitment process, thereby further straining their time. Management time will be further stretched as the period of change ramps up, which could compound these issues.

- 6.7. As a result of the above, a proposal was made to introduce the reference table attached at Appendix 3 (exempt information), to apply to all recruitment campaigns from 1 October 2022 onwards, initially on a 'test and learn' basis for six months, with regular reviews for efficacy, before being set as policy. The rationale for introducing the approach was noted as follows:
- 6.7.1. Simplifies the approach to recruitment of different types / durations of roles, whilst still keeping to our stated priority commitments in terms of EDI and balancing those with the need to support our talent within and support the organisation and colleagues through a period of change.
  - 6.7.2. Allows focus on senior level representation, identified as one of weakest areas for LLDC from an EDI perspective in particular and the opportunity to be deliberate about external competition for those roles.
  - 6.7.3. Reduces the impact on colleague morale and sense of value and reduces the likelihood of increased turnover as a result.
  - 6.7.4. Enables the use of succession planning activity to identify where development or support may enable us to create greater internal mobility and supporting talent from within, or where we might need to prepare for external campaigns (to ensure these are as diverse as possible). This will also enable us to identify where we are lacking diversity in succession pipelines and to focus on increasing or promoting opportunities and support for colleagues from under-represented groups through people managers, individual career development plans and learning and development activity, with the intention of creating improved internal mobility and progression opportunities for these individuals.
  - 6.7.5. Creates greater time to focus on improving / increasing the reach of our employer brand and employer value proposition to maximise retention and put us in a strong position to attract diverse talent. This will include further development of our partnerships and diverse channels for recruitment and will utilise the work underway with Diversifying to ensure we are as market leading and inclusive as possible in our talent attraction and process and maximise our investment in this area.

## **7. DIVERSE RECRUITMENT**

- 7.1. At the last Committee meeting, we updated on our intention to continue our work on improving diverse recruitment practices. Since then, clear processes and procedures have been defined and remain under continuous review to ensure we can continue to improve where appropriate.
- 7.2. In April 2022 we appointed our critical friend for diverse recruitment following a procurement process. The appointed supplier is Diversifying Group (previously known as BAME Recruitment Limited). Since the initial kick off meetings with Diversifying Group in April and May, the internal project team have worked closely with Diversifying to work towards project delivery.
- 7.3. Diversifying Group attended the Management Forum in July 2022 to introduce themselves and to cover the scope of this work with all of our people managers. Subsequently, Diversifying have also provided information that has been shared in all colleague webcasts and have also provided updates to EMT.
- 7.4. The project was divided in to three phases, with the first phase including a review of the current recruitment process and related policies, strategy, branding, data and training. This was undertaken in July and Diversifying provided a draft diagnostic report in early September, with a summary of their initial recommendations presented to EMT that is included here at Appendix 4 (exempt information). Recommendations provided have now been ordered in prioritisation categories and are being reviewed by the internal project team, with the initial phase signed off.

- 7.5. The second phase will be to create a strategy and action plan that incorporates the themes and priorities identified. Toolkits will also be created following agreement of the action plan, which are expected to be related to themes such as policies, processes, learning and the use of data.
- 7.6. In parallel, new learning and training sessions will be designed, developed and delivered across the organisation to ensure those involved in the process of recruitment are equipped with the right skills, knowledge and tools to create diverse and inclusive outcomes in hiring. A lunch and learn is also taking place in November to provide further detail and depth on each of these elements to all colleagues, with more feedback on the findings of the review being gathered and incorporated to the action plan.
- 7.7. Regular progress reviews will be completed against this work, with updates provided through relevant internal fora. Communication across the organisation will continue in partnership with Diversifying over the coming months to ensure continued engagement and transparency.

## **8. OTHER KEY HIGHLIGHTS**

- 8.1. Internal governance for equity, diversity and inclusion was reviewed by the Inclusion and Diversity Steering Committee (SteerCo), with an approved recommendation that EDI discussion, monitoring and decisions required be directed through the Strategic Executive Management Team (SEMT) for ratification where necessary by EMT. Whilst the SteerCo group was formed with good intention as governance for the EDI strategy, and to provide a dedicated space to focus on EDI, given the strong focus on EDI across all activity, discussion and monitoring has naturally moved into EMT meetings. In addition, a large hybrid meeting was proving unwieldy. Any outputs or decisions from S/EMT should be taken forward to Management Forum, where the actions can be taken forward, or messages can be consistently passed on, as appropriate. This will enable people managers to understand decisions taken, including the rationale, and to take responsibility for embedding or actioning them moving forward. This should also assist in creating greater transparency and encouraging more consistent messaging to colleagues.
- 8.2. The Equity, Diversity and Inclusion strategy has been reviewed, and the associated action plans have had a refresh. This is currently in draft form, and the draft action plans will be shared initially with all internal fora and network chairs for initial feedback and comment to ensure that it is well informed and supported by both quantitative and qualitative data. Once complete, this will be shared with SEMT for discussion and decision as per our revised internal governance approach detailed in clause 8.1, before being established and communicated to all colleagues across the organisation.
- 8.3. The Gender, Ethnicity and Disability Pay Gap Reports are being produced, with draft reports shared with the Mayor's Chief of Staff at the end of October 2022, ahead of publication. The current intention is that the GLA and all GLA bodies will publish their reports at the end of November 2022 in a coordinated fashion. Ahead of this, the outputs of the pay gap reports will be shared with all colleagues via our established internal fora and communication channels. The output of the Pay Gap Reports will be shared with the Committee when they are available.
- 8.4. The flagship Inclusive Culture Campaign, an internal engagement campaign which promotes a more inclusive culture across the organisation, has continued with delivery of a campaign on Inclusive Language. All Inclusive Language workshops have now been delivered across the organisation, and preparation for the next theme of the campaign - understanding microaggressions and historical phrases - is underway.



- 8.5. To mark Black History Month and the theme for 2022 - Time for Change: Action Not Words - the Corporation's Lean In Group, which creates a voice for Black, Asian and Minority Ethnic employees to contribute to LLDC's EDI strategy, has a programme of events and engagement taking place during October, including: the Black History Month Film Club, a Speak Up Book Club with Paulette Simpson as guest speaker, a takeover of the LLDC Meets Webcast, a Meet Greet and Speak Event focussing on the Windrush Generation Series and Food Festival, a Taste and Talk Culture Event and the collation and sharing of resources via the LLDC intranet.
- 8.6. Other external awareness campaigns were also marked by LLDC, with National Inclusion Week at the end of September celebrated through a variety of communications and activities around the theme #The Power of Now. This included a Chaa, Chat and Samosa event held at 5 Endeavour Square and a daily theme with connected activities, including promoting the new Above and Beyond recognition scheme to encourage nominations through the scheme. World Mental Health day in October was also marked by various activities, including mental health drop-in sessions and a selection of curated webinars and materials to support colleagues with managing their mental health.
- 8.7. Priorities in the next period also include:
- 8.7.1. Finalising the review of our Equity, Diversity and Inclusion strategic action plan.
  - 8.7.2. Continued focus on the programme of work on Diverse Recruitment, and the delivery of the project supported by our critical friend, Diversifying Group.
  - 8.7.3. Utilising the broader feedback from the Diversifying Group report to define action plans around internal networks, health and wellbeing and EDI training.
  - 8.7.4. Clarifying and communicating our Employer Value Proposition across the organisation.
  - 8.7.5. Delivering the next inclusive language campaign theme: understanding microaggressions and historical phrases.

## 9. KEY PERFORMANCE INDICATORS AND MILESTONES

- 9.1. The Committee previously agreed how the Committee and Board would receive regular updates on progress on EDI 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>Inclusive Culture Campaign</p> <p>Due for completion end 2022</p>	<p>Engagement campaign commenced in September 2020 and has continued with the launch of the fourth theme of</p> <p>Inclusive Language and LLDC Practice, will be continued in the next period (see above). The individual campaigns have deliberately lasted longer than originally planned and it is anticipated that the overall campaign will continue to the end of 2022.</p>
<p>Critical Friend Project (following on from Diverse Recruitment Review)</p> <p>Due for completion in 2023.</p>	<p>The actions identified within the Diverse Recruitment Action Plan (DRAP) have been largely completed, with ongoing activity due to be reviewed in conjunction with our newly appointed</p>

Milestone	Progress
	critical friend and absorbed in to the ensuring action plan.
Workforce Representation Targets  Due for completion by 2024	Ongoing activity to monitor progress against set targets, with targets reported on a regular basis.  Detail is provided in the People Dashboard, attached at Appendix 1.
Key Performance Indicators	Status
Maintaining broadly equal distribution of male and female colleagues across all bands	The gender split remains largely stable - currently 59% of the workforce are women.
Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands	Representation has increased by 8% vs 2021 (25% vs 33%). 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 2021 (19.5% median; 14.3% mean). Ethnicity pay gap slightly reduced for mean, and slightly increased for median (31.9% median; 33.8% 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.

## 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 EDI means that the actions we set are intended to be inclusive by design.

## 13. APPENDICES

Appendix 1: People Dashboard (contains exempt information)

Appendix 2: Equity, Diversity and Inclusion Action Plan Refresh (contains exempt information)

Appendix 3: Revised Recruitment Approach (contains exempt information)

Appendix 4: Summary Presentation of Diversifying Group Recommendations  
(contains exempt information)

**List of Background Papers**

Inclusion and Diversity Strategy

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**Subject:** Consultants and Interim Engagements – Annual Update  
**Date:** 15 November 2022  
**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 consultants / interim contractors and temporary agency workers.
- 1.2. One 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 and its appendices.**

## **3. BACKGROUND**

- 3.1. Generally LLDC's approach is to undertake direct recruitment without the need to have interim resource.
- 3.2. Where we use temporary workers, they are paid via PAYE through the relevant agency and have day one legal rights.
- 3.3. Where unavoidable, LLDC engages with temporary workers or consultants via temporary or interim contracts to cover time limited projects and to provide flexibility in workforce management. The appendix in Part 2 containing exempt information summarises the overall attributable costs and time frames for continued engagement.

## **4. PROGRESS**

- 4.1. The Committee has challenged LLDC to ensure the continued review of temporary resource utilisation, and in particular the use of interim contractors and consultants, which can incur significant cost.
- 4.2. In the last annual report provided in November 2021, the Committee was informed that we had introduced a new provider of contingent labour under a cross GLA group contract, which was led by TfL for procurement purposes and was launched at LLDC from the beginning of September 2021. The expectation was that this would allow us to source temporary and interim labour requirements moving forward in an efficient, cost effective and compliant manner.
- 4.3. We currently have six agency workers in place, all of which have been sourced via the Reed partnership contract. The use of temporary arrangements has fluctuated since the date of the last report, however it has not exceeded more than seven temporary agency workers in place at any given time, and predominantly

arrangements have been utilised in the same roles consistently to cover periods of extended unplanned absence or to provide contingent support whilst the permanent role is recruited (this has been particularly relevant for highly technical roles where external talent is scarce). The total revenue spend on temporary workers since 1 November 2021 is £224k.

- 4.4. Outside of temporary agency resource via our Reed partnership, the organisation has been focussed on reducing our legacy interim and consultant contract arrangements. At the point of the last Committee report in November 2021, we had six interims, which has since reduced to five. Of the remaining five legacy interim appointments, three are currently due to end by the end of financial year (March 2023). The change in procurement leadership is with the conclusion of East Bank procurement programme, along with all construction focused resource. Our procurement interim resource is now supporting Development procurements (for RRW and PML) and the POV contract re-procurements.
- 4.5. As noted in the last report to the Committee, the Head of Procurement that was previously engaged on a consultant basis has been replaced through a recruitment process and is now appointed on a direct permanent contract basis, and the individual appointed is responsible for reviewing and/or sourcing the supporting Procurement team, including reviewing interim arrangements further once they are fully embedded in the role. It is worth noting, however, that within Procurement the industry standard is interim resource rather than permanent contracts, and therefore this will need to be a continued consideration as we seek to move away from interim resource in this area. Central to this will be ensuring a good time period over which to source and implement replacement fixed term or permanent resource, to ensure continuity of service for the organisation.
- 4.6. Diversity across our interim and temporary resources has improved since the last report to the Committee. 36 per cent of this area of the workforce is Female (previously this was 25 per cent) and 55 per cent are Black, Asian or Minority Ethnic (previously this was just 12 per cent). The improvement has been assisted by the contract in place with Reed, which has specific focus on EDI, and our continued focus on diverse recruitment more broadly across the organisation.
- 4.7. Interim and temporary resource is receiving continued challenge and, where appropriate, direct recruitment will be undertaken rather than temporary or interim resource engagements. That notwithstanding, the new contract with Reed does mean that we can provide cost effective, compliant and low risk temporary resource where required, for example for short term unplanned absences or to provide short term cover during the period over which a recruitment campaign is run.

## **5. FINANCIAL CONSIDERATIONS**

- 5.1. The financial implications are outlined in the appendix in Part 2 (contains exempt information).

## **6. LEGAL IMPLICATIONS**

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

## **7. APPENDICES**

Appendix 1 – Current Interim & Temporary Assignments (exempt information).

<b>List of Background Papers</b>
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None
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**Subject:** Chief Executive Performance Against 2022/23 Objectives  
**Date:** 15 November 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 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 objectives for 2022/2023.**

## **3. BACKGROUND**

- 3.1. At 1 March 2022 meeting of the Committee the 2022/23 objectives for the Chief Executive were agreed. 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 People, Organisation and Culture Committee under the Scheme of Delegations.

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

Appendix 1: Update on performance against Objectives 2022/23 (exempt information)

<b>List of Background Papers</b>
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| <ul style="list-style-type: none"><li>• Papers for the meeting of the People, Organisation and Culture Committee 5 July 2022</li></ul> |
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**Report originator(s):**

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