

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

**Meeting Date:** Tuesday 19 November 2019

**Time:** 12.00 pm

**Venue:** LLDC, Level 10, Marketing Suite, Level 10, 1 Stratford Place,  
Montifchet Road, London E20 1EJ.

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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 12.00 pm on Tuesday 19 November 2019 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)  
Sonita Alleyne OBE  
Simon Blanchflower  
Nicky Dunn OBE  
Keith Edelman  
Philip Lewis

### 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 23 July 2019 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 23 July 2019.

- 4 Matters Arising and Action List** (Pages 5 - 6)
- The Committee is asked to note the actions arising from previous meetings.
- 5 People Strategy Update** (Pages 7 - 8)
- The Committee is asked to note the update to the People Strategy.
- 6 Inclusion and Diversity Strategy Review and Update** (Pages 9 - 10)
- The Committee is asked to note the updated Inclusion and Diversity Strategy.
- 7 Chief Executive Performance Against Objectives** (Pages 11 - 12)
- The Committee is asked to note the update on the Chief Executive's performance against the overarching objective for 2019/20.
- 8 Any other business the Chair considers urgent**
- The Chair will state the reason for urgency of any item taken.
- 9 Date of Next Meeting**
- The next meeting of the Chair's Committee is due to be held on 5 March 2020 at 10.00am
- 10 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).*
- 11 Minutes of the previous meeting held on 23 July 2019 containing exempt information** (Pages 13 - 14)
- The Committee is asked to agree the minutes of the meeting held on 23 July 2019 that contain exempt information.
- 12 Matters Arising and Actions List - exempt information relating to the item on Part 1** (Pages 15 - 16)
- The Committee is asked to note the actions arising from previous meetings that contain exempt information.

**13 Inclusion and Diversity Strategy Review and Update - exempt information relating to the item on Part 1** (Pages 17 - 30)

The Committee is asked to note the update containing exempt information and approve the Inclusion and Diversity Strategy.

**14 Chief Executive Performance Against 2019/20 Objectives - exempt information relating to the item on Part 1** (Pages 31 - 34)

The Committee is asked to note the appendix containing exempt information on the performance against the overarching objective for 2018/19.

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## MINUTES

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

**Date:** Tuesday 23 July 2019  
**Time:** 1.30 pm  
**Venue:** Marketing Suite, Level 10, 1 Stratford Place, Montifchet Road

**Present:** Sir Peter Hendy CBE (Chair)  
Simon Blanchflower  
Nicky Dunn OBE

**In Attendance:** Lyn Garner, Chief Executive Officer  
Andrea Gordon, Director of Human Resources  
Rachel Massey, Secretary  
Sue Riley, GLA Secretariat

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

- 1.1 Apologies for absence were received on behalf of Sonita Alleyne OBE and Keith Edelman.

#### **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 19 March 2019**

- 3.1 **It was agreed that the minutes of the meeting held on 19 March 2019 be signed by the Chair as a correct record, subject to references to the Director of Human Resources being replaced by the Senior Human Resources Manager.**

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

- 4.1 It was reported that Sukhvinder Kaur-Stubbs had been nominated as Board Champion with a focus on diversity and inclusion issues. She would meet with the Chief Executive Officer regularly and had been invited to attend a future meeting of the Committee.

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

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

5.1 The Board Secretary presented the annual review of the Committee's Terms of Reference.

5.2 The Transition Strategy had been added to all Committee Terms of Reference. Other changes were shown in tracked changes in Appendix 2 to the report.

5.3 Any Chair's Action taken outside of the meeting would be reported to the subsequent Committee meeting.

5.4 The meeting was advised that the GLA was updating the LLDC governance direction to clarify GLA oversight, but there was no significant impact on the organisation.

#### **5.5 The Committee noted the proposed changes to the Terms of Reference and Scheme of Delegations which would be submitted to the Board for approval.**

### **6 People Strategy Update**

6.1 The Director of Human Resources presented the update on the People Strategy and progress.

6.2 The People Strategy had been reviewed at the Executive Team Away Day in May 2019, and areas identified for improvements and enhancement.

6.3 A detailed update was provided on the Good Work Standard and the excellence levels. The LLDC had achieved the highest overall level in the standard across the GLA group.

6.4 It was agreed that a demographic breakdown of work experience students be provided in future reports. **[Action: Director of Human Resources]**

6.5 The Committee requested that LLDC consider how staff could have access to the GLA credit union and other financial services. **[Action: Director of Human Resources]**

6.6 The Chair highlighted the importance of the LLDC developing its own schemes and standards as part of the People Strategy, as well as reporting on GLA targets.

#### **6.7 The Committee noted the report and progress made.**

### **7 Chief Executive's Performance against 2019/20 Objectives**

7.1 The Director of Human Resources provided an update on the Chief Executive's performance against the overarching 2019/20 objectives.

#### **7.2 The Committee noted the update.**

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

8.1 There was no urgent business.

8.2 The Chair congratulated the Director of Human Resources on her new appointment and thanked her on behalf of the Committee. An offer had been made for a replacement for the Director of Human Resources. They are provisionally due to start at the end of October, subject to contracts and references being finalised. In the meantime, Irena Bennett, Senior HR Manager, will act up into this role.

**9 Date of next meeting**

9.1 The Committee noted that the next meeting was due to be held on 19 November 2019 at 12pm.

**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 19 March 2019 containing exempt information**

11.1 It was agreed that the minutes of the meeting of the Chair's Committee held on 19 March 2019 containing exempt information be signed by the Chair as a correct record.

**12 Matters Arising and Actions List - exempt information relating to the item on Part 1**

12.1 A verbal update was provided on the Development Team.

12.2 The Committee noted the Actions List.

**13 Chief Executive's Performance Against 2019/20 Objectives - exempt information relating to the item on Part 1**

13.1 The Board Secretary introduced the appendix containing exempt information in relation to the Chief Executive's performance versus 2019/20 objectives.

13.2 The Committee noted the appendix.

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Chair

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Date

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## Chair's Committee Actions List (reported to the meeting on 19 November 2019)

### Actions from last meeting (23 July 2019)

Minute No.	Item/Description	Action By	Target Date	Status/note
6.4	<b>People Strategy Update</b> Include a demographic breakdown of work experience students in future reports.	Sarah Perry	19 November 2019	Complete. Included in the People Strategy update.
6.5	<b>People Strategy Update</b> Consider how staff could have access to the GLA credit union and other financial services.	Sarah Perry	19 November 2019	Closed. This will be taken forward as part of the Collaboration Group LLDC is part of.

### Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
14.2 (19 March 2019)	<b>Consultant/Interim Staff costs - exempt information relating to the item on Part 1</b> Provide an annual monitoring report on this issue.	Sarah Perry	March 2020	To be added to agenda for March 2020 meeting.
4.2 (26 June 2018)	<b>Matters arising</b> Schedule park visits for Board members	Rachel Massey	Spring/ Summer 2020	Ongoing. Visits held (3 Mills, Chobham Manor). Further visits to be arranged.

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**Subject:** People Strategy Update  
**Meeting date:** 19 November 2019  
**Report to:** Chair's Committee  
**Report of:** Sarah Perry, Director of Human Resources

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides an update on the People Strategy progress so far and how work will continue to be taken forward during 2019/20.

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1. The People Strategy has been in place for three years and significant progress has been made during this time. Later in 2019 a review will be undertaken to ensure that the priorities of the People Strategy are in line with our emerging priorities as an organisation, particularly as we start to enter into more detailed planning on Transition.

## **4. PROGRESS**

### **Inclusion and Diversity Strategy**

- 4.1. The Inclusion and Diversity Strategy, along with LLDC base data is covered within a separate report on this agenda.

### **National Inclusion Week**

- 4.2. LLDC promoted and supported National Inclusion Week which ran from 23 to 27 September 2019. A programme of activities was delivered and devised by the Diversity & Inclusion Steering Group which included an 'Inclusivi-Tea' hosted by Executive Management Team, a launch of an Inclusive Library, which will include book reviews from the D&I Group, promotion of webinars and TED talks along with the promotion of the D&I Strategy Focus Groups and Gratitude Day.

### **Work Experience**

- 4.3. Following the report of July 2019 and to provide a demographic breakdown. Of the 5 work experience placements 80% were from local boroughs.

### **The Good Work Standard**

- 4.4. The Good Work Standard sets the benchmark the Mayor wants every London employer to work towards and achieve. Organisations able to meet the Good Work Standard criteria can apply for accreditation and recognition as leading employers from the Mayor. Further to the update provided in the last report, LLDC has received formal confirmation that they have achieved 'Excellence' rather than 'Achievement' Level.

- 4.5. The assessors were particularly impressed with LLDC's work with the Skills and Development pillar, specifically around the training opportunities which are available to our employees.

#### **Employee Engagement Survey 2019**

- 4.6. The Employee Engagement Survey has been undertaken for this year and has been completed by 86 per cent of the workforce. The main structure, themes and questions of the survey were similar to the 2017 survey, keeping the ability to conduct 'year on year' analysis. The questions were reviewed by the Employee Forum, who suggested amendments. Additional questions were also added with regards to D&I, and these were reviewed by the D&I working group. The outturn results will be independently analysed, and an outturn report will be available later in the coming months.

#### **Development Directorate**

- 4.7. Following the implementation of Market Supplements within the Development Directorate (due to the recruitment and retention challenges attributed to market conditions, which meant they were operating at vacancies of 50 per cent), the LLDC has undertaken large scale recruitment campaigns, working with MacDonald & Company, a specialist recruitment agency within the development sector.
- 4.8. This campaign has now almost concluded, and 13/14 vacancies have now been successfully filled. These roles range from the Director of Development to Project Support. Overall for LLDC and GLA this has been a successful.
- 4.9. In addition, LLDC, GLA and OPDC have been working closely together to collaborate focused initially on Housing, Property and Development. This approach builds on the success of the GLA's well-received Our Time initiative, widening the benefits of group collaboration and supportive networks to a larger number of individuals.

### **5. FINANCIAL CONSIDERATIONS**

- 5.1. All financial impact has been agreed at EMT and is within budget.

### **6. LEGAL IMPLICATIONS**

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

### **7. EQUALITIES IMPACT ASSESSMENT**

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

### **8. APPENDICES**

None.

<b>List of Background Papers</b>
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None
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**Report originator(s):** Irena Bennett

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**Subject:** Inclusion and Diversity Strategy Review and Update

**Meeting date:** 19 November 2019

**Report to:** Chair's Committee

**Report of:** Lyn Garner, Chief Executive

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report updates the Chair's Committee on Inclusion and Diversity and seeks approval for the revised strategy
- 1.2. A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of part 1, paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of the London Legacy Development Corporation.

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1. The Committee received an update on Inclusion and Diversity (I&D) as part of the People Strategy update in July 2019. Since that time the Corporation has undertaken work to update its Inclusion and Diversity Strategy and Action Plan.
- 3.2. This work has been undertaken to ensure that the I&D Strategy helps to address issues in this area relating to the Corporation's gender and ethnicity pay gaps (can we include the figures) and the importance of a more inclusive culture.
- 3.3. This has been informed by a set of principles presented to the Board Away Day in May 2019; discussions with our internal Diversity and Inclusion Group; a session with our Management Forum on the strategic statement and themes; Executive Management Team buy-in including the agreement of EMT leads for strategic themes, meetings with the leads have already been held; and discussions with our Board Champion, Sukhvinder Kaur Stubbs who from this meeting onwards will attend Chair's Committee for the I&D item, which will be on the agenda twice a year.
- 3.4. The Employee Survey has been undertaken and the results are being processed, these will feed into the strategy and be summarised at the Chair's Committee meeting.
- 3.5. As well as this, a series of employee Focus Groups, facilitated by Inclusive Employers, were undertaken with employees in October 2019. A full report will be completed later in November 2019 and feed into the emerging Action Plan as they are developed and themes, however themes have been identified and informed the strategy.
- 3.6. A BAME Lean-In group has been established by LLDC employees and feedback informs the Strategy and Action Plan. Research has also been ongoing to ensure that LLDC's Strategy aligns with best practice

#### **4. INCLUSION AND DIVERSITY STRATEGY**

- 4.1 The updated draft Inclusion and Diversity Strategy can be found in Part 2 of the agenda (contains exempt information) for approval by the Committee.
- 4.2 Following approval, the Inclusion and Diversity Strategy will be communicated to employees and work will continue on the development and implementation of the I&D Action Plan. The Chair's Committee will receive regular updates on progress in this area.

#### **5. APPENDICES**

None

<b>List of Background Papers</b>
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Diversity and Inclusion Strategy
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Report originator(s):  
Email:

Oliver Shepherd  
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**Subject:** Chief Executive Performance Against Objectives

**Meeting date:** 19 November 2019

**Report to:** Chair's Committee

**Report of/by:** Sarah Perry, Director of Human Resources

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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 2019/20 objective.
- 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 2019/20.**

**3. BACKGROUND**

- 3.1. At the meeting on 19 March 2019, the Committee agreed the 2019/20 objectives for the Chief Executive. These include the following areas:
  - (a) Ensure that the 10-year plan is on track and report quarterly on progress, particularly in relation to East Bank.
  - (b) Implement the Housing delivery strategy for existing and remaining sites
  - (c) Progress Transition planning
  - (d) Deliver a restructuring /business plan for the Stadium and implement to minimise future losses
  - (e) Keep budgets on track
  - (f) Stakeholder management
  - (g) People leadership including diversity and inclusion
- 3.2. The progress against the objective 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 2019/20 (exempt information)

### **List of Background Papers**

- Papers for the meeting of the Chair's Committee 19 March 2019

**Report originator(s):** Rachel Massey  
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