

Meeting of the London Legacy Development Corporation Chair's Committee

Meeting Date: Tuesday 26 June 2018

Time: 12.00 pm

Venue: LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place,
Montfichet Road, London, E20 1EJ

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 26 June 2018 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

Committee Members:

Sir Peter Hendy CBE (Chair)
Sonita Alleyne OBE
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 27 February 2018 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 27 February 2018.

4 Matters arising and action list (Pages 5 - 6)

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

5 Committee forward agenda and annual review of committee terms of reference (Pages 7 - 14)

The Committee is asked to note the plan of future agenda items and the Committee's terms of reference.

6 People Strategy update (Pages 15 - 54)

The Committee is asked to note the People Strategy update.

7 Chief Executive performance against 2017/18 objective (Pages 55 - 56)

The Committee is asked to note the update on Chief Executive's performance against the overarching objective for the last quarter of 2017/18.

8 Chief Executive objectives for 2018/19 (Pages 57 - 58)

The Committee is asked to note the update on Chief Executive's objectives for 2018/19.

9 Member suggestions for future agenda discussions

The Committee is asked to raise any suggestions for future agenda items.

10 Any other business the Chair considers urgent

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

11 Date of next meeting

The next meeting of the Chair's Committee will be held on 20 November 2018 at 2pm.

12 Exclusion of the press and public

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

13 Minutes of the previous meeting held on 27 February 2018 containing exempt information (Pages 59 - 60)

The Committee is asked to agree the minutes of the meeting held on 27 February 2018 that contain exempt information.

14 Matters arising and action list - exempt information relating to the item on Part 1 (Pages 61 - 62)

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

15 Chief Executive's performance against 2017/18 objective - exempt information relating to the item on Part 1 (Pages 63 - 70)

The Committee is asked to note the appendix containing exempt information on the performance against the overarching objective for the last quarter of 2017/18.

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MINUTES

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

Date: Tuesday 27 February 2018

Time: 10.30am

Venue: LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place,
Montfichet Road, London, E20 1EJ

Present: Sir Peter Hendy CBE (Chair)
Nicky Dunn OBE
Keith Edelman
David Gregson
Philip Lewis
Lord Mawson OBE

In Attendance: Lyn Garner, Chief Executive
Andrea Gordon, Director of Human Resources
Charles Ritchie, TfL Legal
Tim Somerville, Mayor's Observer
Rachel Massey, Board Secretary
Sue Riley, GLA Secretariat

1 Apologies for absence

1.1 There were no apologies for absence.

2 Declarations of interest

2.1 The Chairman 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 There were no additional declarations of interest.

3 Minutes of the previous meeting held on 28 November 2017

3.1 It was agreed that the minutes of the meeting held on 28 November 2017 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 presented the People Strategy update.
- 5.2 The GLA had finalised its Equality and Inclusion Standard across the GLA family with data collection at three levels: a base standard; achievement and excellence, to be completed by May 2018. The LLDC was developing a Diversity and Inclusion Form to drive forward changes and an Action Plan on gender and ethnicity pay gap.
- 5.3 A Board Sponsor would be sought, and a clear, organisational written statement on how the LLDC was taking action, as well as the economic, moral and other benefits would be developed.
- 5.4 There had been a high response rate to the staff survey and the results would be benchmarked against other organisations.
- 5.5 A considerable number of staff social events were held regularly to encourage cross organisational working. Project related working was the most effective way of breaking down organisational silos. Continuous communication improvements and project presentations to staff would also help.
- 5.6 Substantial work had been carried out in the area of health and well being and the organisation was applying for a Health and Well Being Excellence Award.
- 5.7 Three external apprentices were being recruited to work in the areas of Communications, Finance and Project Evaluation.
- 5.8 The Committee noted the report and the updates on Diversity and Inclusion, Staff Survey Outcomes and Apprentices/Work Experience.**

6 Chief Executive update and performance against 2017/18 objective

- 6.1 The Board Secretary introduced the paper on the new Chief Executive's objective for the remainder of 2017/18.
- 6.2 The Committee:**
 - (a) noted the update on the Chief Executive appointment;**
 - (b) agreed the Chief Executive's objective for the remainder of 2017/18; and**
 - (c) noted the update on the performance against the overarching objectives for 2017/18 at the end of Quarter 3.**

7 Annual pay review

7.1 The Director of Human Resources presented the update on the annual staff pay review.

7.2 The Committee noted the report.

8 Member suggestions for future agenda discussions

8.1 There were no suggestions for future agenda items.

9 Any other business the Chair considers urgent

9.1 There was no urgent business.

10 Date of Next Meeting

10.1 The date of the next meeting had yet 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, paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt papers. Each of these papers contained information relating to the financial or business affairs of a person or authority.

12 Minutes of the previous meeting held on 28 November 2017 containing exempt information

12.1 It was agreed that the minutes of the meeting held on 28 November 2017 containing exempt information be signed by the Chair as a correct record.

13 Matters arising and action list - exempt information relating to the item on Part 1

13.1 The Actions List was noted.

14 People Strategy - exempt information relating to the item on Part 1

14.1 The Director of Human Resources presented the exempt appendix to the People Strategy, containing exempt information.

14.2 The Committee noted the appendix.

15 Chief Executive update and performance against 2017/18 objective - exempt information relating to the item on Part 1

15.1 The Board Secretary introduced the appendices containing exempt information on the Chief Executive's performance against the overarching objectives for 2017/18 at the end of Quarter 3.

15.2 The Committee noted the update and delegated action to the Chair.

16 Annual pay review - exempt information relating to the item on Part 1

16.1 The Director of Human Resources introduced the report on the Annual Pay Review 2018/19 containing exempt information.

16.2 The Committee agreed the recommendation as set out in the report.

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 26 June 2018)

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
4.1 (9 November 2016)	Matters arising Arrange brief visits to Park and venues prior to Board meetings.	Rachel Massey	Summer 2018	To be scheduled. July Board away day includes a tour of Here East.
5.3 (9 June 2016)	Investors in People update Submit a report on the organisational values and behaviours to the LLDC Board.	Andrea Gordon	Autumn 2018	In progress and will be reported to Board later in 2018.

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Subject: Committee forward agenda and annual review of Committee Terms of Reference
Meeting date: 26 June 2018
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 forward plan of agenda items for the London Legacy Development Corporation's (LLDC) Chair's Committee for review. It also sets out the terms of reference for an annual review

2. RECOMMENDATIONS

2.1 The Committee is asked to:

- 2.1.1. note and comment on the forward plan of agenda items; and**
- 2.1.2. note and comment on the terms and reference which will be submitted to the Board for approval.**

3. BACKGROUND

Forward plan of agenda items

- 3.1. In March 2017, the Committee considered a forward plan of agenda items for the year. This followed on from a recommendation from the 2016 Board effectiveness review, for the Committee to have a regular cycle of agenda items.
- 3.2. The indicative forward plan for 2018-19 is set out at Appendix 1.

Terms of reference

- 3.3. In response to a recommendation in the May 2016 internal audit report Governance Review - Board Information (reported to the Audit Committee in July 2016) to regularly review the LLDC's Committees' terms of reference, LLDC has implemented an annual review of Committee terms of reference. This is the second annual review of the terms of reference.
- 3.4. The Chairman's (now 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:
- 3.4.1. In July 2014, the terms of reference and membership of the Chairman's Committee were revised to enable continued opportunities for board members to contribute their expertise to the Committee.

- 3.4.2. In May 2015, the Board agreed to delegate authority to the Chairman's Committee to determine the Chief Executive's annual bonus for future financial years and the terms of reference were amended accordingly.
- 3.4.3. In March 2017, it was agreed that succession planning should be added to the terms of reference.
- 3.5. The Chair's Committee comprises the following LLDC Board Members:
- Peter Hendy (LLDC Chair and Investment Committee Chair)
 - Philip Lewis (Deputy Chair and Planning Decisions Committee Chair)
 - Nicky Dunn (co-opted member)
 - Keith Edelman (Audit Committee Chair)
 - Sonita Alleyne (Regeneration and Communities Committee Chair)
- 3.6. A representative from the Mayor of London is an observer to the Chair's Committee.
- 3.7. The terms of reference are set out at Appendix 2. These include a paragraph relating to Diversity and Inclusion which is being included in all Board Committee Terms of Reference, subject to Board approval.

4. FINANCIAL AND LEGAL IMPLICATIONS

- 4.1. There are no financial implications from this report.
- 4.2. 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.
- 4.3. The procedure for committees is set out in detail in the LLDC's Standing Orders.

5. APPENDICES

- 5.1. Appendix 1 – Chair's Committee forward plan of agenda items
- 5.2. Appendix 2 – Chair's Committee Terms of Reference
- 5.3. Appendix 3 – relevant extract of the Scheme of Delegations

List of Background Papers:

Papers for the meeting of the Board 5 December 2012, Governance Review

Papers for the meeting of the Board 22 July 2014, Governance Review

Minutes of the meeting of the Board 19 May 2015

Papers for the meeting of the Board 10 March 2016 and 22 November 2016, Board effectiveness review

Papers for the meeting of the Audit Committee 18 July 2016, Internal Audit and Assurance update

Papers for the meeting of the Chair's Committee, 27 March 2017

LLDC Standing Orders and Scheme of Delegations

Report originator(s):
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Chair's Committee forward plan of agenda items (indicative)

March/April

- Chief Executive's performance v objectives for Q3 and Q4 and outturn for current financial year
- Chief Executive's objective setting for new financial year
- People Strategy update
- Annual pay review
- Annual review of committee terms of reference

June/July

- Chief Executive's performance v objectives for Q1 of current financial year
- People Strategy update

November

- Chief Executive's performance v objectives for Q2 of current financial year
- People Strategy update
- Employee Opinion Survey

Other agenda items can be added at the request of the Chair or Board and additional meetings can be held at the request of the Chair.

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Appendix 2: Chair's Committee terms of reference

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.
Chair:	The Chair of the Corporation or Deputy Chair shall chair the meeting. In their absence, the Member of the Committee approved by the Chair 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 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 on specific matters as requested by the Board or Chairman.

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 Chair or Deputy Chair or Board.
7. The Committee shall oversee the Corporation's work on Diversity and Inclusion within the remit of its activities [This is a suggested addition to all Board Committee Terms of Reference, subject to Board approval.]

Procedural and reporting arrangements

8. 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.
9. 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.
10. 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.
11. 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.
12. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.
13. The Committee will report any meeting to the Board at the next meeting.
14. 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

15. 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

Appendix 3: For information: relevant extract from the Scheme of delegations

<p>Appointments and governance</p>	<p>The following decisions are reserved to the Board:</p> <ul style="list-style-type: none"> • The agreement of standing orders, terms of reference for committees, schemes of delegation, and financial regulations; • The appointment of Board members and external members to committees; and • The settlement of any claim against the Corporation involving allegations of discrimination or whistle-blowing. <p>The following decisions are reserved to the Chair's Committee</p> <ul style="list-style-type: none"> • the appointment of the Chief Executive, the setting of his or her objectives, the assessment of performance against these objectives, his or her remuneration including determining any annual bonus, and his or her removal from office including any departure terms; and • the approval of any settlement on termination of employment to members of the Executive Management Team that include more than six months' salary costs, or equivalent. <p>All other settlements on termination of employment that include more than pay in lieu of notice are reserved to the Chief Executive.</p>	<p>The following matters require the Mayor of London's consent:</p> <ul style="list-style-type: none"> • Approving terms and conditions for appointing staff; • Determining rates and eligibility criteria for staff remuneration, travelling and other allowances, pensions and gratuities; • Appointing non-board members to a committee or sub-committee; • The appointment of a chief executive. <p>The Mayor of London has delegated to the Legacy Corporation responsibility for determining rates and eligibility criteria for Board and staff remuneration, travelling and other allowances, pensions and gratuities, subject to consultation with the Mayor.</p> <p>The Legacy Corporation is required to consult the Mayor before making any significant changes to its standing orders or other rules of procedure, or its scheme of delegations.</p>
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Subject: People Strategy Update
Meeting date: 26 June 2018
Report to: Chair's Committee
Report of: Andrea Gordon, Director of HR

This report will be considered in public

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 2018/19.

2. RECOMMENDATION

- 2.1. **The Committee is asked to note the report and the progress made on Diversity and Inclusion, Learning and Development and Performance Management.**

3. BACKGROUND

- 3.1. The People Strategy has been developed to support the implementation of the key priorities identified from the Investors in People accreditation and the findings from the 2016 staff survey. It will further evolve as a result of the 2017 staff survey findings. It is focused on building on LLDC's current position and sets out our people and organisational development goals and objectives.

4. PROGRESS

Diversity & Inclusion

- 4.1. The **Diversity Standard self-assessment** has been completed and LLDC meet base level (attached at Appendix 1).
- 4.2. There are still a number of gaps which need to be addressed around such areas for example as:
- The top team actively champion diversity and inclusion in the organisation using all internal communication channels.
 - The organisation's Diversity and Inclusion (D&I) strategy is signed off by the Board.
 - Progress on D&I is clearly explained in the Annual Report.
 - Senior leaders working with HR can clearly articulate the reasons for patterns in representation and job function and is taking positive action to address these patterns, where they exist, including in the wider industry or sector.
 - D&I forms a key feature of internal communications.
 - Senior leaders actively encourage dialogue and discussion on a range of inclusion topics such as cultural awareness, inclusive language training, diversity and inclusion workshops, and seminars.
- 4.3. These will be driven forward through the Diversity and Inclusion Group.

- 4.4. The **Women in Leadership Sponsorship programme** is progressing with applications open to staff on 22 June. We currently have a number of Board Members who have indicated that they would be willing to act as sponsors across the GLA group.
- 4.5. In addition to the sponsorship programme, LLDC will be offering the three selected candidates;
- 1 to 1 coaching sessions;
 - Membership of a Womens network group (Everywoman membership); and
 - 360 assessment
- 4.6. There will be a number of additional development and learning events held over the coming months to support the 'Our Time' initiative (attached at Appendix 2) including an internal launch event on 22 June and a 'Summer Series' of Women in Leadership talks
- 4.7. A **Diversity and Inclusion group** has been established, made up of staff from across the organisation at different levels of seniority. The group has now met three times and has made good progress in setting out;
- Terms of reference;
 - Drafting a Corporate Diversity and Inclusion statement;
 - Contributing to ideas for the Womens Sponsorship Programme;
 - Establishing some key priorities for the organisation; and
 - Nominating a Board Sponsor (Sukhvinder Kaur-Stubbs).
- 4.8. Every member of EMT and of the Management Forum team now has a specific objective which focuses on Diversity and Inclusion – either within their own area of expertise or organisational wide.
- 4.9. The organisation has signed up to the BAME challenge toolkit which has been developed through the House of Commons and Inclusive Employers - the aim is to refocus the energy and commitment of UK employers by asking them to sign up to improving the way they attract, recruit and develop BAME employees, and encourage all their staff to take leadership in this area, thus helping businesses and organisations to benefit by making the most of the BAME talent available.
- 4.10. The Diversity and Inclusion Group will be taking forward some of the ideas from this to support our D&I agenda and to help with meeting the achievement of the Mayor's Diversity Standard.
- 4.11. In response to the outcomes of the staff survey, which highlighted that in some areas of the organisation staff felt that they had been treated unfairly or had been subject to bullying, HR have organised a series of training events to ensure that all staff, and in particular managers, have a thorough understanding of what their responsibilities are in relation to Diversity and Inclusion;
- All staff must attend refresher training on Diversity and Inclusion (if longer than 12 months since last training);
 - All Managers must attend "Bullying and Harassment in the workplace" training – a further course will be rolled out later in the year for non-managerial staff;
 - All Senior Managers, EMT and Management Forum level, must attend Inclusive Leadership training;
 - Further training will be provided to the Board at a later date in the year as part of their induction;
 - Current Gender Pay Gap stands at 17.6% (from 29.3% first published from March 2016 data); and
 - Current Ethnicity Pay Gap stands at 23.1% (from 26.4% first published from March 2017 data).

Learning and Development

- 4.12. A new programme of Learning and Development Events has been developed for 2018/19. The basis of the programme is the results of a Training Needs Analysis carried out at the end of 2017 and into the start of the New Year and the core modules are designed to link to our organisational values (attached at Appendix 3).
- 4.13. Following the success of the Leadership Development Programme last year, we will be delivering an in-house Management Development programme for staff who are looking to move into a management role or who are junior managers.
- 4.14. This will be a three month blended programme with an emphasis on independent learning. This will be supplemented with practical managerial courses on Performance Management, Recruitment and Sickness Absence.
- 4.15. A series of Learn at Lunch sessions will also be provided throughout the year on topics of interest within each area of the organisation, with staff delivering through their own specialist knowledge.

Performance Management

- 4.16. Again, outcomes of the staff survey showed us that staff did not feel that the current performance appraisal framework was fit for purpose, with staff feeling that there isn't enough differentiation between those who meet objectives who have overachieved and those who have delivered a satisfactory performance. In addition, staff felt that their objectives were not stretching enough.
- 4.17. As an initial step to address some of these concerns LLDC have moved away from annual SMART objectives and have introduced OKRs.
- 4.18. Objectives and Key Results (OKRs) try to set ambitious goals and track progress; it is different from other goal-setting techniques because of the aim to set very ambitious goals.
- 4.19. When used this way, OKRs can enable teams to focus on the big priorities and accomplish more than the team thought was possible, even if they don't fully attain the stated goal. These are set and evaluated quarterly instead of annually and give much more flexibility for staff and line managers.
- 4.20. Basically, with OKRs you are asking two questions; Where do I want to go? (the objective) and How do I want to get there? (the key results)
- 4.21. Google were one of the first organisations to adopt OKRs and more companies are now taking this approach and leaving behind the traditional SMART objectives.
- 4.22. The OKR framework has been implemented as a Pilot for Q1 (2018/19) with a further paper going to EMT at the end of June to make recommendations as to how we might evaluate these and link to reward and recognition; thus, creating that differential between an overachiever and a satisfactory performer.

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

Appendix 1 - Diversity Standard Self-Assessment

Appendix 2 – Our Time at LLDC

Appendix 3 – Learning and Development Programme

List of Background Papers

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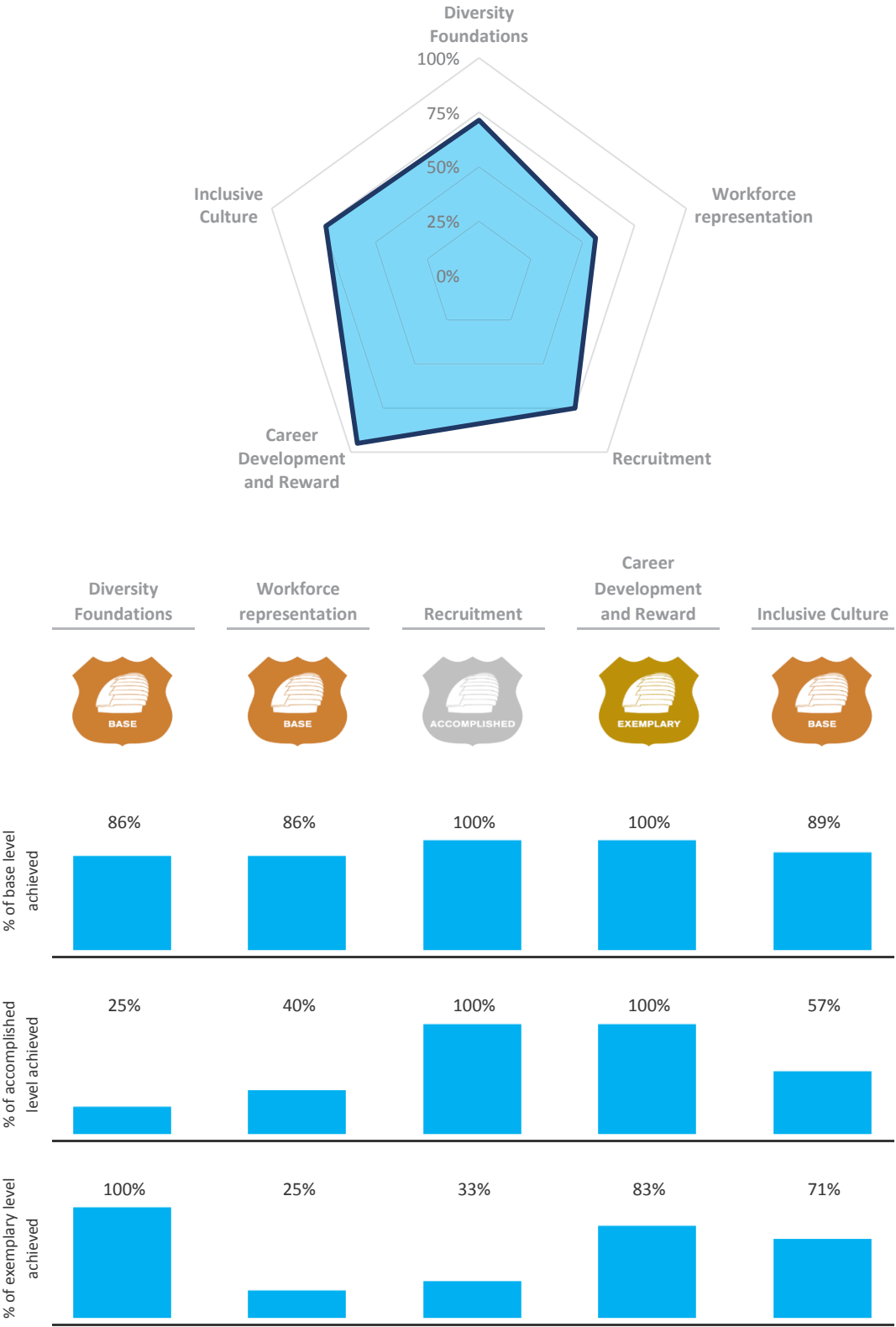
Report originator(s):

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LLDC



Met

Indicator	Evidence
The top team have agreed and published to staff a statement on the importance of D&I.	Draft 16/5 to EMT then finalised at 22/5 Board
There is a formal record of the top team's overall responsibility for D&I.	Board and EMT Champion with Equalities Steering Group (TORs) and MF Champions
D&I is built into the performance reviews of the top team.	All managers from Band 7 upwards have a specific objective based on D&I - Appraisals
The top team have a plan for reviewing progress against the standard.	Evidence of minutes and EMT HR Report
The top team has sponsored a D&I plan which sets out objectives and actions the organisation will take to achieve those objectives.	D&I plan / minutes of steering group / EMT reports
The D&I plan is regularly monitored and updated.	D&I plan / minutes of steering group / EMT reports
D&I is regularly discussed and driven forward at a senior level.	Updates and paper to EMT and Chairman's committee
D&I is integral to the design and development of the business strategy.	Embedded in Ten Year Plan and 5 year strategy
The top team provides leadership to other organisations on best practice.	Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships
External recognition of the organisation's strength.	Disability Confident Organisation/Healthy Workplace Charter/GDI HUB/Apprenticeship Awards - Inclusive Employers and BAME

Partially Met

Indicator	Evidence
The top team can articulate and demonstrate the business and moral case for D&I in their organisation.	Training booked for EMT and (new) Board Induction + Mgmt Forum -Training materials/notes
The organisation's D&I strategy is signed off by the Board.	Strategy in progress of being updated

Not Met

Indicator	Evidence
The top team actively champion diversity and inclusion in the organisation using all internal communication channels.	Not currently measured
Progress on D&I is clearly explained in the Annual Report.	To be included in 2017/18 Annual Report

Met

Indicator	Evidence
The organisation collects and publishes workforce diversity data using the categories set out by ONS (Office for National Statistics) for race and by the Equality and Human Rights Commission for all protected characteristics.	template forms
HR conducts equality monitoring on its employees and can report overall representation of the different groups.	97% of employees declared
HR conducts equality monitoring on disciplinary action, grievances and complaints and where appropriate, performance ratings. It takes action if there are discrepancies between groups.	low cases therefore difficult to analyse
HR analyses the organisation's workforce diversity data and publicly reports on the outcomes at least once a year.	part of Mayor's Annual Report
Staff and job candidates understand why the organisation is collecting this data.	employees received letter explaining reason for collection of data. Review of application to ensure external candidates understand reasons
The organisation measures staff satisfaction with diversity and inclusion.	Staff Survey
The organisation regularly communicates to staff the importance of sharing data and this results in increasingly higher disclosure rates.	letter and staff survey
Managers and senior leaders develop organisational and, if appropriate, team level plans to address any issues raised on diversity and inclusion resulting from data e.g. staff survey, pulse surveys, workforce monitoring, and can demonstrate understanding of the reasons behind issues.	Department plans have been developed following staff survey results for 2017 - all depts have discussed at team meetings
Senior leaders continually analyse the success or failure of the organisation's diversity initiatives and develop further plans based on evidence.	HR/EMT/ CC Reports

Partially Met

Indicator	Evidence
The organisation conducts equality monitoring at all stages of the recruitment process and takes action if the results show discrepancies between groups.	ATS gathers recruitment data and can analysis diversity of applicants - to develop further
Managers/HR can report progression year on year of the representation of different groups at different levels of the organisation.	to be include in HR Dashboard
Equality monitoring includes caring responsibilities.	Monitoring Form to be Updated
Senior leaders provide leadership to other organisations in equality monitoring.	Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships
Senior leaders use a variety of methods for understanding and measuring inclusion such as focus groups, statistical evidence, benchmarking against other organisations.	Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships

Not Met

Indicator	Evidence
HR can report progression on promotion rates of different groups and takes action if there are discrepancies between groups.	to be included in HR Dashboard
Equality monitoring includes socio economic background, and where possible takes account of multiple barriers people face.	GLA to define how we measure this

Met

Indicator	Evidence
The recruitment lead makes clear on all recruitment advertising that it is an equal opportunities employer and welcomes applications from under represented groups.	website and job advert text
HR ensures that managers are trained in best practice in recruitment, including countering discrimination.	Content part of Management Development Programme
Managers are trained in addressing unconscious bias in recruitment.	All employees trained - Training records
The organisation promotes its offer on flexible working, caring and family friendly policies as part of its recruitment package.	LLDC website / recruitment packs/'Happy to Talk Flexible' logo
Recruiting managers never ask for qualifications and experience which are irrelevant to the job.	All role profiles reviewed before they are advertised
Recruiting Managers working with HR take action on the outcomes of the organisation's recruitment equality monitoring such as placing advertisements for jobs in different places, ensuring that the advertisements appeal to different parts of the community.	HR & Comms plan to recruit in more diverse ways (eg use of social media) - use of diverse websites and job boards
Managers ensure that internal and external recruitment panels are diverse, e.g have a gender balance and wherever possible, have BAME representation.	always ensure Gender Balance and where possible have BAME representation (will add into recruitment policy)
The organisation is Disability Confident (level 2) and offers a guaranteed interview to disabled applicants who meet the minimum criteria.	certificate
The organisation conducts no name recruitment to help prevent unconscious bias.	ATS System to allow acceptance of blind applications (no CVs)
The organisation ensures that informal and formal work experience, internships and apprenticeships are promoted widely with some opportunities targeted to people from a disadvantaged background.	Yes 2018/19 programme in place
Reasonable adjustments are made to the selection process for disabled candidates where required.	Offered to all candidates during application process
The organisation leads other organisations in attracting and retaining a diverse workforce.	Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships

Partially Met

Not Met

Indicator	Evidence
The organisation has developed initiatives in order to encourage more successful and diverse applications.	To be developed as part of overall D&I Strategy
Senior leaders working with HR can clearly articulate the reasons for patterns in representation and job function and is taking positive action to address these patterns, where they exist, including in the wider industry or sector. (planning example)	To be developed as part of overall D&I Strategy
Senior leaders are continually analysing the success or failure of diversity and inclusion recruitment initiatives and develop further plans based on evidence.	To be developed as part of overall D&I Strategy
Managers ensure that internal and external recruitment panels have BAME representation.	

Met

Indicator	Evidence
Managers working with HR make explicit the requirements of different roles and levels.	Role Profiles/Org Charts and Independent Job Evaluation
Managers ensure that staff are provided with learning opportunities, coaching and mentoring to support their career progression.	Full L&D Programme including coaching and mentoring and Leadership Development
HR manages a job evaluation process that ensures there is no bias in assessing value of different roles	JE TORs / Policy/Felt Fair Panel
All staff have a development plan to support their career goals.	TNA done so that all teams and individuals have opportunity for development
There is a performance management system in place.	Apprais'd and Appraisal and Performance Guidance for managers
Managers discuss career paths with staff as part of performance management.	managers are encouraged to do so - moving to OKRs - Quarterly Reviews
The organisation, where possible, offers apprenticeships as a route to employment.	3 new Apprenticeships for 18/19

Managers receive induction and training in people management processes and practice

L&D Strategy & 2018/19 Training Programme

The organisation, where possible, provides routes for interns and apprentices to progress through the organisation.

8 Apprenticeships/ Interns have progressed into roles in the organisation

Managers are encouraged to create new apprenticeships and paid internships.

workforce planning meetings and review of vacant post when a staff member leaves

The career structure is explicit.

LLDC has a defined and published org. chart for every Directorate including vacancies and a salary policy/framework which outlines the level for each post

Acting up and secondment opportunities are offered in a clear, fair and transparent way.

All secondment opportunities are advertised internally - acting up allowances authorisation form

Managers and HR implement and monitor development programmes for under-represented groups, where appropriate.

Leadership Development Programme in 2017 encouraging BAME and Female staff to participate in, Gender Pay Action Plan, Womans Sponsorship Programme

HR, working with senior leaders, has developed a strategy and plan over the longer term to reduce any pay gaps between different groups.

integrated Ethnicity and Gender Pay Gap Action Plan which has been agreed with Management Forum and EMT

Senior leaders provide leadership to other organisations on the organisation's approach to developing apprentices.

Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships - Apprenticeship Awards

HR reports and publishes which different groups are placed in acting up positions.

Report to EMT on Monthly Dashboard

All acting up opportunities longer than 3 months are advertised to staff.

Yes - to be advertised if more than 3 months

Senior leaders provide leadership to other organisations on how to support the career progression of under-represented groups.

Regeneration Team provides leadership to other organisations who operate on the park / GDI HUB/Apprenticeships - Apprenticeship Awards

HR monitors the allocation of all forms of reward and recognition and the organisation takes action if there are discrepancies between groups.

reported to Chairman's Committee bi-annually and Employee Forum/EMT

Partially Met

Not Met

Indicator	Evidence
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HR, working with senior managers and staff, understands how opportunities are accessed and can analyse the take up of career development opportunities by different groups and, if possible, different teams. The opportunities may be secondments, acting up, courses and training run internally as well as externally funded programmes. The analysis is used to promote equity across the organisation between groups and teams.

To be included in EMT Report Quarterly

Met

Indicator	Evidence
HR ensures that the organisation has up-to-date D&I policies in place that cover: recruitment, selection, training, promotion, discipline and dismissal, discrimination, bullying and harassment and victimisation, respect and dignity at work.	D&I Policy with separate policies underpinning each strand (eg Bullying and Harassment Policy)
Managers promote the organisation's flexible working policy.	promoted as part of our H&WB campaign - currently 38% of the workforce work flexibly
Consultation between managers and staff representatives includes diversity and inclusion.	Strategic EMT and Management Forum / Employee Forum
Managers regularly carry out one to ones and provide regular, evidence based, constructive feedback.	training given to managers on giving feedback - we ask this question to staff during exit interviews and staff survey
Where possible, workspaces are accessible, in line with the requirements of the Equality Act.	Facilities regularly reviewed
HR ensures that there is a good process for making workplace adjustments and this is well publicised.	communicated to staff at recruitment and induction stage and during the course of employment through H&WB initiatives
Management training ensures that managers understand their responsibilities under the Equality Act 2010, including the Public Sector Equality Duty.	Diversity and Inclusion Training, currently being refreshed for 18//19

Teams regularly take time, at away days and team meetings, to consider what it means to be have an inclusive culture

All Staff Away Day - include in Agenda +
Teams discuss at departmental team meetings

Senior leaders promote work-life balance policies and practices that take account of individual circumstances.

H&WB initiatives - managers have also received training on how to manage flexible working employees

Managers are trained in how to recognise and deal with unconscious bias.

All managers trained

Everyone is encouraged to politely, professionally and actively challenge discrimination of all kinds.

part of the E&D training - all staff receive at induction - also Bullying and Harassment training (mandatory)

The performance management process includes D&I objectives for managers. If the process includes a relative performance system, there is a moderation process in place that includes a remit to challenge bias. All decisions are clear and transparent.

All Senior managers have D&I objective - all performance appraisals discussed at EMT

The organisation has an overall Diversity & Inclusion Champion (the Chief Officer). The Champion role is clearly defined. If applicable, members of the Executive Team lead on different strands.

Overall Champion is Director of HR

The organisation offers a range of options on flexible working e.g. compressed hours, career breaks, job shares, homeworking and offers practical support to make it happen. It actively promotes the offer. Senior staff role model how to make it work.

37% of employees on flexible patterns including senior management - case studies on website

The performance management system actively addresses potential bias in both the allocation of work and responsibility and in the assessment process.

framework set out, move towards OKR's for allocation of work

Senior leaders champion social mobility and sponsor initiatives that are designed to enable candidates from disadvantaged backgrounds to enter and succeed in the workplace (e.g. mentoring through the Social Mobility Foundation, sponsoring Speakers into Schools etc.).

LLDC are currently working with the Taylor Bennett foundation to training and mentoring programmes designed to encourage black, Asian and ethnic minority graduates to pursue a career in communications - we have also worked with local schools to encourage opportunities and

Senior leaders inspire other organisations on how to develop inclusive cultures.

Regeneration Team provides leadership to other organisations / GDI
HUB/Apprenticeships - Apprenticeship Awards

Partially Met

Indicator	Evidence
All internal and external communications are accessible. This includes being acronym and jargon free, alternative formats offered where appropriate and videos are subtitled.	accessibility on website to look at different fonts etc.
Managers are trained in how to implement diversity policies.	employment law training which included E&D duties - also received E&D training as part of their induction
Staff representatives have clear responsibility for constructively challenging the organisation on D&I.	TOR to be reviewed
D&I forms a key feature of internal communications.	The weekly newsletter and updates include details of any events or news that is related to E&D
Staff are encouraged to join networks (this could be within the organisation or more broadly within the sector, or with related organisations) and the organisation provides some defined support for staff who take on leadership responsibilities in the network e.g. a role on the governing committee. Any networks staff join should have defined Terms of Reference.	All staff are encouraged to attend networks and membership events

Not Met

Indicator
Senior leaders actively encourage dialogue and discussion on a range of inclusion topics such as cultural awareness, inclusive language training, diversity and inclusion workshops, and seminars.



'Our Time' at LLDC: Women in Leadership

22 June - Internal Launch of 'Our Time' sponsorship programme:

Learn at lunch presentation to give an overview on how to apply for the programme and what we will be offering at LLDC above and beyond the Sponsorship Programme + guest speakers, Nicky Dunn, LLDC Board Member and Jess Tomlinson, Head of Transaction Management Real Estate Finance at Barclays Bank on how she has benefited from participating in a sponsorship programme.

28/28 June - Inclusive Leadership Training: For all staff at band 7 and above

July - Learn at Lunch on Networking: how to improve your networks, network and career mapping (will your current networks take you to where you want to go in your career), the importance of networking

- **Summer Series, Women in Leadership Talks:** Inspiring talks and Q&As from Women in Leadership on a variety of subjects;
 - Board Members panel Q&A (Sonita Alleyne, Simon Blanchflower and Pam Alexander) - **19 July (Q&A panel – Women in Leadership and being a Sponsor)**
 - Michele Dix – Crossrail2 - **14 August (Flexible working in a Senior Role)**
 - Tanni Grey-Thompson and Michelle Dite - **6 September (Women Leaders in Sport)**
 - Dany Cotton – 11 September (**Progressing to a Senior Leadership role in a male dominated workforce**)

July - Confidence Coaching: online personal development program, that equips women leaders to increase their levels of self-confidence (limited places).

August - Womens Lean in Groups/Mentoring Groups: Series of internal discussions/mentoring in small groups (6-8) facilitated internally by a female staff member on specified subject (similar to Action Learning Set) to support Peer to Peer Development and Individual Development.

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Employee Development Programme 2018



March 2018

Learning & Development Calendar 2017/18

	May	Jun	Jul	Aug	Sep	Oct	Nov
<div> <div>LEVEL A</div> <div>LEVEL B</div> <div>LEVEL C</div> </div>	Report Writing (RW001) 21st	APM Project Management Qual (PM001) 5th, 6th & 7th The Influential Presenter (PS001) 14th & 18th	Stakeholder Management (SM001) 26th		The Complete Negotiator (NI001) 17th & 18th	Decision Making (DM001) 11th	Optimising Contract Performance (CM001) 7th & 8th
	An Introduction to Project Management (PM002) 14th & 16th			Contract Management Fundamentals (CM002) 15th			Impact and Influence (NI002) 13th
	Project Management skills for Office Professionals (PM003) 9th			Persuading to get what you want (NI003) 23rd	Commercial & Business Awareness for Office Professionals (CM003) 27th		



Excellence

“We are focused on delivery and achieve high professional standards in all that we do”





LLDC Corporate Memberships



Major Projects Association

The Major Projects Association is a membership association for organisations engaged in the delivery and the development of major projects, programmes and portfolios. The purpose of the association is to improve the initiation and delivery of major projects through the interaction of members from all sectors in sharing experience, knowledge and ideas.

As part of our membership we have unlimited access to their [calendar](#) of CPD events which include seminars, site visits and project simulator workshops. In order to book, you will need to register which you can do by contacting beckiestephenson@londonlegacy.co.uk



Urban Design London

Urban Design London is a not for profit organisation that was set up to support London's built environment professionals create and maintain well-designed good quality places. Member organisations have access to their training events, design review services and an online library of guidance and research documents. To book onto one of their [events](#), choose which one you want to attend and click "book now" this will send an email to them and they will book your place – you will need to use your London Legacy email to do this.



Future of London

Future of London is an independent policy network connecting London's regeneration, housing, infrastructure and economic development professionals. The network includes nearly 3,000 professionals, 315 Leaders alumni and 80 member organisations who share best practice, knowledge amongst the network of both private and public sector organisations.

You can register to attend any of their events [here](#).

New London Architecture

New London Architecture is an independent forum for discussion, debate and information about architecture, planning, development and construction in the capital. They have a programme of events, research and exhibitions that LLDC staff can access as part of our corporate membership.

You can register to attend their events [here](#). You will need to enter **LL762DC3** when you make the booking in order to register for free.

Responsibility

“We do the right thing rather than the easy thing and we do it well”





APM Project Management Qualification

Course code: PM001



5th, 6th and 7th June 2018 (there is also self-study for this course)



The APMP Project Management Qualification is designed for those who see Project Management as a key part of their role. It establishes a solid foundation in Project Management behaviours, skills, processes and tools. It is ideal for those with a few years' experience in project delivery.



What will I learn?

- Recognise when it is appropriate to adopt a 'project' approach to managing your workload
- Apply a simple lifecycle to a project to break it into easy to manage stages
- Clearly define your projects to provide real clarity in terms of project scope, roles and responsibilities, and other key factors
- Confidently plan, organise and document a project by using a wide variety of tools that add value to the project management process
- Become more effective in monitoring and controlling the project work, change requests and resourcing pressures by using best practice processes and techniques
- Understand what lessons can be learnt from managing work using a project approach
- Tailor your approach to projects of varying size and complexity



This introduction is perfect for people who are new to the Project Management principles and have no formal training or Project Management Qualification. It is a great introduction for those who would like to gain their APM in the future but do not have the relevant knowledge or experience at the moment.



Bill Bailey

Bill has 20 years experience of working as a Learning and Development consultant specialising in Leadership & Management, Business Skills and Project Management. Bill ensures his delegates enjoy the learning experience, experimenting with ideas, tools and models in an environment which allows questions and views to be expressed and for the participants to be challenged. He feels it is important that all learning styles are met to support the learning needs of each individual wherever possible.



An Introduction to Project Management

Course code: PM002



14th and 16th May 2018



This highly practical introductory course will provide you with all the essential skills, tools and techniques that you'll need to support you to deliver successful projects. The course concentrates on practical techniques that you will be able to directly apply in your role.



What will I learn?

- Recognise when it is appropriate to adopt a 'project' approach to managing your workload
- Apply a simple lifecycle to a project to break it into easy to manage stages
- Clearly define your projects to provide real clarity in terms of project scope, roles and responsibilities, and other key factors
- Confidently plan, organise and document a project by using a wide variety of tools that add value to the project management process
- Become more effective in monitoring and controlling the project work, change requests and resourcing pressures by using best practice processes and techniques
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Project Management for Office Professionals

Course code: PM003



9th May 2018



This one-day course has been designed to provide office professionals with the essential knowledge to effectively plan, implement and review their projects, using just a few essential checklists and key techniques. It will enable you to learn and practise new skills in a risk-free environment and is matched to the typical size and complexity of the projects you are most likely to be asked to manage.

What will I learn?



- Recognise when to use your project management skills.
- Avoid the most common causes of project failure.
- Use a simple lifecycle and checklists to manage your project work.
- Define the scope and constraints of each of your projects.
- Plan each project using simple and easy to understand documentation.
- Monitor, control and report on your projects using just a few key techniques.
- Recognise when project handover and closure is required and what it involves.



This introduction is suitable for office professionals who are new to the management of smaller to medium sized projects or who have had no formal training and want to have a formal grounding in project management at their level. This course is not suitable for delegates already proficient in the use of standard project planning techniques.



Bill Bailey

Bill has 20 years experience of working as a Learning and Development consultant specialising in Leadership & Management, Business Skills and Project Management. Bill ensures his delegates enjoy the learning experience, experimenting with ideas, tools and models in an environment which allows questions and views to be expressed and for the participants to be challenged. He feels it is important that all learning styles are met to support the learning needs of each individual wherever possible.



Optimising Contract Performance

Course code: CM001



7th and 8th November 2018



This 2 day Contract Management training course is designed to enhance the performance and confidence of personnel involved in managing supplier contracts, thereby optimising the delivery of value from external supply contracts.



What will I learn?

- Understand the role of the contract manager and of others in managing supplier contracts
- How to structure your approach to contract management
- Manage and facilitate improved contract performance through sound procedures and motivation of supplier personnel
- Manage supplier performance making effective use of review meetings and other approaches
- Make a professional impact in your relationships with suppliers and other stakeholders



This course is aimed at people who are responsible for managing the performance of a supplier contract or those providing support to contract management staff.



Ben Farn

Ben is an experienced transformation consultant for public and private sector engagements which involve procurement optimisation, commercial & contract management and change & transformation management as part of implementing new ways of working.



Contract Management Fundamentals

Course code: CM002



15th August 2018



This 1 day Contract Management training course is designed to build awareness of the contract management process and factors critical to the successful management of external supply contracts.

What will I learn?



- Understand the importance and principles of contract management
- Understand the contract management lifecycle and its phases and related activities
- Understand the importance of effective contract relationship management
- Be aware of the basic tools and techniques used in contract performance management
- Be aware of what good contract management looks like



This course is the perfect introduction for those who are responsible for managing low criticality supplier contracts



Ben Farn

Ben is an experienced transformation consultant for public and private sector engagements which involve procurement optimisation, commercial & contract management and change & transformation management as part of implementing new ways of working.



Commercial and Business Awareness for Office Professionals

Course code: CM003



27th September 2018



This is an intensive one-day course aimed at office professionals or those in a supporting role. It has been designed to give you a more commercially focused approach to your role, a deeper understanding of how strategy drives an organisation and how to translate financial jargon into plain English.



What will I learn?

- Understand commercial and business issues facing your organisation.
- Define the role and purpose of your organisation.
- Understand the issues and dilemmas now facing organisations at a strategic level.
- Recognise the key issues involved in change management.
- Remove the myths and fears about finance and understand the jargon that surrounds it.



This course is aimed at those working in admin or support roles who are looking to increase their business and commercial awareness in order to take on more managerial tasks confidently.



Tracey Grice

Having previously been Head of Operational Training for HBOS in London, Tracey has a proven track record in management, leadership, development and financial roles. With strong commercial knowledge and contagious enthusiasm she is able to build rapport quickly and uses accelerated learning and NLP techniques to enhance the learning experience. Tracey endeavours to make the learning an enjoyable experience and as practical as possible.



Decision Making and Problem Solving

Course code: DM001



11th October 2018



Business decision making and practical problem solving represents two of the most important of all managerial and leadership activities. If you make timely, well-considered and informed decisions, then you can take your team, project or organisation to greater performance, quickly and more consistently



What will I learn?

- Learn and apply proven methods for effective management problem solving and decision making
- Appreciate the impact of personality on the decision making and problem solving process
- Evaluate and apply a structured approach to generate solutions to organisational issues such as project management, quality problems, performance and people & productivity issues.
- Understand the factors that cause delays in decision making, wrong decisions and poor problem solving
- How to use creative and critical methods to solve problems and balance the logical and creative dimensions of everyday decision making and problem solving.



This course is suitable to a wide range of professionals or anyone wishing to improve their problem-solving and decision-making skills.



Graham Robert Phelps

Graham is a highly experienced business skills facilitator, coach, consultant and published author. He has over 20 years' experience in designing and delivering high quality training programmes. Over those last twenty years he has personally trained or coached over 25,000 business professionals in 30 countries and hundreds of organisations. This includes many of the World's largest and most successful companies.

Collaboration

“We form partnerships with other Organisations based on trust & respect and we demonstrate team working across Directorates”





The Complete Negotiator

Course code: NI001



17th and 18th September 2018



Enhance your existing negotiation skills when dealing with common issues in the workplace. Improve your self-confidence and understand the impact of your behaviours when negotiating one-to-one, one-to-groups and during multi-party negotiations.

What will I learn?



- Identify the most appropriate approach when negotiating across a range of issues and with a range of parties.
- Understand the importance of thorough planning and preparation when crafting your negotiations.
- Design a robust negotiation process that works for you.
- Understand the importance of your behaviour when negotiating.
- Manage emotion and motivate towards a win-win outcome.
- Use the appropriate communication approach when negotiating up, across and down the organisational chart.



This 2 day workshop is aimed at those whose roles require higher level negotiation skills. It will help delegates enhance their basic negotiation skills to achieve a higher degree of success. If you are already involved in negotiations with customers, suppliers and colleagues both inside and outside your organisation and want to broaden your skill-set then this course will offer you an insightful, safe and interactive platform in which to do this.



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Impact and Influence

Course code: NI002



13th November 2018



Whether you are directly involved in organising people, juggling projects, or supporting those who do, you probably need to influence people every day. In fact, getting things done will often depend on your ability to influence the people around you. Simply put, influence is about affecting people's thoughts, feelings and behaviour, so they make decisions that support your efforts.

What will I learn?



- To apply the nuts and bolts of practical influence, in a natural and easy manner that feels comfortable to you
- Dramatically increase your personal impact in face to face and telephone situations
- Influence, persuade and mobilise other people more effectively
- Increase your own level of credibility, confidence and persuasiveness
- Frame your requests in a manner that stimulates people's interest, involvement and collaboration
- Use advanced language patterns to engage, stimulate and change people's minds



This course is aimed at those who need to influence other people's thinking, their decision making or elicit even more collaboration from people.



Richard Dean

After a successful technical career in the City of London, Richard was invited to join the University of Arizona's Health Science Centre as a group trainer/facilitator, working on a contract with the Pentagon, the United States Department of Defence. During this time he worked with members of the U.S. Navy, Marines and Civil Service, training people to be even more resilient to the harsh operational environments where they worked.



Persuading to get what you want

Course code: NI003



23rd August 2018



Learning how to influence and persuade others is one of the most valuable and transferable skills you can have. This course uses different styles of learning to ensure that you develop your confidence, build your communication skills and enhance relationships, in order to step up and take control when necessary. A skill to enable you to get the results you want.

What will I learn?



- Identify your own influencing style and use it to encourage others to change
- Use tips to create a positive lasting impression
- Communicate in a more persuasive manner
- Build rapport with colleagues of all levels
- Communicate with increased confidence
- Get your point across and get listened to



If you are working in a support role and are struggling with meetings, dealing with conflicting priorities from multiple people or finding that the team you are communicating with will not back down, this is the perfect course for you. It will offer some great tips and techniques that will make you feel less frustrated and help you have more control over your ever changing workload.



Graham Robert Phelps

Graham is a highly experienced business skills facilitator, coach, consultant and published author. He has over 20 years' experience in designing and delivering high quality training programmes. Over those last twenty years he has personally trained or coached over 25,000 business professionals in 30 countries and hundreds of organisations. This includes many of the World's largest and most successful companies.



Stakeholder Management

Course code: SM001



26th July 2018



This is a one day course that will provide you with the tools and techniques needed to effectively management a wide range of stakeholders. The course will enable attendees to develop a stakeholder strategy map, and explore techniques and learn tools to ensure each relationship is productive and positive.

What will I learn?



- A range of skills essential to effective stakeholder management and mapping
- How to initiate and maintain effective partnerships with relevant stakeholders in order to understand their priorities and needs
- How to take ownership for stakeholder issues and handle them effectively
- How to manage stakeholder expectations while maintaining the balance between corporate restrictions and client retention



This course is relevant for anyone in the organisation who is responsible for managing stakeholders including; staff, colleagues, peers, high level contacts in other organisations and partners.



David Bacon ChFCIPD, FInstSMM

David is a highly experienced trainer and consultant having been involved with training and development since 1986, and moving into a full time training role in 1992. He specialises in the fields of commercial awareness including areas such as contract management, stakeholder management, financial awareness, project awareness, strategic planning; all aspects of business communication and management development.



Report Writing

Course code: RW001



21st May 2018



The difference between good written work and bad is often the difference between achieving an objective and failing. A report may contain all the relevant facts – but unless the structure, layout and language are organised and clear enough it will not receive the intended response.

What will I learn?



- How to produce large format reports that are clear, concise and effective.
- How to adopt a systematic approach to structuring a report
- Use illustrations, charts, graphs and tables effectively
- Create an appendix
- Distinguish between conclusions and recommendations



This course has been designed for those who are required to compose and write reports for all audiences including boards and committees



David Bacon ChFCIPD, FInstSMM

David is a highly experienced trainer and consultant having been involved with training and development since 1986, and moving into a full time training role in 1992. He specialises in the fields of commercial awareness including areas such as contract management, stakeholder management, financial awareness, project awareness, strategic planning; all aspects of business communication and management development.



The Influential Presenter

Course code: PS001



14th & 18th June 2018



So much of our working lives involves presentations, yet so many people fear and avoid presenting. Since being able to engage, stimulate and mobilise your audience is such a critical business skill, this training experience turns participants into dynamic presenters, by showing them how to develop an individual presentation style, which looks confident, feels comfortable and gets their message across clearly.

What will I learn?



- To develop a style that looks good, sounds confident and feels natural to you
- A dynamic five step magic formula for presenting to groups of people
- A practical tool for you to use to help you design your presentations quickly and making them easy to remember
- Use body language to increase your presence and professional credibility
- How to influence your audiences thoughts, feelings and behaviours regardless of who they are
- How to manage difficult situations with flair and confidence
- How to use advanced language patterns to stimulate people's thoughts



This course is for people who are required to give public presentations and attend public speaking commitments on behalf of LLDC.



Richard Dean

After a successful technical career in the City of London, Richard was invited to join the University of Arizona's Health Science Centre as a group trainer/facilitator, working on a contract with the Pentagon, the United States Department of Defence. During this time he worked with members of the U.S. Navy, Marines and Civil Service, training people to be even more resilient to the harsh operational environments where they worked.

Ambition

*“We promote innovation, new ideas
and new ways of working”*





Management Development Programme

Course code: MDP001



This course will take place over several months starting in June 2018. Exact dates are to be confirmed



The course will take place over several months and will be split into several modules. Delegates will be required to undertake some reading in their own time, attend workshop sessions and work as groups on Projects and other pieces of work.

What will I learn?



- The first module will look at the importance of management, management theory and what it means to be a “good” manager
- Module two will look at how to build, develop and lead a team look at theories of team development and team work. We will also look at how to adapt your leadership style to suit different individuals and look at how managers can use Emotional Intelligence to build and sustain engagement within a team.
- Module three will focus on day to day management of a team from effective time management and delegation to promoting flexibility, agility and managing change.



This course is aimed at those who are new to a management role or who are looking to progress into a management role in the near future.



Beckie Stephenson



Subject: Chief Executive performance against objectives
Meeting date: 26 June 2018
Report to: Chair's Committee
Report of/by: Andrea Gordon, Director of HR

This report will be considered in public

1. SUMMARY

- 1.1. This report gives a Quarter 4 (Q4) update on the Chief Executive performance against the overarching 2017/18 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. RECOMMENDATIONS

- 2.1. **The Committee is asked to note the update on the performance against the overarching objective for 2017/18 at the end of Q4.**

3. BACKGROUND

- 3.1. The incoming Chief Executive, Lyn Garner, took up her post on 19 February 2018. At their last meeting in February 2018, the Committee agreed that the incoming Chief Executive's objective for the remainder of 2017/18 was to continue to deliver against the 2017/18 objective set by the Chair's Committee at its meeting on 28 March 2017.
- 3.2. This objective was to ensure that the relevant elements of the Ten Year Business Plan are successfully met. In setting this objective emphasis will be placed on:

Element	Success Indicator
Revenue and Capital Budget Management	On track as set out within the Ten Year Plan
Stakeholder Management	Continued positive engagement with stakeholders
Effective Leadership of the Organisation	Delivery of the People Strategy

- 3.3. The progress against the objective for the fourth quarter of 2017/18 (Q4) is set out in Appendix 1 (exempt information). This was delivered by the interim Chief Executive, Gerry Murphy and Lyn Garner. Gerry Murphy acted as interim Chief Executive from 30 November 2017 until Lyn Garner took up her post in February 2018.

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 Chairman's Committee under the Scheme of Delegations.

6. LIST OF APPENDICES TO THIS REPORT

- 6.1. Appendix 1 – Update on CEO's Objectives as at Quarter 4 2017/18 (exempt information)

List of Background Papers

- Papers for the meeting of the Chairman's Committee 28 March 2017
- Papers for the meeting of the Chair's Committee 26 February 2018
- Ten Year Plan (approved by the LLDC Board March 2016)

Report originator(s):

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Subject: Chief Executive objectives for 2018/19

Meeting date: 26 June 2018

Report to: Chair's Committee

Report of/by: Andrea Gordon, Director of HR

This report will be considered in public

1. SUMMARY

- 1.1. This report sets out the Chief Executive's objectives for 2018/19.

2. RECOMMENDATIONS

- 2.1. **The Committee is asked to note the Chief Executive's objectives for 2018/19.**

3. BACKGROUND

- 3.1. At their February 2018 meeting, the Chair noted that he would be discussing the 2018/19 objectives with the new Chief Executive Lyn Garner ahead of this June Committee meeting.
- 3.2. Following these discussions, the 2018/19 objectives include the following areas:
- Ensure that the Ten Year plan is on track and report quarterly on progress;
 - Deliver a new business plan for the stadium to minimise future losses;
 - Keep budgets on track;
 - Stakeholder management; and
 - People leadership.

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. None

List of Background Papers

- Papers for the meeting of the Chair's Committee 27 February 2018
- Ten Year Plan (approved by the LLDC Board March 2016)

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