

Meeting of the London Legacy Development Corporation Chairman's Committee

Meeting Date: Tuesday 27 February 2018

Time: 10.30 am

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

Members of the London Legacy Development Corporation Chairman's Committee are hereby notified and requested to attend the meeting of the Chairman's Committee of the Corporation at 10.30 am on Tuesday 27 February 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 (Chairman)
Nicky Dunn OBE
Keith Edelman
David Gregson
Philip Lewis
Lord Andrew Mawson OBE

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 28 November 2017 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 28 November 2017.

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 - 12)

The Committee is asked to note the update on the People Strategy.

6 Chief Executive update and performance against 2017/18 objective (Pages 13 - 14)

The Committee is asked to note the update on the Chief Executive appointment, agree the Chief Executive's objective for the remainder of 2017/18 and note the update on the performance against the overarching objective for 2017/18 at the end of Q3.

7 Annual pay review (Pages 15 - 16)

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

8 Member suggestions for future agenda discussions

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

9 Any other business the Chairman considers urgent

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

10 Date of next meeting

The next meeting of the Chairman's Committee will be held on 26 June 2018 at 12 noon.

11 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).

12 Minutes of the previous meeting held on 28 November 2017 containing exempt information (Pages 17 - 20)

The Committee is asked to agree the minutes of the meeting held on 28 November 2017 that contain exempt information.

13 Matters arising and action list - exempt information relating to the item on Part 1 (Pages 21 - 22)

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

14 People Strategy - exempt information relating to the item on Part 1 (Pages 23 - 26)

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

15 Chief Executive update and performance against 2017/18 objective - exempt information relating to the item on Part 1 (Pages 27 - 36)

The Committee is asked to note the report containing exempt information on the Chief Executive's performance against the overarching objective for 2017/18 at the end of Q3.

16 Annual pay review - exempt information relating to the item on Part 1 (Pages 37 - 38)

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

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MINUTES

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

Date: Tuesday 28 November 2017
Time: 12.00 pm
Venue: LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

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

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

1 Apologies for absence

- 1.1 An apology for absence was received on behalf of Philip Lewis.

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 25 July 2017

- 3.1 It was agreed that the minutes of the meeting of the meeting held on 25 July 2017 be signed by the Chairman 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. The organisation had recently received accreditation under the Mayor's Healthy Workplace Charter at Achievement Level and was working towards receiving an Excellence Level.
- 5.2 A Leadership and Management programme was being developed with a view to launching in March 2018. An APM Project Management Course was being run via Mace as part of an in-house provision.
- 5.3 Further strengthening of the learning and development options for next year was being progressed at both a Directorate and an individual level, including professional and mandatory training. A nine-box succession planning model was also being developed with the Executive Management Team, tailored to specific individuals.
- 5.4 Based on the results of the staff survey, the Performance Management framework was being reviewed. The results of the staff survey would be assessed and analysed by an external provider so that an in-depth analysis, covering gender, band and ethnicity, could be included. The staff survey was based on the themes of the People Strategy and was therefore comparable to previous years in terms of results, and also included the GLA Fairness and Inclusion agenda.
- 5.5 The Committee noted the report and the progress made.**

6 Appointment of Chief Executive Officer

- 6.1 The Director of Human Resources presented the update on the recruitment process for the Chief Executive Officer.
- 6.2 It was confirmed that the Director of Human Resources was an observer only on the Recruitment Panel to ensure due process. All candidates had been subject to media assessment tests which highlighted the importance to the candidates of the interaction with the media in this role, due to the high-profile nature of the projects. Media training would be provided for any successful candidate.
- 6.3 It was reported that Jules Pipe CBE was no longer available for the Interview Panel.
- 6.4 The Committee:**
 - (a) noted the recruitment timetable;**
 - (b) delegated authority to the LLDC Chair, Sir Peter Hendy, to shortlist the candidates for interview;**
 - (c) agreed that an interview panel consisting of Sir Peter Hendy, Andrea**

Gordon (as observer), Nicky Dunn and David Bellamy undertake the interviews;

- (d) agreed that the LLDC Chair be granted authority, on the basis of the interview panel's views, formally to recommend a candidate to the Mayor of London for approval and to then formally approve the appointment on behalf of the Legacy Corporation; and**
- (e) noted the interim arrangements being put in place that the current Deputy Chief Executive has been appointed to act as interim Chief Executive until a permanent Chief Executive was in post.**

7 Chief Executive's Performance Against 2017/18 Objectives

- 7.1** The Chief Executive left the meeting for the discussion of this item.
- 7.2** The Chair presented the report providing an update on the Chief Executive's performance against his overarching objectives for 2017/18 in Quarter 2.
- 7.3** The Committee noted the report.

8 Member Suggestions for Future Agenda Discussions

- 8.1** It was agreed that items on the annual pay award and succession planning would be submitted to the next meeting.

9 Any Other Business the Chairman Considers Urgent

- 9.1** There was no urgent business.

10 Date of Next Meeting

- 10.1** The next meeting date 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, paragraphs 1 and 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 March 2017 containing exempt information

- 12.1** It was agreed that the minutes of the meeting of the Chairman's Committee

held on 25 July 2017 containing exempt information be signed by the Chairman as a correct record.

13 Matters Arising and Actions 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.

14.2 The Committee noted the appendices.

15 Appointment of Chief Executive Officer- exempt information relating to the item on Part 1

15.1 The Director of Human Resources presented the update on the recruitment process for the Chief Executive.

15.2 The Committee noted the update.

16 Chief Executive's Performance Against 2017/18 Objectives- exempt information relating to the item on Part 1

16.1 The Chair introduced the exempt appendices to the Chief Executive's performance in Q2 against his objectives for 2017/18.

16.2 The Chief Executive left the meeting for the duration of this item.

16.3 The Committee noted the appendices.

17. Close of Meeting

17.1 The meeting closed at 12.35pm.

Chairman

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

Chairman's Committee Actions List (reported to the meeting on 27 February 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	March 2018	To be scheduled in 2018
5.3 (9 June 2016)	Investors in People update Submit a report on the organisational values and behaviours to the LLDC Board.	Andrea Gordon	April 2018	In progress and will be reported to Board (pending Board recruitment) and also covered in Board member inductions.

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Subject: People Strategy update
Meeting date: 27 February 2018
Report to: Chairman'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 this will continue to be taken forward during 2018/19.

2. RECOMMENDATION

- 2.1. **The Committee is asked to note the report and the updates on Diversity and Inclusion, Staff Survey Outcomes and Apprentices/Work Experience.**

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 and 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.
- 3.2. There are five key themes in the People Strategy: reward and recognition; health, wellbeing and engagement; working smarter; people development; and performance management. The remaining sections of this report provide updates on these areas.

4. DIVERSITY AND INCLUSION

- 4.1. At their last meeting, the Committee received an update on the Mayor's draft Equality and Inclusion Standard. The standard has now been signed off by the Mayor's Office. This standard is to support the Mayor in delivering his vision of 'a fair and equal city' and provide a benchmark of best practice.
- 4.2. The focus of the standard is with regards to the GLA Group as employers and actions that each organisation will take to ensure that they achieve a truly diverse workforce reflective of London.
- 4.3. A full evaluation will be undertaken in May 2018 and it is currently being discussed whether each organisation will undertake peer assessment or this will be undertaken by external assessors. On an initial self-assessment, LLDC have a number of gaps to be able to meet the Core level and a number of action plans will be needed to take this work forward.
- 4.4. LLDC has recently joined membership of Inclusive Employers which is an organisation who support employers who are looking to build an inclusive organisation. They provide a dedicated account manager who will support our

objectives and act as a critical friend. Within the membership a number of training events can also be accessed.

4.5. LLDC are working with the rest of the GLA family to develop a **‘Women in Leadership Sponsorship Programme’**.

- 4.5.1. Sponsorship is using a sponsor’s position of influence to further the career of the sponsee. It can have a measurable positive impact on a person’s career.
- 4.5.2. Formal schemes can be found in many large private sector organisations, but these are not common across the public and third sector. While there is a lot of good work across the GLA group to develop talent including a range of informal arrangements, there is still more to be done to break barriers to progression.
- 4.5.3. In response to this challenge, the GLA group will jointly establish a Women in Leadership Sponsorship initiative to address the lack of proactive support that women face in progressing into positions of senior leadership across the GLA group workforce.
- 4.5.4. It will run across all the GLA organisations. Through this initiative, high potential women candidates will be paired with senior sponsors (men and women) from across the GLA group, supported by a set of tools, guidance and learning materials.
- 4.5.5. This toolkit will be published to support other organisations in the capital to establish and manage similar programmes.
- 4.5.6. The initiative will be announced by the Mayor in March 2018. It is anticipated that it will formally launch in June, with the first GLA Group commencing in autumn. The toolkit will be published in June when it launches.
- 4.5.7. This flagship initiative is part of the Mayor’s #BehindEveryGreatCity campaign which marks the centenary of the first women winning the right to vote in the UK.
- 4.5.8. This yearlong campaign is celebrating the progress made by women in London, highlighting what is still to be done to achieve gender equality in the city and acting to create change in 2018 and beyond.

5. STAFF SURVEY UPDATE

- 5.1. The Staff Survey closed the week before Christmas and we had a 93% response rate which is excellent. Average response rates tend to be in the 60-70% range for this type of engagement activity. This means only 11 staff didn’t complete it (two of those were on sick leave). The following section provides a summary of the staff survey. There is further information in Appendix 1 (contains exempt information).
- 5.2. The general response seems to be fairly positive, with overall engagement being good:
 - 75.3% of staff enjoy coming to work
 - 82.3% of staff are proud to work for LLDC
 - 80.8% of staff say they are satisfied with LLDC as a place to work
- 5.3. Still focusing on general engagement, in that although staff enjoy coming to work and are satisfied, not everyone feels valued (which suggests that there are other factors present which contribute to their satisfaction).
- 5.4. Other key points to note in the staff survey, which relate to the People Strategy themes:

- 5.4.1. **Working Smarter:** there still seems to be some perception that staff work in silos and don't share well across the organisation. Technology is an area we need to improve on to support working practices. However, 67.1% of staff felt that their contribution made a difference.
- 5.4.2. **Performance Management:** just over half of staff said they have objectives which stretch them, so this needs to be a focus during the appraisal process. The survey also highlighted the need to look at the performance management system.
- 5.4.3. **People Development:** The response on Learning & Development (L&D) was lower than expected given the increased focus in 2017/18.
- 5.4.4. The L&D programme during 2017/18 was produced, based on the feedback from staff in 2016/17 survey and Investors in People focus groups and working groups and from personal learning objectives so further investigation is needed as to why staff don't appear to be more positive about this.
- 5.4.5. Whilst 66% of staff felt that there is a strong focus on L&D, other responses suggest that staff feel that more can be done to enhance their own personal development;
- 57% of staff feel that there is sufficient opportunity to develop skills in current job
 - 53% feel that L&D is helping them to develop a future career
 - 59% feel that L&D is accessible with a range of new and different delivery methods
 - 59% of staff felt that they had opportunity to develop and learn new skills as a leader or manager (of those that are leaders/managers)
 - 56% of staff said their managers have development conversations with them
- 5.4.6. **Health and Wellbeing (H&WB) and Engagement:** The H&WB responses were very good, which reflects the uptake and participation of staff in the activities this year.
- 88% of staff felt that the organisation supported physical and mental wellbeing through internal initiatives
 - 81% said their manager supported them to achieve a good worklife balance
- 5.4.7. **Communication:** Communication responses were generally positive, with 90% of staff feeling well informed about events and activities. A good number of staff felt that the all staff meeting was valuable.
- 5.4.8. Overall 74% of staff felt that the communication with staff was appropriate for the size of organisation.
- 5.4.9. **Leadership and Management:** The responses on L&M were mixed but on the higher side of positive.
- 5.4.10. **Reward and recognition:** In this section, we asked whether staff felt valued by their line manager; 80% agreed, which is slightly higher (by 10%) than the overall sense of value in the organisation.
- 5.4.11. **Fairness and Inclusion:** This was a new set of questions, designed so that we can measure this across the GLA. The responses were generally positive, but there were one or two issues raised which should be addressed.

6. APPRENTICESHIPS, WORK EXPERIENCE AND INTERNS

- 6.1. The HR Director took a paper to EMT this month to outline and ask for agreement on LLDC's approach to Apprenticeships and Interns in 2018/19. EMT agreed the following:

- To create three new apprenticeships and upskill some of our existing staff members through the apprenticeship route using the £40k funds within our Apprenticeship Levy.
- To support two paid work experience placements through the Transitions paid work experience programme.

Apprenticeships

- 6.2. Since May 2017 LLDC has been making monthly payments into the Apprenticeship Levy fund to be used by May 2019. These monies can be used to pay for training for newly appointed apprenticeships and apprenticeship training for current employees. There is a good opportunity for LLDC to provide opportunities for both. It should be noted that the levy cannot be used to pay for salary costs relating to apprenticeships.
- 6.3. The levels of apprenticeship range from Level 2 to Level 6/7

Apprenticeship Level	Qualification Achieved	Equivalent to
Level 2	a Level 2 Competence Qualification and working towards BTEC or National Vocational qualification	5 GCSE's
Level 3 (Advanced)	Level 3 Competence Qualification & knowledge based qualification	2 A Levels
Level 4/5 (Higher)	Level 4 Competence Qualification	National Diploma, Foundation Degree, Undergraduate Degree
Level 6/7	Batchelors/Masters Degree	

- 6.4. LLDC will recruit 3 external apprentices on a combination of programmes to be determined according to business need.
- 6.5. Recruitment for the 2018 programme will be targeted within the local boroughs and will be channelled through organisations working with young people from Black, Asian and Ethnic Minority backgrounds and those with disabilities.
- 6.6. HR will work closely with Regeneration colleagues to ascertain the best recruitment strategies and how we can use existing networks to target specific candidates into these roles.
- 6.7. The levy can also be used to upskill or retrain existing staff allowing them to undertake apprenticeships while they work in their current roles, they would undertake an apprenticeship in the same way as new starters, just allowing 20% of their time to be used for study.
- 6.8. In accordance with the recent apprenticeship reforms, staff can now take apprenticeships at the same or lower level as a qualification already held, as long as it's in a different area, where the individual needs significant new knowledge and skills and the training is materially different from any prior training or previous apprenticeship.
- 6.9. As highlighted above, there is a range of Apprenticeship Levels. One example that is particularly relevant to LLDC is the Level 4 Project Management Apprenticeship, taking 18 months to complete and gaining an Association for Project Management (APM) project management qualification at the end.

- 6.10. Traditional five day APM practitioner courses require substantial project experience before being able to attend, the apprenticeship option would be a good route for those working in support roles.

Work Experience

Unpaid Work Experience

- 6.11. In 2017, we successfully hosted 10 Work Experience students across various departments at LLDC. These placements were a combination of Year 11 students and a TfL graduate programme. We will look to continue to support work experience requests at LLDC next year in the following ways:

6.12. **School 21**

- 6.12.1. We have agreed to host students from School 21 as part of their “Real World Learning” programme. Students will spend 12 weeks at LLDC (one afternoon per week) and work on a real project.
- 6.12.2. This year, the focus has been to attract female and BAME students into engineering roles, and students will be placed within the Park Operations and Venues Team.
- 6.12.3. Supervision will be provided by Tomas Romero (Senior Engineer) who will be working with the students on a project looking at ways to improve the energy efficiency of the park venues.

6.13. **Design, Engineer, Construction Programme**

- 6.13.1. The London Legacy Development Corporation is spearheading an intervention called Design...Engineer...Construct (DEC) that brings together some of the UK's leading built environment firms, local schools and Further Education (FE) colleges to develop young people's skills so they become the built environment professionals, from engineers or surveyors to architects and BIM technicians, that the industry of the future will need. LLDC has secured formal support and sponsorship from Balfour Beatty, Lendlease, Mace, Buro Happold, Allies and Morrison and Ballymore to work in five schools and one FE college on the delivery of DEC.
- 6.13.2. As part of the programme, there is a commitment for sponsoring employers and the LLDC to offer work placements so that DEC students can gain exposure to live projects/sites and see their learning applied practically. LLDC will be prioritising offering placements within the teams covering work areas/skills that DEC students are learning.

Paid Work Experience

- 6.14. Transitions is a Social Enterprise in London with a mission to facilitate a more diverse and equitable skilled jobs market in London, with reference to highly skilled professionals who have refugee protection in the UK.
- 6.15. This is similar to a recruitment service that matches skilled professionals with employers for a paid work experience opportunity for six months paid at the London Living Wage; the candidates are professionals with refugee background (full visa permission to work) and mostly engineers and business services professionals.
- 6.16. A number of large organisations have worked with Transitions including Network Rail, Crossrail and EDF Energy. The most compatible departments within LLDC to host placements would be Development and the Finance team.
- 6.17. It has been agreed that LLDC will engage with Transitions to host two placements.

7. FINANCIAL CONSIDERATIONS

- 7.1. All financial implications have been agreed at EMT and are within budget.

8. LEGAL IMPLICATIONS

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

9. EQUALITIES IMPACT ASSESSMENT

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

10. APPENDICES

- 10.1. Appendix 1 - Staff survey findings (exempt information)

List of Background Papers

People Strategy

Report originator(s):

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Subject: Chief Executive update and performance against 2017/18 objective
Meeting date: 27 February 2018
Report to: Chairman's Committee
Report of/by: Andrea Gordon, Director of HR

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update on the appointment of the new Chief Executive and seeks approval Chief Executive's objectives for the remainder of 2017/18.
- 1.2. This report also gives a Quarter 3 update on the performance against the overarching 2017/18 objective. This was delivered by the previous Chief Executive and the interim Chief Executive.
- 1.3. 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:**
 - 2.1.1. **Note the update on the Chief Executive appointment;**
 - 2.1.2. **Agree the Chief Executive's objective for the remainder of 2017/18; and**
 - 2.1.3. **Note the update on the performance against the overarching objective for 2017/18 at the end of Q3.**

3. BACKGROUND

- 3.1. The previous Chief Executive, David Goldstone, left LLDC at the end of November 2017. Gerry Murphy, the Deputy Chief Executive, was appointed to act as interim Chief Executive from 30 November 2017 until a permanent Chief Executive was in post. Lyn Garner was appointed in December 2017 as the new Chief Executive and took up her post on 19 February 2018.
- 3.2. The Chief Executive's objective for 2017/18 was set by the Chairman's Committee at its meeting on 28 March 2017 as follows: 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 Committee had previously requested at its meeting in February 2015, that quarterly updates were submitted to the Committee on progress against the CEO's objectives. The progress against the objective as defined by the success indicators for the third quarter of 2017/18 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 Chairman'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 1 & 2 (exempt information)

List of Background Papers

Papers for the meeting of the Chairman's Committee 28 March 2017
Papers for the meeting of the Chairman's Committee 4 February 2015
Ten Year Plan (approved by the LLDC Board March 2016)

Report originator(s): Rachel Massey
Telephone: 020 3288 1829
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Subject: Annual pay review for 2018/19
Meeting date: 27 February 2018
Report to: Chairman's Committee
Report of: Andrea Gordon, Director of HR

This report will be considered in public

1. SUMMARY

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

2. RECOMMENDATION

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

3. BACKGROUND

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

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. EQUALITIES IMPACT ASSESSMENT

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

7. LIST OF APPENDICES TO THIS REPORT

- 7.1 None

List of Background Papers

None

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