

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

Date: Tuesday 13 July 2021

Time: 1.00 pm

Venue: via Microsoft Teams

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

In Attendance: Lyn Garner, Chief Executive
Sarah Perry, Director of HR
Rachel Massey, LLDC Board Secretary
Leanne Crabb, GLA Secretariat

1 Apologies for Absence

1.1 There were no apologies for absence.

2 Declarations of Interest

2.1 The Chair noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.

2.2 Lyn Garner had previously declared an interest in Items 9 and 10 (open session) and 17 and 18 (closed session) of the previous meeting. She was sent a redacted version of the minutes from the previous meeting and would not take part in the discussion for the previous meeting's minutes (item 3 of the open session and Item 12 of the closed session).

2.3 There were no additional declarations of interest.

3 Minutes of the previous meeting held on 9 March 2021

3.1 It was agreed that the minutes of the meeting of the Committee held on 9 March 2021 be signed by the Chair as a correct record.

4 Matters Arising and Action List

4.1 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the Actions List.

5 People Strategy Update

- 5.1 The Director of Human Resources presented the report which provided an update on the ongoing response to Covid-19, LLDC's approach to recovery, as national restrictions ease. It also provided an overview on LLDC's work on their upcoming relocation to new offices in 2022, an update on work underway relating to Reward and Recognition initiatives, updates on progress with LLDC Board recruitment and a detailed outline of LLDC's refreshed People Strategy.
- 5.2 There would be a phased return to offices for staff from 19 July 2021. Initially there would be a capacity for up to 45 people increasing to 90. This was in part to prepare for a reduced capacity of desks once staff moved to 5 Endeavour Square.
- 5.3 The Chair asked if ventilation in the office space was appropriate for the current Covid-19 pandemic. Officers advised that LLDC ventilation runs on a fresh air system, and conforms to guidelines, revised since the Coronavirus pandemic.
- 5.4 There would be flexible working based on business needs with a tailored inclusive approach for individuals. Guidelines had been provided with no one being expected to be 100 per cent remote working. Employees would be expected to attend the office a minimum of four times per month. The guidelines, which had been developed through consultation with employee groups, were in response to many frequently asked questions and were to support Managers and give them a framework. The guidelines would evolve over time and LLDC will review these regularly and build on lessons learned. Some Directorates would need to be onsite more than others. It was acknowledged that the perception of fairness must be considered, when some employees have to pay for travelling to work, and others who are working from home don't. There was also acknowledgement that there are costs that are associated with working at home.
- 5.5 Alternative strategies for relocation had been considered but 5 Endeavour Square was most favourable and provided a lot of flexibility. A working group would be looking at the practicalities of moving and a culture group would be looking at the long term working culture.
- 5.6 As part of the inclusive culture campaign reward and recognition had been looked at to ensure it was inclusive for all.
- 5.7 LLDC had been working with Green Park on Board recruitment to attract a high quality and diverse selection of candidates for three Board member position and the application period had now closed. The interviews for a fourth Board member from current and previous members of the Legacy Youth Board had concluded and a candidate selected. The Chair commented that they were impressed with the strength of the candidates from the Legacy Youth Board.

5.8 Recruitment was taking place for four independent members of the Planning Decisions Committee. LLDC had worked with the boroughs to attract diverse local talent.

5.9 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the report.

6 Inclusion and Diversity Update

6.1 The Director of Human Resources presented the update on the Inclusion and Diversity (I&D) strategy and action plan and KPIs including details of the governance and reporting on I&D.

6.2 The I&D Steering Committee made up of a diverse group of people has continued to provide opportunities to discuss strategy, reduce duplication and to share best practice.

6.3 The recent equal opportunities monitoring anonymous survey had a disappointingly low response rate. Feedback suggested the low response rate was due to the inclusion of social mobility questions so a targeted approach was being developed to improve the response rate. Members commented that survey fatigue may also be an issue.

6.4 The leadership programmes were progressing well and good feedback from participants had been received.

6.5 LLDC were looking at running equality impact assessments across the corporate strategy, recovery and location strategy and were considering working with an external consultant to look at the I&D strategy and act as a critical friend.

6.6 LLDC was working towards being exemplary in all five categories in the Mayor's D&I standard in a year's time and had more work to do on two categories which were not near exemplary and these were being built into the I&D action plan.

6.7 In the next period, LLDC would be continuing work on anti-racism and understanding the work already done. This would include more work on inclusive language.

6.8 There was work being done on inclusive and diverse recruitment.

6.9 Officers agreed to revisit the milestones to ensure they were progressing this agenda at pace.

6.10 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the report.

7 Workforce Representation Comparators

7.1 The Director of Human Resources introduced the update on the proposal to implement initial high level workforce representation comparators towards which to

work across LLDC.

- 7.2 It had been agreed at the Inclusion and Diversity Steering Committee to set some year on year targets, initially around ethnicity and gender. Learning from that would then be used to broaden the topics covered. The aim was to align with the GLA who currently use a set of comparators.
- 7.3 The Advisory Panel commented that they liked the use of the word comparators instead of targets.
- 7.4 The Advisory Panel commented that they understood why there was alignment with the GLA but LLDC should bear in mind that the GLA was a London-wide organisation unlike LLDC. The future aim could be to align more with the London boroughs and add another dimension. Officers acknowledged the comment and confirmed there was more work to be done on understanding what the most useful comparators should be.
- 7.5 The Advisory Panel commented that it was important to focus on progression within bands and the threshold of progression and acknowledged that the report was a work in progress.
- 7.6 **The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the report.**

8 Chief Executive's Performance Against 2021/22 Objectives

- 8.1 The Director of Human Resources presented the update on the CEO's Q1 performance against her 2021/22 objectives.
- 8.2 **The Chair, Following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the report.**

9 Any other business the Chair considers urgent

- 9.1 There was no urgent business.

10 Date of Next Meeting

- 10.1 **The Advisory Panel noted that the next meeting was due to be held on 9 November 2021.**

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 9 March 2021 containing exempt information**
- 12.1 It was agreed that the minutes of the meeting of the Chair's Committee held on 9 March 2021 containing exempt information be signed by the Chair as a correct record.**
- 13 Matters Arising and Actions List Containing Exempt Information**
- 13.1 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the Actions List containing exempt information.**
- 14 Inclusion and Diversity Update - exempt information relating to item on Part 1**
- 14.1 The Director of Human Resources presented the update on inclusion and diversity including exempt information.**
- 14.2 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the appendix.**
- 15 Workforce Representation Comparators - exempt information relating to item on Part 1**
- 15.1 The Director of Human Resources presented the update on Workforce Representation Comparators, including exempt information.**
- 15.2 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, agreed the recommendation as set out in the report.**
- 16 Chief Executive's Performance Against 2021/22 Objectives - exempt information relating to item on Part 1**
- 16.1 The Director of Human Resources presented the update on the Chief Executive's performance against 2020/21 objective, including exempt information.**
- 16.2 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the appendix.**
- 17 Any Other Business Containing Exempt Information.**
- 17.1 There was no additional business containing exempt information.**

Chair

Date

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