

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

**Meeting Date:** Tuesday 1 March 2022

**Time:** 2.00 pm

**Venue:** LLDC, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ  
or via Office Teams

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Members of the London Legacy Development Corporation People, Organisation and Culture Committee are hereby notified and requested to attend the meeting of the People, Organisation and Culture Committee of the Corporation at 2.00 pm on Tuesday 1 March 2022 to transact the business set out below.

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available at

[www.london.gov.uk/sites/default/files/openness-in-meetings.pdf](http://www.london.gov.uk/sites/default/files/openness-in-meetings.pdf)

The meeting will comply with applicable Government guidance and regulations in relation to Covid-19. It is suggested that any member of the press or public wishing to attend the meeting in-person contacts the clerk in advance – contact information and details of how to follow the proceedings online will be available on the website here:

<https://www.london.gov.uk/moderngov/ldc/ieListDocuments.aspx?CId=320&MId=6299&Ver=4>

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#### Committee Members:

Sir Peter Hendy CBE (Chair)  
Simon Blanchflower CBE  
Sukhvinder Kaur Stubbs  
Jamie Kerr

**1 Apologies for Absence**

**2 Declarations of Interest**

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

**3 Minutes of the Previous Meeting Held on 9 November 2021 (Pages 1 - 6)**

The Committee is asked to approve the minutes of the LLDC People, Organisation and Culture Committee meeting held on 9 November 2021.

**4 Matters Arising and Action List (Pages 7 - 8)**

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

**5 People Strategy Update (Pages 9 - 14)**

The Committee is asked to note the People Strategy Update.

**6 Inclusion and Diversity Strategy (Pages 15 - 42)**

The Committee is asked to note the update on Inclusion and Diversity.

**7 Pay Awards for 2022/23 (Pages 43 - 44)**

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

**8 Chief Executive's Performance Against 2021/22 Objectives (Pages 45 - 46)**

The Committee is asked to note the update on the Chief Executive's performance against the objectives for 2021/22.

**9 Chief Executive's Objectives for 2022/23 (Pages 47 - 48)**

The Committee is asked to note the update on the Chief Executive's objectives for 2022/23.

**10 Date of Next Meeting**

The next meeting of the People, Organisation and Culture Committee is due to be held on 5 July 2022 at 2pm.

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

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

## **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 paragraphs 1&3 of Schedule 12A of the Local Government Act 1972 (as amended), in that the following items of business contain information relating to the financial or business affairs of an individual, organisation or the London Legacy Development Corporation (LLDC).*

## **13 Matters Arising and Action List - Exempt Information Relating to the Item on Part 1** (Pages 49 - 50)

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

## **14 People Strategy Update - Exempt Information Relating to the Item on Part 1** (Pages 51 - 52)

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

## **15 Inclusion and Diversity Strategy - Exempt Information Relating to the Item on Part 1** (Pages 53 - 62)

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

## **16 Pay Awards for 2022/23 - Exempt Information Relating to the Item on Part 1** (Pages 63 - 64)

The Committee is asked to agree the recommendations in the report.

## **17 Chief Executive's Performance Against 2021/22 Objectives - Exempt Information Relating to the Item on Part 1** (Pages 65 - 72)

The Committee is asked to agree the recommendations in the report.

## **18 Chief Executive's Objectives for 2022/23 - Exempt Information Relating to the Item on Part 1** (Pages 73 - 76)

The Committee is asked to agree the Chief Executive's objectives for 2022/23.

## **19 Any Other Business Containing Exempt Information Containing Exempt Information**

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

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## MINUTES

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

**Date:** Tuesday 9 November 2021

**Time:** 2.00 pm

**Venue:** LLDC, 1 Stratford Place, Montifchet Road, London E20 1EJ and via MS Teams

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

**In Attendance:** Lyn Garner, Chief Executive  
Sarah Perry, Director of Human Resources  
Rachel Massey, LLDC Board Secretary  
Debbie Wooldridge, Senior Human Resources Manager (online)  
Layla Conway, Head of Education, Careers and Youth Engagement  
Sue Riley GLA Secretariat

#### **1 Apologies for Absence**

- 1.1 There were no apologies for absence. The Chair welcomed Debbie Wooldridge and Layla Conway to the meeting. Layla Conway was attending in her capacity as Chair of the Employee Forum.

#### **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 There were no additional declarations of interest.

#### **3 Minutes of the Previous Meeting Held on 13 July 2021**

- 3.1 It was agreed that the minutes of the meeting of the People, Organisation and Culture Committee Advisory Panel held on 13 July 2021 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 an update on the refreshed People Strategy, and updates on recovery and reoccupation of LLDC offices, including hybrid working practices, work underway relating to Transformation, Culture and Transition programmes, an overview of the 2021 colleague engagement survey, and further updates on progress with LLDC Board recruitment and the performance management review and policy review.

5.2 The Committee welcomed the People Strategy but requested greater clarity on how the vision, objectives and strategic pillars were connected and integrated. A clear differentiation between outputs and outcomes was also discussed, with the acknowledgement that the People Strategy is referring to outputs. The People Strategy was approved, and it was agreed that the Strategy would be simplified to ensure understanding and clarity by external parties.

**[Action: Director of Human Resources]**

5.3 A more detailed update on Workforce Transition arrangements would be provided to the next meeting and plans and timelines would be shared internally as soon as practicable.

5.4 The Chair stressed that the Transition process was a continuous one.

5.5 It was agreed that Transition should be a regular agenda item.

**[Secretariat/Director of Human Resources]**

5.6 The return to the office post Covid-19 was going smoothly and the internal guidelines around time in the office/on the Park would be reviewed this year, with a view to encouraging more people back prior to the office move. Any changes would be aligned with current Covid-19 guidelines. Visits to the new site at Endeavour Square were being arranged. The ratio of desks would be 5:10, plus collaboration space and breakout areas.

**5.7 The Committee note the report and approved the organisation's refreshed People Strategy at Appendix 1 to the report, subject to the amendments discussed at 5.2.**

## **6 Inclusion and Diversity Strategy**

6.1 The Director of Human Resources presented an update on the Inclusion and Diversity strategy and action plan, Key Performance Indicators and milestones and a detailed update on diverse recruitment.

6.2 Many of the actions set out in the diverse recruitment action plan were already being implemented, such as the use of diverse recruitment panels and simultaneous internal/external advertising of vacancies. Substantial progress had also been made on appointing an external 'critical friend' to advise on ethnically

diverse recruitment specifically.

- 6.3 Good practice around diverse recruitment was shared amongst the GLA family and the LLDC had also benefitted from sharing ideas with the London Borough of Newham and other external partners.
- 6.4 The Employee Forum was looking at reward and recognition, to address the role of recognition awards and a perception that this may be used in place of promotion or career progression. The development of leadership and coaching skills amongst managers was key to ensuring better communication with individual staff on personal and professional development.
- 6.5 There had been a number of campaigns as part of the Inclusive Culture theme including a series of events for Black History Month organised by the BAME Lean In Group.
- 6.6 Opportunities resulting from Transition, stretch assignments and secondments were all options which could be used to help develop people.
- 6.7 The Chair welcomed the work on inclusion and diversity which went beyond the requirements of the Mayor's Inclusion and Diversion Standard.

**6.8 The Committee noted the report.**

**7 Consultant/Interim/Temporary Worker Engagements Update**

- 7.1 The Director of Human Resources introduced the annual update on consultants/Interim/Temporary worker engagements.

**7.2 The Committee noted the report.**

**8 Chief Executive's Performance Against 2021/22 Objectives**

- 8.1 The Chair presented the update on the Chief Executive Officer's Quarter 2 performance against 2021/22 objectives.

**8.2 The Committee 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 Committee noted that the next meeting was due to be held on Tuesday, 1 March 2022 at 2pm.

**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&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 13 July 2021 containing exempt information**

- 12.1 It was agreed that the minutes of the Committee held on 13 July 2021 containing exempt information be signed by the Chair as a correct record.**

**13 Matters Arising and Action List containing exempt information**

- 13.1 The Chief Executive Officer had received a redacted version of this item.**

- 13.2 The Committee 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 appendices on the Gender and ethnicity pay gaps 2020 and the people data dashboard containing exempt information.**

- 14.2 Pay Gap Reporting would be taken to the committee as part of the next reporting cycle.**

- 14.3 The Committee noted the report.**

**15 Consultant/Interim/Temporary Worker Engagements Update - exempt information relating to item on Part 1**

- 15.1 The Director of Human Resources introduced the annual update on Consultants/Interim/Temporary worker engagements, containing exempt information.**

- 15.2 The reduction in the use of interim staff was welcomed and it was acknowledged that the current status was not unusual for these roles.**

- 15.3 The Committee noted the appendix.**



**16 Chief Executive's Performance Against 2021/22 Objectives - exempt information relating to item on Part 1**

16.1 The Chair presented the update on the Chief Executive Officer's Quarter 2 performance against 2021/22 objectives, containing exempt information.

16.2 The Committee did not feel that any of the objectives needed reviewing in light of the pandemic.

**16.3 The Committee noted the appendix.**

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Chair

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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](mailto:rachelmassey@londonlegacy.co.uk)

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## People, Organisation and Culture Committee Actions List (reported to the meeting on 1 March 2022)

### Actions from the last meeting (9 November 2021)

Minute No.	Item/Description	Action By	Target Date	Status/note
5.2	<b>People Strategy Update</b> Simplify the People Strategy to ensure understanding and clarity by external parties with greater clarity on how the vision, objectives and strategic pillars were connected and integrated and around outputs and outcomes (with the acknowledgement that the People Strategy is referring to outputs)	Sarah Perry	December 2021	Complete
5.5	<b>People Strategy Update</b> Include a regular agenda item on Transition.	Sarah Perry/ Rachel Massey	Ongoing	A regular update on Transition will be provided in the People Strategy paper.

### Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
4.2 (26 June 2018)	<b>Matters arising</b> Schedule park visits for Board members	Rachel Massey	2022	On hold due to Covid-19 - will be scheduled for spring/summer 2022.

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**Subject:** People Strategy Update  
**Meeting date:** 1 March 2022  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Sarah Perry, Director of People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides updates on some team changes; our continued focus on Recover; reoccupation of our offices and hybrid working practices in light of recent changes to Government guidelines; an overview on our continued work on upcoming relocation to new offices in April 2022; an update on work underway relating to our 2021 colleague engagement survey; updates on recent work completed relating to our Transition programme and our progress with our internal Leadership Development Programmes. Finally, the report provides an update on our Performance Management project that was originally reported to the Committee in November 2021.
- 1.2. One appendix is included on Part 2 of the agenda, which contain exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

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

## **3. PEOPLE AND ORGANISATIONAL DEVELOPMENT**

- 3.1. The HR team structure was reviewed in 2021, following the refresh of the LLDC People Strategy. It was recognised that both the LLDC and the nature of the HR function, both internally and externally, is quickly evolving and facing substantial change, and that to effectively support our ambitions and objectives, the LLDC HR team needed to change too.
- 3.2. After reviewing external comparators and having considered the evolving nature of the work and functions of the existing team, the decision was taken to rebrand the team to People and Organisational Development.
- 3.3. The outputs of this work also identified that to achieve our objectives and to support the organisation in to the future, increased capacity was needed within the team, while also consolidating existing talent. As a result, four new roles were included in the structure, which were based on a workforce planning exercise against the People Strategy and organisational plans and objectives. Individuals within the team were also confirmed in role (from fixed term contracts).

#### **4. RECOVERY, OFFICE REOCCUPATION AND HYBRID WORKING**

- 4.1. The emergence of the Omicron variant of Covid-19 at the end of 2021 saw the introduction by the UK government of 'plan B' measures, which included advice to work from home, where feasible. We followed this guidance, and colleagues were encouraged to work from home where they could, although arrangements were put in place for those who had mitigating personal or professional circumstances. We have maintained a proactive approach to Covid19 preventative measures, with enhanced cleaning still in place at 1SP and Park HQ.
- 4.2. The subsequent relaxation of Covid19 restrictions and the removal of 'plan B' measures has meant that we have reintroduced our expectations with colleagues regarding attendance in the office.
- 4.3. We have set the expectation that all colleagues should attend the office for at least 40 per cent of their contracted hours, effective from 31 January 2022 onwards. This replaces the previous expectation of three to four days per month. We have explained our reasoning behind this change, which is based on our desire to increase our connection to the Park, our local area, our community and of course, each other. We have reiterated that collaboration time is essential for relationship and team building and learning and development and carries with it an important social element of work.
- 4.4. To ensure colleagues are fully informed, we have refreshed our Return to the Office Guidelines and FAQs, and amended the LLDC Guiding Principles around Hybrid Working, which were previously shared with colleagues. We have also requested that all colleagues complete a form that logs their attendance in the office, so that we can monitor progress and ensure we are taking appropriate measures to keep colleagues safe.
- 4.5. Colleagues are still asked not to attend the office if they display any symptoms of Covid-19, or indeed if they are not well enough to attend the office for other reasons. We are continuing to monitor Covid-19 cases closely, which includes tracking attendance in the office so we can take appropriate actions to mitigate any risk and keep our people safe.
- 4.6. The approach we have taken is also intended to test our capacity for hybrid working, and particularly to understand any challenges that we may need to address before our planned office move to 5 Endeavour Square in April 2022. More broadly, this will also enable us to address any teething issues with the hybrid model and make adjustments to ensure all colleagues have clarity and are able to realise the many benefits of a hybrid working model.
- 4.7. Generally colleagues are positive about making a return to the office, and recognise the benefits of doing so. The short period between September and November last year saw an increasing number of colleagues attending the office, and this has reduced anxiety levels for many, with colleagues expressing positive feedback about the measures we have taken to ensure a smooth return. However, there were some colleagues who were not able to attend the office during this time, or who have since been significantly affected by Covid-19 infections and the Omicron variant. We have requested that line managers continue to work closely with their teams to address any continuing anxieties or personal challenges about returning to the office, and that support is offered wherever appropriate. We also maintain several different methods of communication for colleagues to report on their experience of returning to the office, including feedback via People and Organisational Development Partners, Employee Forum, our Mental Health First Aid Group and other internal fora.
- 4.8. We recognise that this is likely to be a continually evolving process over the coming months, and as a result we are committed to reviewing progress for reoccupation and ways of working in the coming months through to our office relocation and beyond. In the meantime, we are continuing to review Health and Safety precautions monthly.

## **5. LOCATION STRATEGY UPDATE**

- 5.1. Work continues to progress on the upcoming move to 5 Endeavour Square. LLDC will be taking half a floorplate, on the 9<sup>th</sup> floor of the building, looking out over the Park. The move is scheduled for the weekend of 23/24 April 2022. The Relocation Working Group meets on a regular basis and the Location Strategy Steering Group meet weekly. Working group meetings have been set up with TfL as well to ensure all aspects of the move are being considered and actions taken.
- 5.2. Floorplans have been agreed for the space. There will be 90 hot desks, with teams being split into 'neighbourhoods' comprising of desks and semi formal workspaces called 'touch down tables'. There will be three breakout spaces with soft seating and tables to enable collaboration with colleagues.
- 5.3. The Executive Management Team (EMT), Management Forum, Employee Forum and the Relocation Working Group have all had the opportunity to visit the space and feed into some of the planning. The next step will be to appoint move champions from each team who will work with the Workplace Experience Manager to ensure that LLDC are move ready.
- 5.4. The IT team continue to work with TfL on the IT portion of the move.
- 5.5. Work on exiting 1 Stratford Place is underway. We have received a dilapidations schedule from the property owner and our building surveyor has conducted their own survey in order to respond.
- 5.6. LLDC has launched an internal campaign to review paper records in the office at 1 Stratford Place in order to dispose of, retain or archive these according to the Retention and Disposal policy and schedule. Information sessions on this were held in early February and the deadline set for the clearing up activity is mid-March 2022.
- 5.7. As part of our plans to engage all colleagues with the move, along with regular communications, all colleagues will be offered the opportunity to attend an on site induction at 5 Endeavour Square before the move takes place.

## **6. COLLEAGUE ENGAGEMENT SURVEY 2021**

- 6.1. On 1 December 2021, we launched our annual colleague engagement survey. The survey invited responses from all colleagues, including interim workers.
- 6.2. The survey was extensively socialised across our internal fora, and all questions were socialised in particular with the Employee Forum, with several changes made as a result. This collaborative approach was taken to ensure that the survey asked questions that actively promoted inclusion and diversity, while ensuring that all employees were able to effectively voice their views. Employee Forum feedback has been particularly valuable in understanding key learnings from previous surveys, especially around timelines and regular communication whilst the survey was live, along with ensuring that we asked meaningful and straightforward questions that allowed us to secure a robust and conspicuous data set. The Employee Forum also agreed to act as internal champions for the survey and worked to encourage colleagues to complete the survey.
- 6.3. The survey closed on 14 January 2022, with a response rate of 84 per cent overall. Regular updates on response rates were provided to EMT and Employee Forum, and regular reminders were provided to colleagues across our internal communication channels, included our Making it Happen newsletter, all colleague emails and bi-weekly webcasts.
- 6.4. High level results were provided to the People Team by the external survey provider in early February, and the results will then be shared with EMT. The full results will also be cascaded to all colleagues and across all internal fora, including Employee Forum, the Inclusion and Diversity Steering Committee, Management Forum, the BAME Lean in Group and the LGBTQ+ group. Directorates and line managers will be

asked to ensure the results are also cascaded, to ensure that all colleagues have access to the results. Further detail on the survey results will be provided at the next committee meeting.

- 6.5. Planning for next steps and proposed timelines have been discussed and agreed with the Employee Forum, who will support the People Team in understanding the responses from the survey and developing suitable action plans. These will be shared more broadly once developed, and the intention will be to work closely with the new Internal Engagement Manager to regularly communicate progress against the plans. Consolidated feedback is expected from Employee Forum on the results of the survey in the planned March meeting after members have had the opportunity to review and discuss the results between themselves and with their fellow colleagues.

## **7. TRANSITION WORKFORCE PLANNING**

- 7.1. As part of the programme of work related to Transition, the process of strategic workforce planning has continued. This work will be completed in line with the principles we have established for Transition, which focus on creating a positive experience for all, by adopting a transparent and proactive approach, making early people related decisions, communicating as openly as possible, and keeping uncertainty to a minimum. A further update is provided in Appendix 1 (exempt information).

## **8. LEADERSHIP DEVELOPMENT PROGRAMMES**

- 8.1. Following the onboarding of a new interim Learning and Development Manager in September 2021 and combined with feedback received from delegates, we have committed to reviewing our internal leadership development programmes and refocussing the programmes to ensure maximum value for delegates.
- 8.2. Our Leadership in Full Focus Programme for Bands 4-6 (LiFF) was initially reviewed with delegates of the programme, and the initial pillars that were set out at the start of the programme were considered for both interest and efficacy. The pilot programmes will continue to be adapted in line with participant feedback. Since the review began a body of work has been developed and rolled out, including:
  - 8.2.1. A learning session with our Finance Director focussing on budget management;
  - 8.2.2. A Strengthscope assessment, which also provides 360 feedback, has been completed in partnership with an external specialist. The Strengthscope assessment has included gathering feedback from internal stakeholders and has resulted in individually tailored reports for the delegates of the programme. Coaching sessions with the external specialist have also followed this work;
  - 8.2.3. Several learning sessions provided by external partners have taken place, including Personal Branding and Gravitas and Levitas;
  - 8.2.4. All delegates have been assigned an EMT champion, and work is ongoing to support both EMT and delegates in maximising the value of these relationships. Delegates have already begun to shadow their EMT champions in both internal and external business meetings;
  - 8.2.5. All of the above learning interventions have been well received by delegates of the programme.
  - 8.2.6. Activities planned over the coming months include a course that focuses on presentation skills and influence, focus on increasing engagement with line managers of the programme participants, direct face to face sessions with the CEO for each individual participant and further preparatory and development work alongside allocated EMT champions. The pillar dedicated to those



participants from a Black, Asian and Minority Ethnic background will also be actioned, alongside an external coach.

- 8.3. Our Career in Full Focus Programme for Bands 1-3 (CiFF) was also subsequently reviewed following the review completed of the LiFF programme. Once again, the initial pillars set out at the start of the programme were considered with the programme delegates and reviewed for both interest and efficacy. The refocus work is still underway for this programme, however some of the work already completed includes:
  - 8.3.1. A Strengthscope assessment, which also provides 360 feedback, has been completed in partnership with an external specialist. This followed the same format as the LiFF programme Strengthscope assessment, as noted above;
  - 8.3.2. Networking opportunities have been shared and utilised by programme delegates, to maximise exposure and experiential learning opportunities; and
  - 8.3.3. All interventions have been well received by the delegates, and they have also responded positively to a collaborative review of the programme.
- 8.4. Both programmes will be trialling a mentoring scheme from February onwards, whereby delegates from the LiFF programme will become mentors for delegates of the CiFF programme. The intention of this element of the programme is to provide a mutual experiential learning opportunity and encourage sponsorship wherever possible.
- 8.5. The participants of the programmes have been given the opportunity to be involved with strategic projects to consolidate their learning. Three individuals have been involved in a project titled "Safety of Women and Girls", which is addressing the issue across the Queen Elizabeth Olympic Park alongside key stakeholders. One of the participants was also appointed as the Project Lead for this work. Feedback from the participants on their involvement in this project has been positive and similar opportunities are explored as they arise.
- 8.6. The above interventions are complemented by the trial of Individual Career Development Plans (ICDP's) with both groups. This forms the basis of a broader roll out of ICDP's for all colleagues across the organisation, which is planned to occur across March and April 2022, in line with the next Performance Management cycle.

## **9. PERFORMANCE MANAGEMENT REVIEW**

- 9.1. At the last Committee meeting, we reported the intention to complete a holistic review of our approach to performance management. We recognised that as Transition approaches, the organisation needs to ensure that our performance management approach supports and enables our activities around Transition, including workforce planning, workforce and organisational design and development, and individual or personal development. This is also recognised as a priority in light of our changing working practices, changes in the industry and the wider macro environment, and the desire to make our performance management fit for purpose for all colleagues at LLDC and drive a high performing culture. We also recognised the benefits of a refreshed approach to performance management in a hybrid working environment, the need to create individual ownership of performance amongst colleagues, and to ensure that our performance management approach places inclusion and diversity at its heart.
- 9.2. We began the process of consulting with our various internal fora regarding our current approaches to performance management and overlaid this with the results from the last colleague engagement survey and other unstructured, informal colleague feedback. However, as the new survey results were expected imminently, we took the decision to delay further action on the project until the results of the survey were available. The intention is to ensure that the project incorporates the views of colleagues expressed through the survey and any subsequent qualitative

data we gather from that work, and that a new structure is designed with those views in mind to ensure that it is as effective and well received as possible.

- 1.3. This work aligns to the refreshed People Strategy and our broader Learning and Development Strategy and will be an ongoing project throughout this year, so that we can bring colleagues along with the project and subsequent changes and manage the behavioural and cultural change required to ensure success.

## **10. FINANCIAL CONSIDERATIONS**

- 10.1. There are no financial implications arising from this report.

## **11. LEGAL IMPLICATIONS**

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

## **12. EQUALITIES IMPACT ASSESSMENT**

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

## **13. APPENDICES**

- 13.1. Appendix 1: Transition workforce planning update (exempt information)

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

Sarah Perry, Debbie Wooldridge

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**Subject:** Inclusion and Diversity Strategy  
**Date:** 1 March 2022  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Sarah Perry, Director of People and Organisational Development

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**This report will be considered in Public**

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## **1. SUMMARY**

- 1.1. This report provides an update on progress made against LLDC's Inclusion and Diversity Strategy.
- 1.2. An Appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1. At the most recent Committee meeting in November 2021, the Committee noted an update on the Strategy, including the Inclusion Campaign, an update on the work to define and agree workforce representation comparators, an update on the work being completed on diverse recruitment practice and our intention to procure a critical friend to support this work.
- 3.2. The Inclusion and Diversity Strategy has five strategic themes, of which four strategic themes are covered in the Action Plan (inclusive culture; recruitment; supporting talent from within; and leadership).
- 3.3. The fifth strategic theme is more externally focused through our work in the local community and is led by the Regeneration and Communities Partnerships directorate and overseen by the Regeneration and Communities Committee.
- 3.4. Our work continues to be informed by external challenge and best practice, including through the Mayor's Diversity Standard, work with Inclusive Employers and external networks.
- 3.5. Our People Data helps to inform our Inclusion and Diversity (I&D) strategy and measure our performance and is provided to the Committee regularly.
- 3.6. In the last period, we have had a particular focus on defining and launching workforce representation targets and defining a further action plan centred around retention, engagement and culture that will further enable our achievement of set targets, along with diverse recruitment and the appointment of a critical friend to support this work.

#### 4. WORKFORCE REPRESENTATION TARGETS

- 4.1. At the Committee in November it was noted that work had commenced on defining and agreeing **workforce representation targets**. This included commissioning a data specialist to review our data and provide options for targets that would allow us to increase diverse representation across the organisation, and in particular would allow us to move closer to the diversity of agreed comparators, which for these purposes was the working age population of the host boroughs.
- 4.2. The focus for this work was on three main areas: **Ethnicity, Gender and Disability**. Whilst we acknowledged that diversity is much wider ranging than these three characteristics alone, the need to create focus for target setting means that we have chosen to narrow our approach to these three areas, at least initially.
- 4.3. In December, the Inclusion & Diversity Steering Committee (SteerCo) was presented with several options for target setting across the three separate areas identified. These targets ranged from modest through to ambitious. The data outputs did show, however, that despite best efforts it would be impossible for us to achieve the equivalent workforce representation as the host boroughs for ethnicity and disability by 2025, but that by being ambitious we could go some way to 'closing the gap'.
- 4.4. The data showed that joiners come in to LLDCs seniority groups at very different rates, and there have been no joiners in bands 8+ since 2019. There are also very few promotions between groupings. As a result, the recommendation made to SteerCo was that targets were set at an organisational level, rather than by Bands or Directorates.
- 4.5. The Committee agreed that the right thing to do was to be ambitious in setting targets, to both reflect our own values and to ensure a dedicated focus and commitment to making improvements to the diversity of our organisation. The Committee also agreed that the targets set would focus on Ethnicity and Disability, which were identified as areas where we are substantially behind our comparators. Gender representation across LLDC is higher than that of our comparators, so the committee agreed that, whilst important to keep in mind, Gender representation would not be a core focus for our workforce representation targets.
- 4.6. By mid- 2024 our target is to achieve a joiner rate of 55 per cent Black Asian and Minority Ethnic colleagues and 15 per cent of colleagues with a declared disability. We have also chosen to set targets on leavers to maximise our ability to achieve greater diverse representation across the organisation. In the same period, we have therefore set a target for leavers of no more than 24 per cent Black Asian and Minority Ethnic colleagues and no more than 8 per cent of colleagues with a declared disability.
- 4.7. Following agreement to the targets, a briefing was provided to Management Forum (see Appendix 1), Employee Forum and subsequently all colleagues. Management Forum were tasked with ensuring the cascade of the newly agreed targets and ensuring open discussion among teams to ensure the targets are well known and understood. The new targets were also covered in a webcast to promote our commitments.
- 4.8. Line Managers have been tasked with building in these targets to objectives for both themselves and their teams, to ensure a sense of shared ownership. All EMT and senior leaders will also be expected to have objectives that incorporate or focus on achievement of the targets set.
- 4.9. Progress against these targets will be regularly monitored, with I&D Steering Committee retaining oversight and progress updates provided to the Committee, in line with the People Data Management Information reporting schedule.

## 5. DIVERSE RECRUITMENT

- 5.1. At the last Committee meeting, we reported our specific focus on identifying challenges and opportunities to improve **our diverse recruitment practices**. This has been driven by several factors, including prioritising ethnic diversity to increase the representation of traditionally under-represented groups within senior roles, to drive the strategic objective of balancing our workforce representation and ultimately to meet our objective of better reflecting and meeting the needs of the communities that we serve.
- 5.2. A **Diverse Recruitment Action Plan** (DRAP) was created to ensure focus on this work. Since the last Committee meeting in November 2021, significant work has been undertaken to review and refresh our processes and recruitment methods. In December, a reference guide and mini toolkit was produced and shared with all potential Hiring Managers to support them with maximising diversity in recruitment through good practice. Some significant work has also been focussed on diversifying our routes to market and broadening our advertising methods, along with improving the language and content of our job packs and role profiles to ensure that our values and objectives for Inclusion and Diversity are promoted throughout our recruitment materials. Work against the action plan is ongoing, and progress will continue to be monitored through the Inclusion and Diversity Steering Committee.
- 5.3. In November's meeting we reported our intention to procure an effective '**critical friend**'. Although the original brief was to establish a partner that could help us to review our Inclusion and Diversity strategies and interventions holistically, the brief was further refined as a result of the focus on diverse recruitment. In December, we provided the brief to several suppliers (see Appendix 2), who were identified in collaboration with the Regeneration and Community Partnership teams to ensure we were providing the opportunity to local, diverse suppliers wherever possible. We received three bids from suppliers, and a diverse panel reviewed the bids independently, before a further calibration session took place. A final shortlist of two suppliers were subsequently invited to attend an interview with the Chief Executive Officer, the Director for People and Organisational Design and two other senior colleagues from the I&D SteerCo. The interview panel was ethnically diverse. Following those interviews, BAME Recruitment Limited was identified as the right partner for LLDC for this work. We are currently in the process of working through our internal processes to establish the relationship, and work is underway with the supplier to finalise the project plan.

## 6. KEY HIGHLIGHTS

- 6.1. The flagship **Inclusion Campaign** continues, with the imminent launch of the next campaign focusing on Inclusive Language and LLDC Practices. The aim of the new campaign theme is to create more inclusive language utilisation and ensure practices are inclusive throughout the organisation, which in turn allows all colleagues, no matter their situation, circumstance of background, to feel included and valued. The overall strategic aim of the Inclusion Campaign is to ensure that difference is valued at LLDC, and we have an inclusive culture that allows everyone to be themselves and get the best work/life balance. This is measured informally through consultation at Management Forum, Employee Forum, the BAME Lean-In group and LGBTQ+ group.
- 6.2. To support our work with workforce representation targets, a **Retention, Engagement and Culture Action Plan** (RECAP) is currently being developed to ensure that we can maximise retention of our talent, and particularly those from under-represented groups. The plan has been socialised initially with the Inclusion and Diversity Steering Committee and further work will be completed to develop the plan before it is shared across our internal fora.

- 6.3. We reported at the last Committee that **Gender and Ethnicity reports** for 2020 were finally allowed to be published, with all GLA connected bodies publishing their 2020 results on 24 September 2021. We have since reviewed the outputs of our reports for 2021 and a detailed update was shared with our Inclusion & Diversity Steering Committee in February 2022. This is provided at Appendix 3 (contains exempt information).
- 6.3.1. The report will be further shared with Management Forum, and then cascaded to all colleagues thereafter.
- 6.3.2. There has already been substantial focus internally on socialising and encouraging discussion with colleagues, including potential ways to address our Gender and Ethnicity Pay gaps. This has resulted in several actions being taken in response, including most notably the increase of diverse representation within the Executive Management Team, the establishment of clear workforce representation targets and action setting to create focus on delivering greater ethnic diversity at the point of recruitment, particularly in senior roles.
- 6.3.3. The outputs of our 2021 pay gap reports have been shared with the Mayor's office for review, prior to being published.
- 6.3.4. The first year of Disability Pay Gap reporting has been challenging, with some of the GLA bodies challenging the efficacy of the results, given that the declaration of individual disability is not necessarily a reliable data set. At LLDC we have very low proportion of colleagues who have declared a disability, which further skews the results. Although we therefore do not intend to share the results of Disability Pay Gap Reports internally at present, work is underway to address the reporting of declared disabilities amongst colleagues, and we will consider the results in line with our focus on the representation targets that have been set for declared disabilities.
- 6.4. Priorities in the next period also include:
- 6.4.1. Continued focus on the programme of work **on Diverse Recruitment Practice**, managed by our Recruitment Manager, led by the Head of People & Organisational Development and other internal stakeholders, including the I&D Recruitment working group.
- 6.4.2. Embedding our appointed **critical friend**, and commencing the work on the agreed action plan, as noted above.
- 6.4.3. Socialising our **Gender, Ethnicity and Disability Pay Gap Reporting for 2021** and adjusted **action plans** with all colleagues and encouraging input and feedback on how we might improve.
- 6.4.4. Continuous review of progress against our **workforce representation targets**, and the inclusion of these ambitions in **personal objectives** as part of the upcoming performance review period.
- 6.4.5. Further development and socialisation of our **Retention, Engagement and Culture Action Plan** will be undertaken, with the intention of sharing with colleagues and establishing appropriate stakeholders to support the delivery of the actions identified by the plan. One of the first actions to deliver from the plan will be to introduce the agreed approach to **internal secondments** across the organisation, as part of a suite of opportunities to ensure we are continuing to support our talent from within.
- 6.4.6. Continued focus will be given to **refreshing our careers website**, alongside our external partners, Vacancy Filler. The refresh will include a review of imagery and content on the careers website and ensuring that the website reflects our commitments to Inclusion and Diversity at LLDC.
- 6.4.7. Further exploration of our **external brand** will continue, following an initial discussion at the I&D SteerCo. Focus will be given to how we can improve our

brand to present ourselves in a more diverse way and showcase our commitment to inclusion.

- 6.4.8. Development work will focus on creating an **internal mentoring scheme**, which will be particularly tailored to colleagues from a Black, Asian or Minority Ethnic background. An update on the progress of this work will be provided at the next committee meeting.

## 7. KEY PERFORMANCE INDICATORS AND MILESTONES

- 7.1. The Committee previously agreed how the Committee and Board would receive regular updates on progress on I&D through regular reports and updates on the Corporate Dashboard which goes to each Board. At the last Committee, it was agreed that our milestones would be reviewed and updated, following the recent progress against our strategy. The KPIs and milestones have therefore been adapted and are set out below, with references to other sections of the agenda for this meeting.

Milestone	Progress
Inclusive Culture Campaign  Due for completion Q2 2021/22	Engagement campaign commenced in September 2020 and has continued with the launch of the fourth theme of Inclusive Language and LLDC Practice, due to be launched in the next period (see above). The individual campaigns have deliberately lasted longer than originally planned and it is anticipated that the overall campaign will continue to the end of 2022.
Leadership in Full Focus and Careers in Full Focus programmes  Due for completion Q3 2022	Programmes have been launched and are ongoing. There will be an interim review of both programmes to ensure expectations of delegates are being met and value is being added through the programme activity.
Mayor's D&I Standard – Exemplary Status  Due for completion May 2022	We have completed a refreshed self assessment and identified the five remaining indicators where we need to improve. We are on track, through our ongoing work on Inclusion and Diversity, to achieve exemplary status by May 2022, as committed.
Diverse Recruitment Review  Due for completion Q1 2022	We have established a Diverse Recruitment Action Plan (DRAP), which is being monitored at the I&D Steering Committee. Several actions have already completed, and the DRAP is updated regularly. The appointment of our critical friend will further inform this work.
Workforce Representation Targets  Due for completion Q4 2021	Workforce Representation Targets have been defined and agreed, and have been extensively socialised internally. Targets are planned to be incorporated

	in to colleague objectives as part of the next performance review period.
Key Performance Indicators	Status
Maintaining broadly equal distribution of male and female colleagues across all bands	The gender split remains largely stable - currently 60% of the workforce are women.
Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands	Representation has remained largely static year on year, increasing from 25% to 26% over the last quarter. The Leadership Programmes and the plans to address the issue of diversity at senior levels, set out across previous papers, are measures we are taking to improve performance in this area.
Year-on-year improvements on the gender and ethnicity pay gaps	Gender pay gap has increased in 2021 (19.5% median; 14.3% mean) Ethnicity pay gap slightly reduced for mean, and slightly increased for median (31.9% median; 33.8% mean). Pay gap analysis, including disability data will be conducted annually, and reported in line with the agreed reporting schedule. We have a specific action plan for Gender and Ethnicity Pay Gaps, informed by our broader Inclusion and Diversity agenda. Further detail can be found in Appendix 3 (exempt information)

## 8. FINANCIAL CONSIDERATIONS

8.1. There are no financial implications arising from this report.

## 9. LEGAL IMPLICATIONS

9.1. There are no legal implications arising from this report.

## 10. EQUALITIES IMPACT ASSESSMENT

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

## 11. APPENDICES

Appendix 1: Workforce Representation Targets Presentation

Appendix 2: Critical Friend Project Brief

Appendix 3: Gender and Ethnicity Pay Gaps Presentation (contains exempt information)

### List of Background Papers

Inclusion and Diversity Strategy



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Appendix 1

# DIVERSITY TARGETS AT LLDC

## Management Forum Brief

December 2021

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# CONTEXT

As part of our ongoing commitment to Inclusion and Diversity, we set ourselves the challenge of reviewing our data and considering how we might assign targets to ensure we are proactively working to increase diverse representation across the organisation. We agreed to use the working age population of the host boroughs as our comparators.

The focus for this work was on three main areas: **Ethnicity, Gender and Disability**. Whilst we acknowledge that diversity is much wider ranging than these three characteristics alone, the need to create focus for target setting means that we have chosen to narrow our approach to these three areas, at least initially.

We commissioned a data specialist to work with us, and the outputs from that work showed:

- That colleagues from Black, Asian and Minority Ethnic backgrounds and those with declared disabilities are under represented across the organisation.
- That across senior and middle management roles (Band 4 plus), Black Asian and Minority Ethnic colleagues are most under represented.
- That females are over represented in the organisation, particularly in Bands 0-3.
- That whilst we have improved our join rate for both Black, Asian & Minority groups and those who have declared a disability, there have been equivalent numbers of leavers from these groups, meaning there has been little “net impact”.
- That despite best efforts, it would be impossible for us to achieve the equivalent workforce representation for ethnicity and disability by 2025, but that by being ambitious we could go some way to ‘closing the gap’.

# AGREED TARGETS

- The Inclusion & Diversity Steering Committee (SteerCo) were presented with several options for target setting across the three separate areas identified. These targets ranged from modest through to ambitious.
- The data showed that joiners come in to LLDCs seniority groups at very different rates, and there have been no joiners in bands 8+ since 2019. There are also very few promotions between groupings. As a result, the recommendation made to SteerCo was that targets were set at an organisational level, rather than by Bands or Directorates.
- The Committee agreed that the right thing to do was to be ambitious in setting targets, to both reflect our own values and to ensure a dedicated focus and commitment to making improvements to the diversity of our organisation.
- Agreed targets are shown below, and are broken down by %age increase and actual headcount numbers required within each of the identified characteristics to achieve the set target:

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		2021-2022	2022-2023	2023-2024		
Runrate	LLDC Joiners	+19	+20	+20	+59	Joiners Rate +11%
	LLDC Leavers	-15	-15	-16	-46	Leavers Rate -9%
	LLDC Net	+4	+5	+4	+13	Net Rate +3%
Ethnicity (Option D)	LLDC Joiners	+10	+11	+11	+32	Joiners at 55% BAME
	LLDC Leavers	-4	-4	-4	-12	Leavers at 24% BAME
	LLDC Net	+6	+7	+7	+20	Net BAME headcount
Disability (Option C)	LLDC Joiners	+3	+3	+3	+9	Joiners at 15% Disability
	LLDC Leavers	-1	-1	-1	-3	Leavers at 8% Disability
	LLDC Net	+2	+2	+2	+6	Net Disability headcount
Gender (Option C)	LLDC Joiners	+8	+8	+8	+24	Joiners at 40% Female
	LLDC Leavers	-10	-10	-11	-31	Leavers at 68% Female
	LLDC Net	-2	-2	-3	-7	Net Female headcount

# RATIONALE

- We are absolutely committed to better reflecting the communities we serve, and we will only do that by being intentional about our approach to workforce diversity. To increase diverse representation across our organisation, we need to have a targeted approach.
  - We know we can't achieve the targets through recruitment alone, and we need to focus on retaining our talent and colleagues from traditionally under represented groups too. We also need to further develop our inclusive culture to support these objectives.
  - We must be ambitious with these targets – it reflects the ambition of our commitments to inclusion and diversity, and it supports our values as an organisation.
- Page 26 • We want to encourage better diversity across the organisation not only to better reflect our culture and ambitions, but also to ensure we're creating greater diversity of thought and voice.
- We want to lead by example and showcase the business case for creating greater diversity and inclusion in organisations, which includes increased innovation, higher levels of engagement and a sense of shared purpose.
  - Aside from that, we know it's just the right thing to do, and we want to lead with authenticity, purpose and integrity.

# YOUR ROLE

We know that we can't change things overnight, and the achievement of these targets will be a commitment for all of us over the years through until Transition. We plan to review year on year, and to produce clear reporting on our progress. We're also developing some action plans around retention and culture, to support the achievement of these targets. You'll all already have seen the Diverse Recruitment Action plan, and we are providing you all with guidance on your role in delivering against that plan too.

In the meantime, we'd ask that you:

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- Cascade the agreed targets within your teams and Directorates. We'd encourage you to explain the background and reasoning with colleagues and give them an opportunity to ask questions.
- Work with your respective teams to create a shared understanding of what inclusion and diversity means at a Directorate, team and individual level. This should include a particular focus on how individual colleagues can contribute to or enhance inclusion and diversity within their day to day roles – we want people to understand how they personally can have an impact.
- Start to consider how you might build these targets in to your own objectives, and that of your team. These are shared targets, and so we all have a responsibility to work towards achieving them.

# NEXT STEPS

- We will be communicating the agreed targets at the next webcast – this Thursday
- There will be a written communication to all colleagues that will follow the webcast
- We will engage with Employee Forum and provide a full brief and opportunity for discussion at the next EF meeting
- The I&D working group leads will be engaged to consider new, and take forward relevant actions within their specific remit
- The Internal Engagement Manager will work with the People & OD team to create a communication campaign, from January onwards
- Managers and Leaders will be encouraged to build in objectives related to the targets as part of the performance management process (currently under review)
- New reporting will be built to ensure we're able to track and monitor our progress
- To support the achievement of targets, the Diverse Recruitment action plan will continue, and an action plan for Culture & Retention will be curated and developed for roll out next year. These will be monitored through the I&D SteerCo.



# APPENDICES

Agreed Targets in Context  
Options Considered

December 2021

# AGREED TARGETS IN CONTEXT

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# OPTIONS CONSIDERED

Ethnicity							Disability						
		Gap closing impact	Recruitment efforts (attracting applications)		Retention efforts (retaining inclusively)				Gap closing impact	Recruitment efforts (attracting applications)		Retention efforts (retaining inclusively)	
			Joiners % BAME	Vs Runrate Vs Four Boroughs	Leavers % BAME	Vs Runrate Vs current incidence				Joiners % Disability	Vs Runrate Vs Four Boroughs	Leavers % Disability	Vs Runrate Vs current incidence
26%	Runrate (unacceptable)	-8%					9%	Runrate (unacceptable)	-16%				
30%	Option A – Modest	-21%	40%	+10 points -15 points			10%	Option A – Modest	-25%	12%	+2 points -3 points		
32%	Option B – Serious	-27%	45%	+15 points -10 points			11%	Option B – Serious	-43%	15%	+5 points Match		
36%	Option C – Determined	-40%	55%	+25 points Match			12%	Option C – Ambitious	-51%	15%	+5 points Match	8%	-2 points Match
38%	Option D – Ambitious	-47%	55%	+25 points Match	24%	-7 points Match	15%	Match Four Boroughs (impossible)	-100%				
39%	Match Four Boroughs (impossible)	-100%											

## Gender

			Recruitment efforts (attracting applications)		Retention efforts (retaining inclusively)	
Gap closing impact			Joiners % Female	Vs Runrate <i>Vs Four Boroughs</i>	Leavers % Female	Vs Runrate <i>Vs current incidence</i>
66%	Runrate (unacceptable)	+48%				
61%	Option A – Modest	+6%	48%	-12 points <i>Match</i>		
58%	Option B – Serious	-20%	40%	-20 points <i>-8 points</i>		
55%	Option C – Ambitious	-41%	40%	-20 points <i>-8 points</i>	68%	+8 points <i>+8 points</i>
48%	Match Four Boroughs (impossible)	-100%				

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## Appendix 2

### **Maximising D&I Through Recruitment at LLDC: Brief to Prospective Suppliers**

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## **Maximising D&I through recruitment**

*The lived experiences of traditionally under-represented groups – particularly people from Black, Asian and Minority Ethnic backgrounds - have a real value to our business*

### **Background**

The London Legacy Development Corporation (LLDC) has made great strides as a regeneration agency in helping our employers partners at Queen Elizabeth Olympic Park to attract, recruit, nurture and promote diverse, local talent.

Through initiatives like our apprenticeship programme and London Living Wage internships for example, we have led the way in challenging traditional barriers into sectors as varied as construction in the built environment and cultural industries for traditionally under-represented groups including people from Black, Asian and Minority Ethnic (BAME) backgrounds, women, disabled people and those from lower socio-economic backgrounds. We are proud of the diversity reflected across the Park's workforce, from those building our neighbourhoods to those operating our venues.

We want to build on this success in order to ensure that our own workforce better reflects the communities we are here to serve in east London, particularly in relation to its ethnic diversity, and we are seeking an organisation or consultant with a proven track record in helping companies like ours to shift the dial in relation to the ethnic makeup of their workforce at all levels.

As an organisation, the LLDC – whilst small in headcount – carries out a uniquely varied range of functions in a politicised environment which offer staff a myriad of exciting and rewarding roles and careers. However, we recognise that we haven't done enough to challenge historically entrenched barriers that under-represented groups face to accessing jobs and progressing (for example, the LLDC has an ethnicity pay gap that is higher than any of its fellow Functional Bodies within the GLA family and is also higher than the London average) within the LLDC.

Therefore, in "shifting the dial", the LLDC is seeking to commission the development of a suite of tools, best practice ways of working and behaviours that will enable us to transform the way we recruit and develop talent.

The LLDC is keen for the ways of working, tools and good practice that are developed via this commission that seek to address imbalances in its workforce in relation to BAME staff members, the ethnicity pay gap and progressions will bring benefits in terms of the development of a robust approach that supports the wider diversity and inclusion agenda at the LLDC.

The work that has been underway in relation to our Inclusion & Diversity agenda is provided at the end of this document, for additional context.

**Given the focus of this work, we are particularly interested in hearing from BAME-owned/led organisations who will offer us insights and experience we may not have in-house.**

## The specification

In London, 40% of the working age population is of BAME background. However, within the LLDC BAME staff are under-represented as a proportion of the overall workforce.

The current position with regards to the ethnic diversity of the LLDC's workforce stands at 25% with 43 colleagues identifying as being of BAME background out of 175.

In addition, with regards to pay, the performance set out below clearly indicates that BAME colleagues are employed at lower salary ranges, indicating the LLDC not only has to address an overall under-representation of people of BAME backgrounds in its workforce, but also has a significant ethnicity pay gap too.

Salary band	BAME	White	% BAME
0	0	0	0
1	5	0	100
2	11	16	41
3	2	10	17
4	7	18	28
5	2	16	11
6	12	27	31
7	2	26	7
8	2	10	17
9	0	3	0
10	0	5	0
11	0	1	0

The LLDC has a relatively small workforce (175 as of November 2021) and low levels of turnover. Therefore, the LLDC is seeking to partner with an (or a consortium) organisation that has significant experience and a proven track record in supporting employers to successfully increase the ethnic diversity of their workforce across different business areas and pay grades (e.g. sectors such as finance, procurement, development, contract/project management and comms/marketing).

Therefore, the LLDC is seeking to commission an organisation that will:

1. Provide advice and recommendations as to whether the LLDC's planned approach and steps to maximising diversity through its recruitment are suitably robust, ambitious, innovative and realistic.
2. Review, develop and support the implementation of ways of working, documentation, tools and good practice to improve recruitment practices, particularly with regards to candidates of BAME background. This should take the form of a sustainable framework of good practice and associated documentation which will serve as a suitable solution to see us through the immediate, medium and longer term, and allow us to meet the organisational targets we are setting around diverse representation within our workforce.
3. Due to the current critical focus on inclusive and diverse recruitment, which is intended to increase both attraction and appointment of increasingly diverse candidates to our roles, provide structured, constructive and in depth support over a limited term project based period, with clear recommendations made on how LLDC can increase the understanding and

commitment to continued diverse recruitment practice and maintain a focus of continuous improvement in this space over the longer term, even after the scope of this work is complete.

4. Given the wide range of functions it carries out, the LLDC's recruitment will involve roles of widely differing experience, skills and bands and will involve not only ensuring that candidates are sought from a network of specialist organisations that is beyond the existing scope of the LLDC's own network of referral agencies, and allows for increased reach and methods of attraction for those from a diverse background, and particularly for applicants from a BAME background.
5. The LLDC is also keen to ensure that it sustainably embeds the good practice developed through this work both at a corporate level and an individual one. It is therefore imperative that – as a core part of the services – the appointed provider is able to capability-build hiring managers' awareness, approaches and recruiting practices by the provision of a series of comprehensive "tools" and good practice guides, and to develop several colleagues internally to act as champions / experts to support sustained diverse and inclusive recruitment practice over the longer term.
6. Bring qualified specialists with significant expertise in HR/diverse recruitment and, where appropriate, associated legal frameworks.

## **Deliverables**

The successful bidder will need to provide expert commentary, advice and recommendations on:

- What key attributes, values and initiatives applicants are seeking in/from an inclusive employer and any emergent themes that LLDC could proactively address to attract more diverse applicants.
- LLDC's approach to external communications, including the careers website and social media channels, and how LLDC might leverage opportunities to increase attraction for typically under-represented groups (particularly those from BAME backgrounds) and increase the diversity of applicants that engage with us / are attracted through these methods/channels.
- Consideration of how LLDC might complement any work to improve diversity in recruitment by making improvements to approaches to internal progression opportunities and routes, and equally any action LLDC may want to consider to ensure the retention of employees, and particularly employees from a BAME background.
- How the LLDC can develop our internal resource to create internal champions and expertise around diverse and inclusive recruitment practice, that will enable us to continuously improve over the medium and longer term.

The LLDC has identified specific areas that present key opportunities for it to make a difference via its recruitment processes and the successful bidder will be required to review, identify opportunities or improvements to and provide recommended actions against the following items:

- **Person specification and recruitment packs**
  - Recommendations and suggested actions to further develop a 'How to' Guide for hiring managers to assist in developing effective person specifications, which are inclusive by design, and maximise / draw out lived experience from prospective applicants.
  - Review of role profiles to:



- Identify whether these are suitably effective, diverse and inclusive, or whether improvements could be made to appeal to a more diverse audience, particularly those from BAME backgrounds.
  - Identify whether accountabilities within role profiles could be made more concise or be used more effectively to allow for better targeting by potential applicants, and to make recommendations as to how Inclusion & Diversity recommendations can be seamlessly incorporated.
  - Provide advice or recommendations on key selection criteria that can be easily identified or utilised to enable robust shortlisting, with recommendations as to how to effectively assess lived experience and remove unconscious bias in assessments of other sections (employment history, for example).
- Review of wording and presentation of advertisements and advertising materials, and whether further tailoring is required to attract a greater diversity of applicants.
- **Advertising and Sourcing: Support the LLDC maximise its reach when recruiting by acting as a broker/conduit to:**
  - Specialist organisations or institutions and/or inclusion & diversity focussed organisations that are relevant to the industries / environments within which LLDC operates and would support the LLDC in the attraction of diverse applicants.
  - Networks of referral partners for advertising and recruitment focussed initiatives.
  - Appropriate membership organisations that may assist in increasing our reach and improving attraction to typically under represented groups (particularly those from a BAME background).
- **Application and Shortlisting, which will include a review of current documentation utilised for these activities, and recommendations for improvement and development of standard template documents that set out:**
  - Guidance for applicants in terms of what a good answer/response/personal statement would include, and any recommendations on how the application process can be made more accessible and attractive to applicants from BAME backgrounds, in particular.
  - What shortlisting and interview panels should include, and best practice approaches to running recruitment through panels, including:
    - How to generate equal voice and create increase diverse shortlisting through panel recruitment processes.
    - How best to apply evidence-based shortlisting via a panel using agreed selection criteria – addressing unconscious bias amongst other things.
    - Advice or recommendations on best practice / best fit mechanisms to create and ensure transparency and fairness in applying or assessing applicants or shortlists against selection criteria. This should include any emergent or new practices that may be suitable for the LLDC to consider.
- **Interview panels and appointment**
  - Review and recommend appropriate actions for ensuring the effectiveness of diverse and representative panels, and how inclusion and diversity focussed questions can be used most effectively.
  - Recommendations on appropriate training, learning or development for prospective hiring managers and panel members. This should include recommendations on appropriate interview questions (and specifically questions related to inclusion and

- diversity)), how to assess responses effectively and the use of assessments through the recruitment process, and any best practice that might apply.
- Recommendations and advice as to how to assess and determine whether a role is appropriate for a recruiting for potential approach or not.
- Advice, guidance and recommendations as to how LLDC can avoid conformity and other related biases.
- Recommendations regarding the Gateway process as pre-appointment stage.
- **Continuous Improvement / Internal Expertise**
  - Review and recommend appropriate actions for embedding diverse and inclusive recruitment practices that will be sustainable over the longer term, including developing internal 'experts' or 'champions' who will be well placed to continue to support our aims in this space.
- **Other**
  - Bidding organisations are also asked to provide an outline of the ways of working that will be taken by their project team as part of their bid, which should include projected time commitments and an indicative timeline / project plan for consideration. Any indication of input, resources or time required from the LLDC would also be beneficial.
  - The successful bidder will be expected to attend a fortnightly project meeting group, convened by the LLDC to oversee progress in delivering the outputs and outcomes outlined in the specification.

## **Fees**

The LLDC has an indicative budget of £25,000 for this piece of work. Bidders are asked to outline clearly (and where feasible to itemise) their fees/costs to complete this scope of work.

## Evaluation criteria

The bidder is invited to set out a <b><u>demonstrable and relevant track record</u></b> of having delivered the following requirements:		
	What good looks like	Weighting
<ul style="list-style-type: none"> <li>- Provide a maximum of 3 case studies (of work carried out within the last 3 years) of no more than 500 words each of having worked with organisations to maximise D&amp;I recruitment and progression, particularly for those of BAME background.</li> </ul>	<p>Case studies should demonstrate:</p> <ul style="list-style-type: none"> <li>- Work that is relevant to the requirements of this brief</li> <li>- The steps taken to implement change, new ways of working and recruitment practices at a corporate/organisational level</li> <li>- Demonstrable evidence of the case studies achieving key diversity and inclusion objectives, especially the increased representation (and progression) of BAME members of the workforce</li> <li>- Create and support the implementation of ways of working, tools and good practice to improve recruitment practices particularly targeted at those of BAME background</li> <li>- Capacity-building amongst staff and hiring managers to improve D&amp;I awareness and recruiting practices</li> <li>- Experience of having worked with specialist organisations to maximise D&amp;I recruitment, particularly for those of BAME background</li> </ul>	8 marks (per case study)
TOTAL /24		

The bidder is invited to set out its proposed approach for delivering the following requirements:		
	What good looks like	Weighting
- An overview of the approach that will be taken to enable the LLDC to transform the way it recruits and develops talent	- Set out the high-level and tailored steps that the bidder proposes for assessing and enabling the LLDC's proposed approach to maximising diversity specifically highlighting areas of robust, innovative and ambitious activity	12
- Developing and drafting recruitment packs/related documents and person specifications to ensure they are inclusive	- Set out robust proposals and steps to support the implementation of ways of working, tools and good practice to improve recruitment practices especially with regards to candidates of BAME background.	10
- In assessing the scope of the LLDC's work and the variety of roles it recruits to, the steps the bidder proposes to take to broker engagement and relationships with specialist organisations that will support diverse recruitment	- A suitably robust approach and network of working proposed specialist organisations	5
<ul style="list-style-type: none"> <li>- The steps the bidder proposes to take to: <ul style="list-style-type: none"> <li>i. Build capability amongst hiring managers</li> <li>ii. Developing a suite of tools that will support good practice in diverse recruitment</li> <li>iii. How they will shape the application, shortlisting, interview and appointment processes to maximise inclusion</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Robust engagement process for "check and challenge" and identifying gaps and areas of specific need</li> <li>- Robust steps for building capability amongst hiring and HR and embedding the necessary steps for change in the long-term.</li> <li>- A suitably robust suite of tools that will enable hiring managers and HR to deliver good practice in diverse recruitment</li> <li>- A suitably ambitious and robust series of steps and actions to implement in the application, shortlisting, interview and appointment to maximise inclusion and diversity through recruitment and progression</li> </ul> <p>Robust steps and actionable recommendations to create internal expertise / champions for diverse and inclusive practice, which allows for continuous improvements to be made over the medium and longer term, beyond the delivery of the initial project scope.</p>	12
Project Management Team	- Bidders are invited to outline their proposed Project Management Team including highlighting:	12

	<ul style="list-style-type: none"> <li>i. their relevant lived experience (including CVs where relevant)</li> <li>ii. ensuring the team is reflective of the ambitions for maximising diversity and inclusion via this specification</li> <li>iii. Specifying the proportion of time each team member will have allocated to the project's deliverables and activities.</li> </ul>	
Total /43		

**Financial and commercial criteria: 25% of the overall score**

Assessment of the financial and commercial submission will be made on the basis of the most economically advantageous tender

In your quote for this work, please specify:

1. The total price
2. The day rates for each team member involved in delivering the requirements
3. Specify where VAT is an additional cost

**Projected Timetable**

Issue ITT	19 <sup>th</sup> November, 2021
Clarification deadline	26 <sup>th</sup> November, 2021
Date for final submission	10 <sup>th</sup> December, 2021
Evaluation period	10 <sup>th</sup> to 17 <sup>th</sup> December, 2021
Interviews (if required)	w/c 20 <sup>th</sup> December, 2021
Successful bidder notified and contract award	w/c 20 <sup>th</sup> December, 2021
Inception meeting	w/c 3 <sup>rd</sup> January, 2022
Delivery plan agreed	w/c 10 <sup>th</sup> January, 2022

## Work to date

The LLDC has a high level I&D Strategy<sup>1</sup> which has 4 internal themes, each led by Executive Management Team members that look at specific aspects of the LLDC's work, specifically:

- **Leadership** ensures that LLDC leaders champion inclusion and diversity and foster a culture of trust and opportunity.
- **Inclusive Culture** is looking at ways to ensure a more inclusive culture where difference is valued and people are able to be themselves.
- **Recruitment** is looking at our processes and approach to ensure that the profile of our workforce is diverse and balanced.
- **Supporting Talent from Within** works to ensure support our own employees to further their career and ensure that development and progression opportunities are well known and available to our people.

Additionally, the LLDC set up a corporate Diversity and Inclusion Steering Committee as a formal leadership group tasked with directing and coordinating its Inclusion and Diversity Strategy and overseeing the delivery of its associated Action Plans (above).

The LLDC's BAME Lean In Group was set up in December 2018 by BAME employees to explore some of the challenges the organisation faces recruiting, retaining and developing BAME employees. It also provides a safe space for BAME employees to talk about their experiences and provide peer support in the workplace. The Group meets regularly and is regularly consulted on policies and colleague communications. The Lean In Group produced an action plan with a number of recommendations and have since been working to integrate these into the wider LLDC Inclusion and Diversity Plan through the organisation's working groups.

The LLDC recently commissioned Inclusive Employers to carry out a good practice review of its corporate recruitment processes with a view to:

- Identifying areas of good practice
- Identify gaps/areas for improvement
- Set out a series of recommendations related to the areas for improvement

This commission seeks to work with an organisation who will assist the LLDC in implementing robust approaches, ways of working and documentation related to a number of the key recommendations made in the Inclusive Employers report. The full report will be made available to the successful bidder and the areas of targeted improvement are set out in the specification section below.

Additionally, the LLDC has also developed a series of internal/external facing D&I-focused documents and statements, along with an iterative Diverse Recruitment Action Plan that will be made available to the successful consultant upon appointment for review and information. However, at this stage, this commission will not be seeking the successful bidder to redraft any of the LLDC's corporate documents.

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<sup>1</sup> <https://lldce20.sharepoint.com/Shared%20Documents/Intranet%20documents/I%26D%20Strategy%202019.pdf?csf=1&e=SWWjHG>



**Subject:** Pay awards for 2022/23  
**Meeting date:** 1 March 2022  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Sarah Perry, Director of People and Organisational Development

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1 This paper provides an update to the Committee on the 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 asked 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

<p><b>List of Background Papers</b></p> <ul style="list-style-type: none"><li>• None</li></ul>
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**Subject:** Chief Executive Performance Against 2021/22 Objectives  
**Date:** 1 March 2022  
**Report to:** People, Organisation and Culture Committee  
**Report of/by:** Sarah Perry, Director of People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report gives an update on the Chief Executive performance against the overarching 2021/22 objectives.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

- 2.1. **The Committee is asked to note the update on the performance against the objectives for 2021/2022.**

## **3. BACKGROUND**

- 3.1. At their March 2021 meeting, the Committee agreed the 2021/22 objectives for the Chief Executive. These include the following areas:
  - 3.1.1. Development and housing delivery
  - 3.1.2. Construction and East Bank
  - 3.1.3. Stadium and venues
  - 3.1.4. Transition
  - 3.1.5. Inclusion and diversity
  - 3.1.6. Stakeholder management
  - 3.1.7. Financial
  - 3.1.8. Leadership and management
- 3.2. The progress against the objectives to date is set out in Appendix 1 (exempt information).

## **4. FINANCIAL IMPLICATIONS**

- 4.1. There are no financial considerations arising from this report.

## **5. LEGAL IMPLICATIONS**

- 5.1. The Committee's terms of reference state that "The Committee will take decisions in accordance with the Scheme of Delegations". The setting of the Chief Executive's objectives and the assessment of performance against these objectives is one of the decisions reserved to the Chair's Committee under the Scheme of Delegations.

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

- 6.1. Appendix 1 – Update on performance against Objectives 2021/22 (exempt information)

### **List of Background Papers**

- Papers for the meeting of the Chair's Committee 9 March 2021

**Report originator(s):** Rachel Massey  
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**Subject:** Chief Executive Objectives for 2022/23  
**Meeting date:** 1 March 2022  
**Report to:** People, Organisation and Culture Committee  
**Report of/by:** Sarah Perry, Director of Human Resources

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1. This report provides an update on the Chief Executive's objectives for 2022/23.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

**2. RECOMMENDATION**

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

**3. BACKGROUND**

- 3.1. The Chair and Chief Executive have discussed her 2022/23 objectives ahead of this Committee meeting. The draft objectives are included at Appendix 1 (contains exempt information) for discussion and approval at the meeting.

**4. FINANCIAL IMPLICATIONS**

- 4.1. There are no financial considerations arising from this report.

**5. LEGAL IMPLICATIONS**

- 5.1. The Committee's terms of reference state that "The Committee will take decisions in accordance with the Scheme of Delegations". The setting of the Chief Executive's objectives and the assessment of performance against these objectives is one of the decisions reserved to the Committee under the Scheme of Delegations.

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

- 6.1. Appendix 1: Draft Chief Executive Officer's objectives (exempt information)

<p><b>List of Background Papers</b> LLDC Scheme of Delegations</p>
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