

Meeting of the London Legacy Development Corporation Advisory Panel

Meeting Date: Friday 1 December 2023

Time: 10.00 am

Venue: Online Only via Microsoft Teams

The Chair and Members of the Advisory Panel of the People, Organisation and Culture Committee of the London Legacy Development Corporation are hereby notified and requested to consider the items set out below at 10am on Friday 1 December 2023.

In accordance with the LLDC's Scheme for Remote Decision Making 2021 (available at: <https://www.queenelizabetholympicpark.co.uk/-/media/lldc-remote-decision-makingscheme-appendices-a-b-1-and-2-2021-final.ashx?la=en>) the Chair will consider the items of business set out below and, following consultation with available members of the Committee Advisory Panel, will decide whether to exercise the Corporation's functions in accordance with the recommendations stated.

The press and public may follow the proceedings, except for where exempt information is being or likely to be discussed as noted on the agenda, when those items will be considered in private.

Details of how to follow the proceedings will be available on the website here: <https://www.london.gov.uk/moderngovlldc/ieListDocuments.aspx?CId=320&MId=6423&Ver=4>

A note of the proceedings and record of the Chair's decisions shall be published on the Corporation's website as soon as practicable.

Committee Members:

Lord 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 20 June 2023 (Pages 1 - 4)

The Chair, following consultation with available Members of the People, Organisation and Culture Advisory Panel is asked to approve the minutes of the LLDC People, Organisation and Culture Committee held on 20 June 2023.

4 Matters Arising and Action List (Pages 5 - 6)

The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to note the actions arising from previous meetings.

5 People Strategy Update (Pages 7 - 10)

The Chair, following consultation with available Members of the People, Organisation and Culture Advisory Panel, is asked to note the People Strategy update.

6 Diversity, Equity and Inclusion Strategy (Pages 11 - 16)

The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to note the update on Diversity, Equity and Inclusion.

7 Consultants and Interim Engagements - Annual Update (Pages 17 - 18)

The Chair, following consultation with available Members of the People, Organisation and Culture Advisory Panel, is asked to note the report and appendices.

8 Chief Executive Performance Against 2023/24 Objectives (Pages 19 - 20)

The Chair, following consultation with available Members of the People, Organisation and Culture Advisory Panel, is asked to note the update on the Chief Executive's performance against the objectives for 2023/24.

9 Date of Next Meeting

The next meeting of the Committee is due to be held on 12 March 2024 at 2pm.

10 Any other business the Chair considers urgent

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

11 Exclusion of the Press and Public

The Committee is recommended to agree to exclude the public and press from the meeting, in accordance with paragraphs 1 and 3 of Schedule 12A of the Local Government Act 1972 (as amended), in that the following items of business contain information relating to the financial or business affairs of an individual, organisation or the London Legacy Development Corporation (LLDC).

12 Minutes of the Previous Meeting Held on 20 June 2023 containing exempt information (Pages 21 - 24)

The Chair, following consultation with available Members of the People, Organisation and Culture Advisory Panel, is asked to agree the minutes of the meeting held on 20 June 2023 that contain exempt information.

13 Matters Arising and Action List containing exempt information (Pages 25 - 26)

The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to note the actions arising from previous meetings that contain exempt information.

14 People Strategy Update - exempt information relating to item on Part 1 (Pages 27 - 50)

The Chair, following consultation with available Members of the People, Organisation and Culture Advisory Panel, is asked to note the People Strategy appendices containing exempt information.

15 Consultants and Interim Engagements - Annual Update - exempt information relating to item on Part 1 (Pages 51 - 52)

The Chair, following consultation with available Members of the People, Organisation and Culture Advisory Panel, is asked to note the appendices.

16 Chief Executive's Performance Against 2023/24 Objectives - exempt information relating to item on Part 1 (Pages 53 - 58)

The Chair, following consultation with available Members of the People, Organisation and Culture Advisory Panel, is asked to agree the recommendations in the report on the Chief Executive's performance against the objectives for

2023/24 containing exempt information.

17 Any Other Business containing exempt information

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



DRAFT MINUTES

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

Date: Tuesday 20 June 2023
Time: 11.00 am
Venue: LLDC, Small Auditorium 3, Floor 10, 5 Endeavour Square, Stratford, London, E20 1JN/ Microsoft Teams

Present: Lord Peter Hendy OBE (Chair)
Simon Blanchflower OBE
Sukhvinder Kaur-Stubbs
Jamie Kerr

In Attendance: Lyn Garner, Chief Executive
Debbie Woolridge, Acting Director of People and Organisation Development
Rachel Massey, LLDC Board Secretary
Sue Riley, GLA Secretariat

1 Apologies for Absence

1.1 There were no apologies for absence.

2 Declarations of Interest

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

There were no additional declarations of interest.

3 Minutes of the Previous Meeting Held on 7 March 2023

3.1 It was agreed that the minutes of the meeting of the People, Organisation and Culture Committee held on 20 June 2023 be signed by the Chair as a correct record.

4 Matters Arising and Action List

4.1 The Committee noted the Actions List.

5 Review of Committee Terms of Reference

5.1 The Chief Executive presented the Committee's Terms of Reference for review and approval.

5.2 The Committee noted the proposed changes to the Terms of Reference, which would be submitted to the Board for approval.

6 People Strategy Update

6.1 The Acting Director for People and Organisational Development introduced the report providing an update on the progress of work relating to the remit of the Committee.

6.2 The Committee welcomed the Learning and Development Programme SOARR (Strengths, Opportunities, Awareness, Resilience and Reaching Out).

6.3 Details of mental health support provided were discussed, including Mental Health First Aiders, signposting and drop-in sessions for staff. This was available to all staff without the need to self-declare. A recent fortnightly webcast by the Chief Executive Officer had been delivered by the Disability Staff Network which showcased a number of examples personal experiences and challenges from hidden disabilities.

6.4 All disabilities, including mental health and other hidden conditions, were accommodated by the organisation, including the provision of reasonable adjustments in a timely fashion. Processes had been improved as part of learning.

6.5 Members welcomed the integrated approach to physical and mental well-being and stressed the importance of being a responsive and flexible employer, particularly during a period of change.

6.6 An out-placement provider would be available for staff from early 2024.

6.7 The Committee noted the report and the appendices in part 2.

7 Equity, Diversity and Inclusion Strategy

7.1 The Acting Director of People and Organisational Development presented the update on progress made against LLDC's Equity, Diversity and Inclusion Strategy.

7.2 Consideration was being given to seeking accreditation for LLDC's hybrid working arrangement, to help with recruitment and retention and highlight good practices. The Committee welcomed the Equality Impact Assessment as part of the review of

the hybrid working.

- 7.3 It was hoped that a continued focus on local employment opportunities would continue to add to the diversity of employees. Staff had been identified to act as trainers as part of the Diverse Recruitment Project, including staff within the People and Organisational Development team, Chairs of the staff networks and also as a professional development opportunity for other employees.

7.4 The Committee noted the report.

8 Chief Executive's Performance Against 2023/24 Objectives

- 8.1 The Acting Director of People and Organisational Development introduced the update on the Chief Executive's performance against the overarching objectives for 2023/24.

8.2 The Committee noted the update on the performance against the objectives for 2023/24.

9 Date of Next Meeting

- 9.1 The Committee noted that the next meeting was due to be held on 14 November 2023 at 2pm.

10 Any other business the Chair Considers Urgent

- 10.1 There was no urgent business.

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 7 March 2023 containing exempt information

- 12.1 It was agreed that that minutes of the meeting of the Committee held on 7 March 2023, containing exempt information, be signed by the Chair as a correct record.

13 Matters Arising and Action List containing exempt information

- 13.1 The Committee noted the updated Actions List.

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

14.1 The Acting Director of People and Organisational Development presented the appendices containing exempt information in relation to the People Strategy Update.

14.2 The Committee noted the appendices.

15 Chief Executive's Performance Against 2023/24 Objectives - exempt information relation to Item on Part 1

15.1 The Acting Director of People and Organisational Development presented the appendix containing exempt information on the Chief Executive's performance against objectives for 2023/24.

15.2 The Committee noted the Quarter 1 position of the Chief Executive Officer's performance against objectives for 2023/24.

16 Close of Business

16.1 The meeting closed at 12.30pm

Chair

Date

Contact Officer: Rachel Massey, LLDC, Floor 9, 5 Endeavour Square, London, E20 1JN. Email: rachelmassey@londonlegacy.co.uk

People, Organisation and Culture Committee Actions List (reported to the meeting on 1 December 2023)

Actions from previous meetings

| Minute No. | Item/Description | Action By | Target Date | Status/note |
|-------------------------|--|---------------|---------------|--|
| 13.2 (15 November 2022) | People Strategy Update - exempt information relating to item on Part 1 Show the video "Park of Possibilities" at a future Board meeting. | Rachel Massey | November 2023 | To be scheduled at a future meeting. |
| 6.5 (1 March 2022) | Inclusion and Diversity Strategy Review the diversity targets regularly in relation to Transition workforce planning. | Lyn Garner | December 2023 | An update will be provided at the meeting. |
| 4.2 (26 June 2018) | Matters arising Schedule park visits for Board Members. | Rachel Massey | Ongoing | Visits to Stratford Waterfront in September 2023, UCL East in November 2023. 3 Mills visit to be rescheduled |

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Subject: People Strategy Update
Meeting date: 1 December 2023
Report to: People, Organisation and Culture Committee
Report of: Bola Ogundeji, Director for People and Organisational Development

This report will be considered in public

1. SUMMARY

- 1.1. This report provides updates on the progress of work relating to the people related elements of our Transition programme; an update on our progress with the roll out of our Leadership Development Programme; a summary of the output of a recent policy review project and updates on movements and changes within the People and Organisational Development team. The paper also provides a forward look of activity over the coming period.
- 1.2. One 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 Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to note this report and its exempt appendices.**

3. TRANSITION PROGRAMME

- 3.1. The People and Culture workstream of the Transition Programme has continued since the last report to the committee in June 2023. An update on the progress of this work is included at Appendix 1 (contains exempt information).
- 3.2. As noted previously, the organisation is continuing to consider how the potential changes over the coming years will impact on diversity across teams, and our succession planning work will continue to evolve to enable the leadership teams to further consider how diversity can be maximised and equity and inclusion maintained as we move through a period of instability and change. This will also include continuing to reference internal diversity data and completing regular impact assessments against progress to ensure diverse talent pipelines are maintained or, wherever possible, improved.

4. SOARR LEADERSHIP DEVELOPMENT PROGRAMME

- 4.1. The organisation wide leadership development programme, which was noted at the previous Committee meetings on 7 March and 20 June 2023, has continued and is nearing completion. The programme is titled as the SOARR programme, which is an acronym for Strengths, Opportunities, Awareness, Resilience and Reaching Out, all of which the programme is intended to address. There are two key elements to the

programme, one of which focusses on People managers and leading others through change, the other that focusses on all colleagues and self-development, leadership and dealing with/coping with change.

- 4.2. Since the inception of the programme, there have been three separate sessions of four different webinars provided for all colleagues, and nine separate cohorts of managers who have been through the facilitated full day session.
- 4.3. The programme has been positively received by most colleagues, with feedback sought and obtained directly from attendees, via our Management and Employee forum and internal colleague networks and through other informal channels. Our external partner, Hidden Strengths, has also provided us with a summary of the themes from the manager cohorts, to enable consideration of methods to broaden and embed the learnings from the programme over the coming period.
- 4.4. The Learning and Development Partner and the Internal Engagement Manager are subsequently devising a follow on programme that takes account of the feedback and themes that have emerged from the programme. There will be suite of activity that will focus on various distinct groups as LLDC enters into the formal consultation period to ensure that colleagues and managers alike continue their development journey, receive appropriate support during a period of change and continue to benefit from the programme in managing their approaches and responses to change. The follow on programme is expected to commence from the start of the new year and further updates will be reported at a future Committee meeting.

5. POLICY PROJECT

- 5.1. During the summer, the People and Organisational Development team completed a review of LLDC's People Management policies to ensure these were updated from a legislation and best practice point of view, as well as ensuring they remain aligned to our ways of working and the principles of our People Strategy.
- 5.2. A total of twenty Human Resource policies/guidance, including one new policy (Domestic Abuse), and two guidance documents (Menopause and Hybrid Working) were reviewed or created as part of this project. As part of this work equality impact assessments were completed for all policies to ensure our commitments to Diversity, Equity and Inclusion were maintained.
- 5.3. A consultation with colleagues, supported by the Employee Forum, on all revised and newly created policies was completed. Wherever appropriate, feedback was incorporated into the policies, unless this was not compliant with legal requirements or there was a reasonable rationale for not doing so. The consultation was broadly uncontentious, and the People and Organisational Development team provided a full breakdown of the feedback received from colleagues, including full detail of where policies had been adapted as a result. Where adaptations were not made, explanations were provided to colleagues to ensure transparency.
- 5.4. The new or reviewed policies have since been launched across the organisation, and a refreshed page on the Parklife Intranet has been created to ensure ease of access for all colleagues. The People and Organisational Development team are also working through opportunities to embed the policies, or to upskill managers in their usage.

6. PEOPLE AND ORGANISATIONAL DEVELOPMENT TEAM CHANGES

- 6.1. At the end of July 2023, the new Director for People and Organisational Development started their contract with LLDC.
- 6.2. Various other changes have occurred during the People and Organisational Development team, including:

- 6.2.1. The appointment and start of a new Talent, Learning and Development Partner, who started in June 2023.
- 6.2.2. The appointment and start of a Workplace Experience Coordinator, who has commenced a fixed term contract to cover a secondment of one of the team to the GLA.
- 6.2.3. One of the People and Organisational Development Partners started maternity leave in September 2023. Although recruitment was undertaken and completed, there have been various issues with the recruitment of a fixed term cover, and a fixed term colleague will commence in this role at the end of October 2023.
- 6.2.4. The successful application of the Workplace Experience Manager for a six month secondment with Transport for London has meant that elements of their work have been redistributed amongst the existing team for the period.
- 6.3. Despite the changes to the team, engagement remains broadly positive, and the team are being fully supported as changes occur. A workshop with the leads within the team occurred in September to refocus priorities in line with those identified by the new Director.

7. FORWARD LOOK

- 7.1. The activities that the People and Organisational Development team will focus on over the coming months include:
 - 7.1.1. Finalising the refreshed priorities for the People and Organisational Development team over the coming 18 months through to March 2025 and communicating these internally;
 - 7.1.2. Continued preparation and delivery of the upcoming organisational change programme;
 - 7.1.3. A programme of activities to follow on from the completion of the SOARR Leadership Development Programme;
 - 7.1.4. Defining the next steps for future organisational development activity, alongside internal and external stakeholders;
 - 7.1.5. Procurement for an external partner in the provision of outplacement support;
 - 7.1.6. Continued activity within the GLA collaborative professional community (CPC) for Human Resources, which will include the deployment of the newly devised cross GLA mentoring project and shared talent portal;
 - 7.1.7. Progression of further activity related to the Kerslake report outputs, including the development and delivery of a set of redeployment principles;
 - 7.1.8. Launch of the first phase of the new people management system during November 2023.

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 Diversity, Equity and Inclusion means that the actions we set are intended to be inclusive by design.

11. APPENDICES

Appendix 1: Transition Programme Update (exempt information)

List of Background Papers

Papers for the meeting of the People, Organisation and Culture Committee 20 June 2023

Report originator(s):

Debbie Wooldridge

Email:

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Subject: Diversity, Equity and Inclusion Strategy
Date: 1 December 2023
Report to: People, Organisation and Culture Committee
Report of: Bola Ogundeji, Director of People and Organisational Development

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update on progress made against LLDC's Diversity, Equity and Inclusion (DE&I) Strategy.

2. RECOMMENDATION

- 2.1. **The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to note the report.**

3. BACKGROUND

- 3.1. At the most recent Committee meeting in June 2023, the Committee noted the refreshed DE&I priorities; a progress update on our diverse recruitment project; a review of our hybrid working approach; and a summary of other key highlights in the previous period.
- 3.2. The DE&I Strategy has five strategic themes, of which the four internally focussed strategic themes are covered in the Action Plan (inclusive culture; recruitment; supporting talent from within; and leadership). 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. Our work continues to be informed by external challenge and best practice, including through work with Inclusive Employers and external networks.

4. DIVERSE RECRUITMENT PROJECT

- 4.1. At the last Committee meeting, an update was given on the progress of the work on improving diverse recruitment practices through a dedicated project supported by the external supplier Diversifying Group (previously BAME Recruitment).
- 4.2. The project concluded at the end of September 2023, following the delivery of the final phase of the project – the delivery of DE&I learning materials through a 'Train the Trainer' approach, which was attended by several internal colleagues.
- 4.3. The DE&I training sessions were divided into three core modules: 'Fundamentals of Diversity, Equity and Inclusion', 'Diversity, Equity & Inclusion for Recruiting' and 'Unconscious Bias and Microaggressions'.

- 4.4. The internal colleagues who received the training have been adapting the learning materials to ensure they are fit for purpose for LLDC and will be delivering compulsory sessions on the fundamentals of DE&I and DE&I in recruitment from January 2023 onwards. There will be future voluntary sessions that incorporate the content from the Unconscious Bias and Microaggressions module. The first of the sessions to be delivered – ‘Fundamentals of Diversity, Equity & Inclusion’ will also be piloted with our Race, Culture and Equity group.

5. RECRUITMENT GUIDELINES AND SUPPORTING INTERNAL TALENT

- 5.1. In September 2023 a proposal regarding an amendment to our recruitment guidelines in the context of transition, with consideration as to how to balance recruitment requirements with our commitment to supporting our talent from within was approved by the Executive Management Team.
- 5.2. The revised recruitment guidelines were approved by EMT and extended the opportunity to undergo internal only recruitment to Band 7 and below (previously this was limited to Band 6 and below). The intention is to create greater opportunity for internal mobility of talent at a more senior level. The revisions also included a commitment to providing more scrutiny to future resourcing approvals to identify opportunities to recruit from our internal talent, or offer development opportunities, such as the redistribution of duties, where appropriate.
- 5.3. This change followed on from discussions at EMT and across the organisation about the potentially conflicting goals of wanting to increase diverse representation across the organisation through external recruitment and wanting to support our talent from within (including reducing our pay gaps), which remains a challenge, particularly in the internal context of upcoming change. Our ongoing challenge is therefore to ensure that we can support our talent from within throughout this period and maintain the diversity of our succession and talent pipelines, whilst also ensuring that we retain corporate knowledge, maintain continuity and drive positive engagement during this period as far as possible.
- 5.4. Since the last review of the recruitment guidelines, the representation of global majority groups has increased, including at more senior levels. We now have 34 per cent representation of Black, Asian and Minority Ethnic colleagues across the organisation, and we have good representation of gender across the organisation, with 62 per cent female colleagues, and a broad dispersion of genders across the bands.
- 5.5. We know it is likely that the upcoming period of change is likely to be unsettling for colleagues, and therefore there is some need to focus on how we can best retain and support our internal talent. While our turnover data suggests that we are still below national average, it is still vital that we remain agile and focus on how to retain our talent, as we head into what is likely to be a more turbulent time for the organisation. We have also made a commitment to supporting our talent from within, by investing in our people and supporting their development during this period, retaining their expertise as far as possible, or supporting them to move on where appropriate. Line managers are also being supported through the transition program to ensure they identify and support diverse talent through the period of change to put them in the best position if they should need to compete for internal roles during the restructure.

6. OTHER KEY HIGHLIGHTS

- 6.1. The Gender, Ethnicity and Disability Pay Gap Reports are being produced, with draft reports shared with the Mayor's Chief of Staff ahead of publication. The current intention is that the GLA and all GLA bodies will publish their reports at the end of the year in a coordinated fashion. Once reports are ready to publish the outputs of the pay gap reports will be shared with all colleagues via our established internal fora and

colleague networks and other organisational communication channels. The output of the Pay Gap Reports will be shared with the Committee when they are available.

- 6.2. A cross representative team of individuals have a calendar marking national and international awareness and celebration days, which are being used to build communication and engagement plans and ensure proactive promotion of DEI connected activity, both internally and externally. Some of the recent awareness and celebration events have included:

6.2.1. Several activities arranged and delivered by our Race, Culture and Equity network to celebrate and mark Black History Month, for which the theme for this year was “Saluting our Sisters”, with the aim of highlighting the crucial role Black women have played in shaping history, inspiring change and building communities. The activities included:

- (a) The biggest Taste and Talk ever and a fascinating discussion on Black inventors to celebrate the often unseen innovations and inventions that have made our lives easier. This was co-hosted with colleagues from Transport for London who work on the same floor as LLDC at 5 Endeavour Square, and was a great networking opportunity for all.
- (b) The LLDC meets webcast was a Black History Month takeover with special guest Orlene Badu, author of “How to Build Your Antiracist Classroom”.
- (c) One of our internal colleagues hosted a thought-provoking session on Diversity, Inclusion & Intersectionality: Recognising Care Experience, leading on a conversation on what it means to be care experienced, the interplay of race and what we can do at LLDC to support this group.
- (d) Two members of the Race, Culture and Equity group represented LLDC at the prestigious Black History Month Reception held at City Hall by the Greater London Authority.

6.2.2. A programme of activities to mark National Inclusion Week at the end of September, which this year had the theme of ‘Take Action Make Impact’ and aimed to get organisations like LLDC and individuals thinking about what actions they can take and what positive impact these actions could and should have for marginalised colleagues. Activities included a selection of content including blogs and videos, with contributions from each of our internal colleague networks, as well as a ‘Bake it Pink’ bake off hosted by our LGBTQ+ colleague network.

6.2.3. A series of events to mark South Asian Heritage Month took place in late July and early August. This included a very successful Taste and Talk event and an invitation to all colleagues to join the Transport for London hosted webinar on “Being LGBTQ+ and of South Asian Heritage”, with special guests Asifa Lahore and Saima Razzaq.

6.2.4. There has been continued focus on colleague health and wellbeing initiatives, which have included:

- Health awareness sessions focussing on the Menopause, Men’s Health and Sleep.
- Attendance at the all colleague webcast by our external partner Benenden to explain and highlight the healthcare provision and added extras of our cover.
- Financial wellbeing highlighted through a series of blogs on Parklife.
- A series of blog posts and awareness activities as part of Baby Loss Awareness Week and Fertility Week.
- Emergency First Aid at Work training completed for 10 colleagues.

- Health MOT's completed during the summer, with 100 appointments offered, of which 85 colleagues signed up. These were held on site at 5 Endeavour Square for the first time since the first lockdown.

6.3. Priorities in the next period also include:

- 6.3.1. Delivery of the Diversity, Equity and Inclusion training modules as noted earlier in this paper.
- 6.3.2. The exploration and definition of an appropriate method of coordinating and moving forward our Diversity, Equity and Inclusion agenda, likely through the establishment of a DE&I steering group.
- 6.3.3. Consideration of opportunities to increase diverse representation and ensure equity through succession planning and the exploration of development opportunities by supporting our talent from within.

7. KEY PERFORMANCE INDICATORS AND MILESTONES

- 7.1. The Committee previously agreed how the Committee and Board would receive regular updates on progress on DE&I through regular reports and updates on the Corporate Dashboard which goes to each Board. KPIs and milestones are set out below, with references to other sections of the agenda for this meeting.

| Milestone | Progress |
|---|---|
| Critical Friend Project (following on from Diverse Recruitment Review) | The project completed at the end of September 2023. The delivery of train the trainer sessions internally will mark the close out of the programme of work. |
| Workforce Representation Targets Due for completion by 2024 | The organisation remains on track to achieve stated workforce representation targets by mid-2024. The commitment was to achieve 38% representation for colleagues from a Black, Asian and Minority Ethnic background, and to at least maintain gender representation at 59%. There continues to be ongoing activity to monitor progress against set targets. |
| Key Performance Indicators | Status |
| Maintaining broadly equal distribution of male and female colleagues across all bands | The gender split remains largely stable - currently 62% of the workforce are women. |
| Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands | Representation has increased by 5% vs 2022 (29% vs 34%). The plans to address the issue of diversity at senior levels through increased internal talent mobility, along with our workforce representation targets, are measures we are taking to improve performance in this area. |

| | |
|--|---|
| Year-on-year improvements on the gender and ethnicity pay gaps | <p>The Gender, Ethnicity and Disability pay gap reports for 2023 are due imminently and a further update will be provided to the Committee when these are available.</p> <p>Gender pay gap increased in 2022 (20.8% median; 20.3% mean). Ethnicity pay gap slightly reduced for mean, and slightly increased for median (31.2% median; 34.1% mean). Disability pay gap has reduced substantially vs 2021 (-1.4% median, 18.6% mean) Pay gap analysis, including disability data will be conducted annually, and reported in line with the agreed reporting schedule defined centrally by the GLA.</p> |
| Improvement in the self declaration of disability amongst colleagues at LLDC to ensure improved ability to report and more accurate insights on LLDC's position on disability. | <p>Sustained YoY improvement of declared disability rate – currently 9%.</p> <p>Identified as a core DE&I priority for action and will be covered by internal promotion and a cyclic approach to gathering accurate data. There will be an opportunity to further increase this through the introduction of the new people management system, wherein the People, Organisational Development team will be conducting a refresh of individual personal data, including equal opportunities information.</p> |

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 DE&I means that the actions we set are intended to be inclusive by design.

11. APPENDICES

None

List of Background Papers

Inclusion and Diversity Strategy

Report originator(s):
Email:

Debbie Wooldridge
DebbieWooldridge@londonlegacy.co.uk



Subject: Consultants and Interim Engagements – Annual Update
Date: 1 December 2023
Report to: People, Organisation and Culture Committee
Report of: Bola Ogundeji, Director of People and Organisational Development

This report will be considered in Public

1. SUMMARY

- 1.1. This report provides an update on consultants / interim contractors and temporary agency workers.
- 1.2. One 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 Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, is asked to note the report and its exempt appendix.**

3. BACKGROUND

- 3.1. Generally LLDC's approach is to undertake direct recruitment without the need to have interim resource.
- 3.2. Where we use temporary workers, they are paid via PAYE through the relevant agency.
- 3.3. Where unavoidable, LLDC engages with temporary workers or consultants via temporary or interim contracts to cover time limited projects and to provide flexibility in workforce management. The appendix in Part 2 containing exempt information summarises the overall attributable costs and time frames for continued engagement.

4. PROGRESS

- 4.1. The Committee has challenged LLDC to ensure the continued review of temporary resource utilisation, and in particular the use of interim contractors and consultants, which can incur significant cost.
- 4.2. In the last annual report provided in November 2022, the Committee was informed that we had introduced a new provider of contingent labour under a cross GLA group contract, which was led by TfL for procurement purposes and was launched at LLDC from the beginning of September 2021. The expectation was that this would allow us to source temporary and interim labour requirements moving forward in an efficient, cost effective and compliant manner.

- 4.3. We currently have one temporary agency worker in place, who was sourced via the Reed partnership contract. The use of temporary arrangements has fluctuated since the date of the last report, however has not exceeded more than four temporary agency workers in place at any given time and predominantly arrangements have been utilised in the same roles consistently to cover periods of extended unplanned absence or to provide contingent support whilst the permanent role is recruited (this has been particularly relevant for highly technical roles where external talent is scarce).
- 4.4. Outside of temporary agency resource via our Reed partnership, the organisation has been focussed on reducing our legacy interim and consultant contract arrangements. At the point of the last Committee report in November 2022, we had five interims, which has since reduced to three. Two further interims are expected to be removed by the end of 2024, with the remaining one interim expected to be removed ahead of the establishment of the evolved organisation from April 2025 onwards.
- 4.5. Diversity across our interim and temporary resources has largely remained stable or improved since the last report to the Committee. 50 per cent of this area of the workforce is Female (previously this was 36 per cent) and 50 per cent are Black, Asian or Minority Ethnic (previously this was 55 per cent).
- 4.6. Interim and temporary resource is receiving continued challenge and, where appropriate, direct recruitment will be undertaken rather than temporary or interim resource engagements. That notwithstanding, the contract with Reed does mean that we can provide cost effective, compliant and low risk temporary resource where required, for example for short term unplanned absences or to provide short term cover during the period over which a recruitment campaign is run.

5. FINANCIAL CONSIDERATIONS

- 5.1. The financial implications are outlined in the appendix in Part 2 (contains exempt information).

6. LEGAL IMPLICATIONS

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

7. APPENDICES

Appendix 1: Current Interim & Temporary Assignments (exempt information).

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| List of Background Papers |
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| None |
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Report originator(s):

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Subject: Chief Executive Performance Against 2023/24 Objectives
Date: 1 December 2023
Report to: People, Organisation and Culture Committee Advisory Panel
Report of/by: Bola Ogundeji, Director of People and Organisational Development

This report will be considered in public

1. SUMMARY

- 1.1. This report gives an update on the Chief Executive performance against the overarching 2023/24 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 Chair, following consultation with available Members of the Committee Advisory Panel, is asked to note the update on the performance against the objectives for 2023/2024 and the exempt appendix.**

3. BACKGROUND

- 3.1. At 7 March 2023 meeting, the Committee agreed the 2023/24 objectives for the Chief Executive. These include the following areas:
 - 3.1.1. Development LLDC Land
 - 3.1.2. Construction and East Bank
 - 3.1.3. Stadium and venues
 - 3.1.4. Transition
 - 3.1.5. Equity, diversity and inclusion
 - 3.1.6. Stakeholder management
 - 3.1.7. Sustainability
 - 3.1.8. Financial
 - 3.1.9. 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

Appendix 1: Update on performance against Objectives 2023/24 (exempt information)

List of Background Papers

- Papers for the meeting of the People, Organisation and Culture Committee 20 June 2023

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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