

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

Meeting Date: Tuesday 5 July 2022

Time: 2.00 pm

Venue: LLDC, Small auditorium 3, 5 Endeavour Square, Stratford, London, E20 1JN/Teams

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 5 July 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

The press and public wishing can also follow the proceedings online via link available on the website here:

<https://www.london.gov.uk/moderngovlldc/ieListDocuments.aspx?CId=320&MId=6334&Ver=4>

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 1 March 2022 (Pages 1 - 6)

The Committee is asked to agree the minutes of the meeting held on 1 March 2022.

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 - 22)

The Committee is asked to note the report and appendices.

7 Chief Executive's Performance Against 2022/23 Objectives (Pages 23 - 24)

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

8 Any other business the Chair considers urgent

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

9 Date of next meeting

The next meeting of the Committee is due to be held on Tuesday, 15 November 2022 at 10am.

10 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).

11 Minutes of the Previous Meeting Held on 1 March 2022 containing exempt information (Pages 25 - 28)

The Committee is asked to agree the minutes of the meeting held on 1 March 2022 that contain exempt information.

12 Matters Arising and Action List containing exempt information (Pages 29 - 32)

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

**13 People Strategy Update - exempt information relating to item on Part 1
(Pages 33 - 68)**

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

**14 Inclusion and Diversity Update - exempt information relating to item on Part 1
(Pages 69 - 76)**

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

**15 Chief Executive's performance against 2022/23 objectives - exempt
information relating to item on Part 1 (Pages 77 - 82)**

The Committee is asked to note the update on the Chief Executive's performance against the objectives for 2022/23 containing exempt information.

16 Any other business 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 Advisory Panel

Date: Tuesday 1 March 2022

Time: 2.00 pm

Venue: Via Office Teams

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

In Attendance: Lyn Garner, Chief Executive Officer (for part)
Sarah Perry, Director of People and Organisational Development
Rachel Massey, LLDC Board Secretary
Debbie Wooldridge, Head of People and Organisational Development (for part)
Layla Conway, Chair of Employee Forum (for part)
Samidette John, Deputy Finance Controller (Leadership in Full Focus participant) (for part)
Sue Riley, GLA Secretariat

1 Apologies for Absence

1.1 There were no apologies for absence.

The Chair advised that Committee meeting had been moved to on-line only, due to industrial action at London Underground, and would therefore become a proceeding of the Advisory Panel of the People, Organisation and Culture Committee. As a result any decisions taken would be taken by the Chair following consultation with Members of the Advisory Panel.

1.2 The Chair welcomed Jamie Kerr to his first meeting of the Committee. Samidette John, Layla Conway and Debbie Wooldridge were also welcomed.

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.

- 2.2 The Chief Executive Officer had an interest in relation to the actions of the discussion of the Chair's Committee of 9 March 2021 meeting, relating to the Chief Executive's performance against 2020/21 objectives. She had been sent a redacted version of the actions and would not take part in the discussion. She also had an interest in relation to items 17 and 18 on the agenda and had not received copies of the reports and would leave the meeting prior to their discussion.

3 Minutes of the Previous Meeting Held on 9 November 2021

- 3.1 It was agreed that the minutes of the meeting of the People, Organisation and Culture Committee held on 9 November 2021 be signed by the Chair as a correct record, in consultation with Members of the Advisory Panel.

4 Matters Arising and Action List

- 4.1 The Chair, in consultation with the Advisory Panel, noted the Actions List.

5 People Strategy Update

- 5.1 The Director of People and Organisational Development presented the update.
- 5.2 It was agreed that officers would review organisational guidance on the use of lateral flow tests, bearing in mind the charging issues which were due to be introduced at the end of March 2022. **[Action: Director of People and Organisational Development]**
- 5.3 Board Members were not required to attend a building induction at Endeavour Square but building passes would be provided and tours would be available on request.
[Action: Secretariat/ Director of People and Organisational Development]
- 5.4 The numbers of employees participating in the Leadership Development Programme would be confirmed.
[Action: Director of People and Organisational Development]
- 5.5 An update on the GLA female leadership programme would also be provided.
[Action: Director of People and Organisational Development]
- 5.6 The Chair, in consultation with the Advisory Panel, noted the report.
- ### **6 Inclusion and Diversity Strategy**
- 6.1 The Director of People and Organisational Development introduced the report on progress against LLDC's Inclusion and Diversity Strategy.
- 6.2 Increasing organisational demographic declaration rates and external branding were all being pursued. If the critical friend approach was successful in relation to improving BAME targets, officers would consider the same approach to achieving disability targets.

- 6.3 Feedback was sought at the meeting from the Chair of the Employee Forum on employee awareness and perceptions of the LLDC's leadership and progress in the area of inclusion and diversity. She noted that the perception was that there had been a recent focus on diverse recruitment and it was clear as an organisational objective in having targets and bringing on board a critical friend to help people understand what was being worked towards.
- 6.4 Improvements in ethnicity pay gap could only be achieved with recruitment to higher band roles, which were limited. Increasing the diversity of the workforce could potentially increase the ethnicity pay gap.
- 6.5 The Chief Executive Officer stressed the importance of cultural change and realising tangible results above target setting. All recruitment managers had been asked to review job roles and job descriptions, including any unnecessary barriers, such as specialist qualifications. There were further discussions to be held around Transition and the resource and capacity implications and interface with achieving diversity targets. It was agreed that the targets would be reviewed regularly.
[Action: Chief Executive]
- 6.6 The Members welcomed the honest and frank discussions which were necessary to win 'hearts and minds' on inclusion and diversity and achieve success.
- 6.7 The Chair, in consultation with the Advisory Panel, noted the report and the appendices.**

7 Pay Awards for 2022/23

- 7.1 The Director of People and Organisational Development introduced the update on the Pay Review for 2022/23.
- 7.2 The Chair, in consultation with the Advisory Panel, noted the report.**

8 Chief Executive's Performance Against 2021/22 Objectives

- 8.1 The Director of People and Organisational Development presented the update on the Chief Executive Performance against the overarching objectives for 2021/22.
- 8.2 The Chair, in consultation with the Advisory Panel, noted the update on the performance against objectives for 2021/22.**

9 Chief Executive's Objectives for 2022/23

- 9.1 The Director of People and Organisational Development gave an update on the Chief Executive's objectives for 2022/23.
- 9.2 The Chair, in consultation with the Advisory Panel, noted the report.**

10 Date of Next Meeting

- 10.1 The Chair noted that the next meeting was due to be held on 5 July 2022 at 2pm.**

11 Any Other Business the Chair Considers Urgent

- 11.1 There was no urgent business.**

12 Exclusion of the Press and Public

- 12.1 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.**

13 Matters Arising and Action List - Exempt Information Relating to the Item on Part 1

- 13.1 The Chair, in consultation with the Advisory Panel, noted the Actions List containing exempt information.**

14 People Strategy Update - Exempt Information Relating to the Item on Part 1

- 14.1 The Director of People and Organisational Development introduced the People Strategy Update report, containing exempt information.**

- 14.2 The Chair, in consultation with the Advisory Panel, noted the report.**

15 Inclusion and Diversity Strategy - Exempt Information Relating to the Item on Part 1

- 15.1 The Director of People and Organisational Development introduced the update on the Inclusion and Diversity Strategy, containing exempt information.**

- 15.2 The Chair, in consultation with the Advisory Panel, noted the report.**

16 Pay Awards for 2022/23 - Exempt Information Relating to the Item on Part 1

- 16.1 The Director of People and Organisational Development introduced the report on the proposed pay awards for 2022/23, containing exempt information.**

- 16.2 The Chair, in consultation with the Advisory Panel, agreed the recommendations, as set out at the meeting.**

(The Chief Executive left the meeting at this point. The Chair of the Employee

Forum and Deputy Finance Controller also left the meeting at this point).

17 Chief Executive's Performance Against 2021/22 Objectives - Exempt Information Relating to the Item on Part 1

17.1 The Director of People and Organisational Development introduced the report on the Chief Executive's Performance Against 2021/22 Objectives, containing exempt information.

17.2 The Chair, in consultation with the Advisory Panel, agreed the recommendations, as set out at the meeting.

18 Chief Executive's Objectives for 2022/23 - Exempt Information Relating to the Item on Part 1

18.1 The Director of People and Organisational Development introduced the report on the Chief Executive's Objectives for 2022/23, containing exempt information.

18.2 The Chair, in consultation with the Advisory Panel, agreed the recommendations, as set out at the meeting.

19 Any Other Business Containing Exempt Information Containing Exempt Information

19.1 There was an urgent business containing exempt information.

20 Close of Meeting

20.1 The meeting closed at 4pm.

Chair

Date

Contact Officer: Rachel Massey, LLDC, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ, Tel: 020 3288 1829, Email: rachelmassey@londonlegacy.co.uk

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People, Organisation and Culture Committee Actions List (reported to the meeting on 5 July 2022)

Actions from the last meeting (1 March 2022)

Minute No.	Item/Description	Action By	Target Date	Status/note
5.2	People Strategy Update Review organisational guidance on the use of lateral flow tests, taking account of charging issues which were due to be introduced at the end of March 2022.	Sarah Perry	July 2022	Complete. Update included in People Strategy report.
5.3	People Strategy Update Arrange building passes for Board Members for LLDC's offices at Endeavour Square.	Sarah Perry	July 2022	In progress.
5.4	People Strategy Update Confirm the numbers of employees participating in the Leadership Development Programme would be confirmed	Sarah Perry	July 2022	Complete. Update included in Inclusion and Diversity Strategy report.
5.5	People Strategy Update Provide an update on the GLA female leadership programme (Our Time).	Sarah Perry	July 2022	An update will be provided at the meeting
6.5	Inclusion and Diversity Strategy Review the diversity targets regularly in relation to Transition workforce planning.	Lyn Garner	July 2022	An update will be provided at the meeting.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
5.5 (9 November 2021)	People Strategy Update Include a regular agenda item on Transition.	Sarah Perry / Rachel Massey	Ongoing	Closed. A regular update on Transition will be provided in the People Strategy paper
4.2 (26 June 2018)	Matters arising Schedule park visits for Board members	Rachel Massey	Summer 2022	On hold due to Covid-19, will be scheduled for summer 2022.



Subject: People Strategy Update
Meeting date: 5 July 2022
Report to: People, Organisation and Culture Committee
Report of: Sarah Perry, Director for People and Organisational Development

This report will be considered in public

1. SUMMARY

- 1.1. This report provides updates on some team changes, an update on our recent office move, an update on the results of our colleague engagement survey and resulting next steps and an update on work relating to the people related elements of our Transition programme.
- 1.2. Three appendices are 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 the report.**

3. PEOPLE AND ORGANISATIONAL DEVELOPMENT

- 3.1. At the previous committee some changes to the People Team were outlined. Since then, there have been 4 new appointments in the team, and one fixed term colleague converted to a permanent contract. The new appointments are:
 - 3.1.1. Senior People & Organisational Development Partner (Band 6) (secondment from TfL)
 - 3.1.2. People & Organisational Partner (Band 5)
 - 3.1.3. Learning & Development Partner (Band 4)
 - 3.1.4. Talent Acquisition Specialist (Band 3)
- 3.2. The Senior Partner and People Partner started in March 2022, and the other 2 roles started in June 2022. Of those recruited, 75% are from a Black, Asian or Minority Ethnic (BAME) background.

4. RELOCATION AND RECOVERY

- 4.1. The move to 5 Endeavour Square completed on 23 April with LLDC occupying from 25 April. As previously reported, communications with colleagues pre the move were robust, and communications continued post the move to ensure that colleagues were clear about any new protocols related to the new office, and able to more quickly settle into their new surroundings.

- 4.2. Feedback and response to the move has been positive, with colleagues stating that the environment, amenities and services are vastly improved. Attendance at the office has increased and despite some initial technical issues, collaborative and hybrid style working is better supported from the new office, albeit we recognise that there is still work to do to embed the hybrid working model.
- 4.3. At the previous Committee in March, there were still some emerging challenges around the Covid19 pandemic and guidance around lateral flow tests. We considered providing guidance for our colleagues on this, however the situation rapidly evolved and Lateral Flow Tests were eventually removed from being free of charge by the UK government. Given this and the guidelines at the time, we decided not to provide this guidance. Instead, colleagues are still asked not to attend the office if they display any symptoms of Covid19, or indeed if they are not well enough to attend the office for other reasons.
- 4.4. The exit from 1 Stratford Place is also now complete. There were a number of operational elements to work through, however these were all well managed by the Relocation Working Group and elected Move Champions and exit from the site was completed successfully by 13 May, with the lease expiring on 15 May.

5. COLLEAGUE ENGAGEMENT SURVEY 21/22

- 5.1. At the previous Committee we provided an update on the progress of the Colleague Engagement Survey. Since that report, we have cascaded the full results of the survey with all colleagues.
- 5.2. The results remain very positive. Our overall engagement score is 77.7%, which indicates that the majority of responses were very positive (scored as Strongly Agree or Agree). The engagement score has also increased by 4.7 points despite the challenges of the last few years. Completion rates were also high, at 86%. The full results are included at Appendix 1 (contains exempt information).
- 5.3. Out of 8 sections within the survey, 5 scored above 70, which indicates a very positive response. There were three sections that were lower scoring – People Development, Performance Management and Reward and Recognition, which all scored below 70. However, two of the three of these (People Development and Performance Management) still achieved scores over 60, which is still a positive response, but suggests that there is a larger proportion of colleagues who are unsure or disagreeing with the questions asked. There was only one section (Reward and Recognition) which scored under 60, which indicates a more divided opinion amongst colleagues. It is worth noting that comparatively Reward and Recognition is consistently the lowest scoring section for other employers, and therefore this is not unusual. Equally, the fair pay question scored very well, at 69.3, which suggests that less tangible reward and recognition approaches were areas that brought this section score down.
- 5.4. LLDC have already taken steps to address Reward and Recognition outputs from the survey, with the Employee Forum working through with colleagues a refresh of the previous Inspiring Every Day recognition scheme with a new, updated recognition scheme that has been named Above and Beyond. The new recognition scheme links closely to behaviours and values, as well as additional contributions, and will run on a regular and continuous basis throughout the year. A committee with diverse representation from across the organisation has been formed to review nominations and select winners. The new scheme was communicated to all colleagues as part of the fortnightly colleague webcast and was well received. This peer to peer recognition scheme is designed, communicated and managed by our Employee Forum with transparency in mind. There is further work to do in this area, most notably for expanding opportunities to recognise colleagues, making these well known and understood and ensuring transparency and equity across the various channels of recognition.

- 5.5. As previously reported to the Committee, there is a Performance Management project underway internally, which is seeking to review and refresh our Performance Management processes. The outputs of the survey are being considered in line with this, and much of the feedback received related to the associated processes and tools that support Performance Management. Further feedback received from the drop in sessions and feedback from our internal networks will be absorbed in to this project, so that suitable outcomes are achieved that address the survey feedback.
- 5.6. Following communication of the survey results, our internal fora have been working to gather more insights and better understand the results, particularly in the lowest scoring areas. The Employee Forum held some survey drop in sessions for colleagues, with the aim of gaining a greater understanding of the results from the three lowest scoring elements within the survey: People Development, Performance Management and Reward and Recognition. Three sessions were held to focus on each of the sections and were attended by 30 colleagues.
- 5.7. Outputs of those workshops have since been collated and discussed at our Employee Forum, who are working closely with the People & Organisational Development team to build an organisation wide action plan to address the results. Key themes that emerged from the drop in sessions included clarity, transparency, and management capability. These elements were already areas that the People Team had identified as areas for improvement and are also aligned to the workstreams set from the People Strategy. The high level outputs from the workshops are included at Appendix 2, and these will be further reviewed and updated as Employee Forum continue to work with the People Team and other internal stakeholders on developing action plans against the survey.
- 5.8. Our internal networks – BAME Lean In Group and LGBTQ+ Group- have also discussed the results - additional feedback and action plans will be incorporated to address these findings.
- 5.9. Overall, our Black, Asian and Minority Ethnic colleagues answered less positively than White colleagues for nearly every statement in the survey, and there were 4 of the 8 sections where they consistently scored lower in all questions for that section than White colleagues (Health, Wellbeing & Mental Health, Diversity, Fairness & Inclusion, Reward & Recognition and Leadership & Management). That said, the overall results from Black, Asian and Minority Ethnic colleagues has seen improvement versus the last full survey completed in 2019, and echoes the trajectory of our engagement scores overall, which is a positive indicator although it is recognised there is still more work to do to improve the experience of the colleagues in this demographic. Black, Asian and Minority Ethnic colleagues scored higher than White colleagues on a number of items, including items relating to Performance Management, and 'I enjoy my work' and 'I am proud to tell people that I work for LLDC'.
- 5.10. Immediate actions have already been taken to address some of the feedback around transparency, with the Internal Engagement Management and People Team working on methods to increase transparency across the organisation, including increased communication, broader communication of metrics, clearer channels of communication and improved governance and reporting structures. EMT have also agreed that rationales for proposed divisional restructures will be shared across the organisation to ensure full transparency.
- 5.11. Alongside the Employee Forum and the Internal Engagement Manager, the People Team have created a template through which survey action plans are to be populated. There will be an organisation wide plan, and Directorates are developing their own focussed plans to address feedback that is specific to them. Once these are finalised, Directorate plans will be owned and managed by Executive Directors and teams, with the organisational plan held centrally by the People & Organisational Development team. The People Partners will proactively work with Directorate leads,

the Internal Engagement Manager and line managers to work through the defined activity.

- 5.12. The newly appointed Senior People & Organisational Development Partner will take the lead on the Engagement Survey work and next steps and will continue to be supported by the People Team, the Internal Engagement Manager and the Employee Forum.

6. TRANSITION PROGRAMME

- 6.1. Following the completion of some initial workforce planning activity previously reported to the Committee, the Executive Management Team held an Away Day to discuss progress. These discussions will be iterative and are continuing as the remaining elements of the programme begin to escalate; information from the discussions have been relayed through discussions at Strategic Executive Management Team and Management Forum and at the Town Hall event, set out in section 6.4 below.
- 6.2. The People & Culture workstream of the Transition Programme will focus on 4 distinct project areas:
- 6.2.1. Organisational Design, which will focus on structures, roles and the future shape of the organisation.
 - 6.2.2. Organisational Development, which will focus on developing our brand and strategic initiatives to drive improved attraction and retention.
 - 6.2.3. Talent, which will focus on talent management, succession planning, learning and development activity and talent acquisition / retention.
 - 6.2.4. Leadership, which will focus on developing leadership and management capability, with particular reference to leading through change and change readiness.
- 6.3. Three distinct drivers of the people planning element of Transition have also been identified:
- 6.3.1. **Transfer:** The transfer of planning powers back to the host Boroughs in 2024 may create a TUPE Transfer situation for one group of colleagues and, given the timeline and complexity involved in TUPE is identified as a distinct focus area.
 - 6.3.2. **East Bank:** The East Bank project will conclude earlier than the expected transfer date of 31 March 2025 for the broader organisation and will affect a small but distinct group of colleagues, and, given the timeline, is identified as a further distinct focus area.
 - 6.3.3. Future organisation: The review and design of the future organisation post Transition may affect all remaining colleagues, and will continue to be scoped and reviewed on an iterative basis. There are several dependencies to each of these elements, which are all being worked through by the relevant project teams.
- 6.4. In May 2022 a Town Hall organisation wide communication was held for all LLDC colleagues at London Stadium. The purpose of the Town Hall was to communicate clear and up to date information to all colleagues regarding Transition, and to outline the expected next steps of the programme. The Town Hall was broadly well received by colleagues and follow up documentation has been provided to ensure information is easy to access and consistent. Line Managers were tasked with debriefing their teams following the Town Hall and providing any feedback to the Internal Engagement Manager. The intention will be to hold further Town Halls on a quarterly basis, whereby updates can be provided to all colleagues on the progress of the work of Transition to create a shared, consistent and transparent understanding and

maximise engagement. The presentation given at the Town Hall is included at Appendix 3 (contains exempt information).

- 6.5. One of the next steps for the People workstream is to launch talent management and succession planning across the organisation. The intention of this will be to further encourage line managers to have regular performance management and development conversations with their people, and create an understanding of the skills, experience and ambitions of our people so that we can ensure they are supported as best as possible during the upcoming period of change. This activity is also expected to support the retention of our existing talent and to ensure that we can overlay outputs to workforce planning activity, with our ongoing commitment to Inclusion and Diversity and our Workforce Representation Targets. This should, in time, give us greater resilience in the event that attrition increases and will also ensure that we can continue to engage and support our people through a period of instability and change.

7. FINANCIAL CONSIDERATIONS

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

8. LEGAL IMPLICATIONS

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

9. EQUALITIES IMPACT ASSESSMENT

- 9.1. 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.

10. APPENDICES

Appendix 1: Colleague Survey Results (exempt information)

Appendix 2: Colleague Survey Drop In Session Outputs (exempt information)

Appendix 3: Town Hall Presentation (exempt information)

List of Background Papers

None

Report originator(s):

Debbie Wooldridge

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Subject: Inclusion and Diversity Strategy
Date: 5 July 2022
Report to: People, Organisation and Culture Committee
Report of: Sarah Perry, 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 Inclusion and Diversity (I&D) Strategy.
- 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 Committee is asked to note the report and its appendices.**

3. BACKGROUND

- 3.1. At the most recent Committee meeting in March 2022, the Committee noted an update on the Strategy, including the Inclusion Campaign, an update on the work to further embed our workforce representation targets, an update on the work being completed on diverse recruitment practice and our intention to procure a critical friend to support this work and an update on the publication of our Gender and Ethnicity Pay Gap reports.
- 3.2. The Inclusion and Diversity 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).
- 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 strategy and measure our performance and is provided to the Committee regularly. The updated People Data dashboard is provided at Appendix 1 (contains exempt information).
- 3.6. In the last period, we have had a particular focus on recruiting new rotating Chairs from Black, Asian or Minority Ethnic (BAME) backgrounds for our Employee and Management Forums, continued focus on diverse recruitment and onboarding our newly appointed critical friend, launching an organisation wide approach to Inclusive Language, building our internal networks further, progressing our internal Leadership

Development Programmes through to completion and monitoring our progress against the new workforce representation targets.

4. WORKFORCE REPRESENTATION TARGETS

- 4.1. At the Committee meeting of 1 March 2022 it was noted that the new **workforce representation targets** were being cascaded across all colleagues and that all line managers were tasked with building in these targets to objectives for both themselves and their teams, to ensure a sense of shared ownership. All Executive Management Team (EMT) and senior leaders also have objectives that incorporate or focus on achievement of the targets set.
- 4.2. As noted previously, 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.
- 4.3. For the year **April 2021 to March 2022**, our Black Asian and Minority Ethnic joiner rate was 48 per cent and leaver rate was 23 per cent. Joiners with a declared disability totalled 7 per cent and leavers totalled 3 per cent. We therefore achieved both of the targets for leavers and narrowly missed the joiners targets for both areas. It is acknowledged that the targets we set were ambitious, and the trajectory of these areas is still positive – of the Black, Asian and Minority Ethnic candidates who were interviewed during the period April 2021 to March 2022, 83 per cent were converted to offer. This data is further showcased in the People Dashboard included with the Committee papers.
- 4.4. There remain **tensions or challenges** relating to these targets, most notably the conflict between our desire to increase representation of these groups whilst also ensuring we meet our commitments to supporting our talent from within and reducing our Ethnicity Pay Gaps. The size of our organisation also means that opportunities are limited, particularly at senior levels, and therefore there is a need to balance the desire to achieve our targets with ensuring that we enable our internal talent and provide good opportunities for continuous development. Discussions are ongoing with the Executive Management Team and the Inclusion and Diversity Steering Committee as to how we may be able to address and find solutions for these challenges.

5. DIVERSE RECRUITMENT

- 5.1. At the last Committee meeting, we updated on our intention to improve **our diverse recruitment practices**. Since then, there has been significant work completed on gathering feedback from colleagues and hiring managers to further improve our recruitment processes and ensure that these are accessible, consistent, transparent and therefore equitable and positively enable hiring managers to ensure their recruitment approaches are diverse. Clear processes and procedures have since been defined and this is under continuous review to ensure we can continue to improve where appropriate.
- 5.2. In April 2022 we appointed our **critical friend** for diverse recruitment following a procurement process. The appointed supplier is Diversifying Group (previously known as BAME Recruitment Limited). Initial kick off meetings occurred with Diversifying Group in April and May and a broad outline plan was agreed for the project teams (internal and external) to work to. The broad deliverables have been agreed as follows:
 - 5.2.1. 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.

- 5.2.2. Expert review of 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.
- 5.2.3. 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.
- 5.2.4. Provide expert advice as to how LLDC can develop 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.
- 5.3. An internal project team has been established, which has diverse representation, and will support the project delivery. The newly appointed Senior People & Organisational Development Partner will lead the work, sponsored by the Head of People & Organisational Development. There will be regular (monthly) project team meetings, and the internal project team will support in identifying and completing actions identified and agreed alongside the critical friend. Diversifying Group will also be attending the next Management Forum to introduce themselves and to cover the scope of this work with all of our people managers. Information requested by Diversifying to support the project has been provided and initial informal feedback from Diversifying is that our recruitment practices are generally good, however there are some options for improvement or updating to create a market leading approach.
- 5.4. Diversifying Group, acting as our critical friend in the above project, were also retained to act as our recruitment partners for the recent campaign to secure a new **Director of Procurement**. This role is a Band 8 role and therefore at a senior level within the organisation, so there was a keen desire to ensure that a diverse process was enabled. An offer has been made and accepted. The successful candidate is not from a BAME background, however the recruitment campaign was very well executed, and purposely designed to be sympathetic to our commitments to inclusion and diversity. The campaign had some excellent results, including attracting a diverse range of applicants, and a diverse shortlist at both first and second interviews. Feedback from the hiring manager, recruitment panel and applicants was also positive.

6. LEADERSHIP DEVELOPMENT PROGRAMMES

- 6.1. Our **Leadership in Full Focus Programme for Bands 4-6 (LiFF)** and our **Career in Full Focus Programme for Bands 1-3 (CiFF)** are approaching conclusion. Ahead of that, delegates on both programmes will benefit from:
 - 6.1.1. Externally sourced, dedicated professional coaches for each individual on the programme(s). 30 minute tripartite meetings have been held already to introduce and set expectations. All delegates were also offered the opportunity to select a professional coach from a diverse range of external coaches.
 - 6.1.2. Individual sessions for interviewing skills offered by the Director for People & Organisational Development, with some delegates taking these up.
 - 6.1.3. A planned education session on soliciting and receiving feedback, to be delivered internally. This is likely to take place over the summer, accounting for holiday and leave.

- 6.2. The committee previously asked for confirmation of the current numbers of delegates on the LiFF and CiFF programmes, which are shown as follows:
 - 6.2.1. There are 6 delegates on the CiFF programme, of which 67% are from a Black, Asian or Minority Ethnic background.
 - 6.2.2. There are 11 delegates on the LiFF programme, of which 46% are from a Black, Asian or Minority Ethnic background.
- 6.3. A review session was completed by the Interim Learning & Development Manager and an external ethnically diverse coach with the Black, Asian and Minority Ethnic delegates of the programme(s). During this session, participants reflected on the original '**BAME Pillar**' set out at the beginning of the programme, and discussed whether expectations had been met, or what further requirements should be considered. These colleagues were also asked to identify the 'best' and 'worst' things about development at LLDC for ethnically diverse colleagues. In summary:
 - 6.3.1. Delegates felt the 'best' things were that they worked with friendly, supportive and motivated colleagues, that they could maintain a good work/life balance, that there is strong resilience at LLDC and there is a strong, positive environment in which to work.
 - 6.3.2. Delegates felt the 'worst' things were a perceived lack of job or progression opportunities, that LLDC was not reflective of the community, that there is still a lot of silo working, that line management is inconsistent, and that they often feel that they have too much work or there is too much to do.
- 6.4. The findings of the review mirror some of the findings from the Colleague Survey, whereby delegates highlighted the need for line managers to be more adept at identifying opportunities and supporting Black, Asian and Minority Ethnic colleagues with their career development and being cognisant of the challenges those from under represented groups may face in this area. The delegates were, however, explicit that they did not want to be treated differently in terms of learning and were content with the elements delivered across the broader programme(s).
- 6.5. Delegates of the CiFF programme are preparing a presentation for delivery to EMT, which is due to take place on the meeting of 11 July 2022. The presentation will include proposed solutions to some of the challenges highlighted by the Black, Asian and Minority Ethnic participants of the LiFF Programme. A social gathering is being organised following this event for the delegates of both the CiFF and LiFF programmes and EMT to meet together to mark the **close out of the programmes**.

7. **EMPLOYEE FORUM AND MANAGEMENT FORUM CHAIRS**

- 7.1. In October 2020, we sought applications from colleagues who were interested in becoming the **Chairs of Employee Forum and Management Forum**. We agreed that the new chairs would be members of EMT, and that the Chairs would receive a Responsibility Allowance for their leadership of the respective fora. We specifically encouraged applications from under-represented groups. The intention of doing this was to ensure diversity of voice and increased representation at the most senior levels of the organisation. We committed at the time that the opportunity to be Chair would be rotated after an initial 12 month period, although this period was extended to 18 months to allow a robust process for selecting new chairs to occur, and to allow a good period of handover from current Chairs.
- 7.2. The process completed previously was reviewed in conjunction with the current Chairs of the respective fora, and subsequently some changes were made to the revised process for Chair selection. These were:
 - 7.2.1. That applications would be limited only to Black, Asian and Minority Ethnic colleagues to ensure diverse representation could be achieved;

- 7.2.2. That a clear set of criteria would be provided ahead of applications being made, to ensure transparency and rigour of the selection process;
- 7.2.3. That successful applicants would be designated a particular forum by EMT, depending on the strength of their applications and following calibration the selection process.
- 7.3. On 25 May 2022, the application process was opened and those who were eligible to apply were invited to submit applications. The current Chairs held an informal drop in session for those colleagues who were eligible to apply to provide some additional information and to answer any questions ahead of applications being made. The applications process closed on 6 June 2022. Of the 12 colleagues who were eligible to apply, 5 submitted applications. Applications were provided to all EMT members to assess against the established criteria and members were invited to submit their scoring ahead of the EMT meeting on 13 June 2022. During that meeting, the overall scores were reviewed and a calibration discussion occurred. The two successful applicants were informed on 16 June 2022 and Executive Directors for the remaining 3 candidates who were unsuccessful were provided collated feedback from EMT members to deliver to the unsuccessful applicants.
- 7.4. Both of the newly appointed Chairs will undertake a three month handover with the existing Chairs and will take over their designated fora fully from September 2022 onwards. New Chairs were also invited to select an EMT mentor so that their tenure as Chairs can be further supported.

8. KEY HIGHLIGHTS

- 8.1. The flagship **Inclusive Culture Campaign**, an internal engagement campaign which promotes a more inclusive culture across the organisation, has continued with delivery of a campaign on Inclusive Language. The aim of this campaign 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. As part of the launch, the LLDC Board Members Gurpreet Dehal and Helene Raynsford have joined the LLDC Meets, all-employee webcast, to talk about the importance of inclusive language and their own personal experiences.
- 8.2. As part of the Inclusive Language campaign, research has been done to identify how best to embed the use of inclusive language in organisations. The conclusion was that people need to be taken from awareness of inclusive and non-inclusive language, what it is and its impact, through to understanding how to apply it and what personal behaviours one might need to change. For the campaign to be effective it requires active participation, open conversation and the opportunity for practical application.
- 8.3. As a result, interactive workshops on four aspects of inclusive language are being delivered across the Corporation. These look at: the importance of inclusive language; understanding microaggressions & historical phrases; what's in a name – the importance of pronouns and names; and challenging & being challenged – what to do when encountering non-Inclusive language
- 8.4. The workshop relating to the first theme – the importance of inclusive language – has been delivered to the Executive Management Team (EMT) and was well received. EMT members have agreed to deliver these workshops with their own teams, with support from members of the Inclusive Culture Working Group, to increase awareness and understanding across the Corporation.
- 8.5. **Pride:** to mark Pride month, the Corporation's LGBTQ+ Group, which creates a voice for LGBTQ+ employees to contribute to LLDC's Inclusion and Diversity strategy, has a programme of events and engagement, including: a takeover of the company noticeboard and decorations in the office; promotion of relevant webinars; a focus on pronouns; and a bake-off. It is also making plans for a roundtable event with external

guests. The celebrations also link with related events on the Park, including the Queer Summer Fair at Hackney Bridge on 18 June 2022 and the UK Black Pride event on 14 August 2022.

- 8.6. As part of our broader programme, there has been some recent work to understand interest for creating a further internal network for carers. Expressions of interest have been invited and will be reviewed – if this is popular amongst colleagues then work will commence to establish the network and create the Terms of Reference.
- 8.7. Priorities in the next period also include:
- 8.7.1. Continued focus on the programme of work **on Diverse Recruitment**, and the delivery of the project supported by our **critical friend**, Diversifying Group.
 - 8.7.2. Continuous review of progress against our **workforce representation targets**, and reiterating to line managers and colleagues that these should have been included in **personal objectives**.
 - 8.7.3. Delivery of the workshop on the importance of **inclusive language** across LLDC's teams and preparation for the next theme of the inclusive language campaign: understanding microaggressions & historical phrases.
 - 8.7.4. Reviewing and refreshing the **Inclusion and Diversity Strategy**, with progress / outputs to be reported at the next Committee meeting.

9. KEY PERFORMANCE INDICATORS AND MILESTONES

- 9.1. 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 July 2022	Programmes have been launched and are reaching conclusion (see above). Following the final presentation by the CiFF delegates to EMT, a final closing the loop session will consider any recommendations made and how these may be adopted in the future.
Mayor's D&I Standard – Exemplary Status Due for completion May 2022	We have met the standard across all indicators.

Milestone	Progress
<p>Diverse Recruitment Review</p> <p>Due for completion Q1 2022</p>	<p>The actions identified within the Diverse Recruitment Action Plan (DRAP) have been largely completed, with some of the ongoing activity due to be reviewed in conjunction with our newly appointed critical friend. The core focus of this work will be absorbed by the critical friend project team.</p>
<p>Workforce Representation Targets</p> <p>Due for completion Q4 2021</p>	<p>Workforce Representation Targets have been defined and agreed, and have been extensively socialised internally. Targets are being monitored and reported on a regular basis.</p>
Key Performance Indicators	Status
<p>Maintaining broadly equal distribution of male and female colleagues across all bands</p>	<p>The gender split remains largely stable - currently 59% of the workforce are women.</p>
<p>Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands</p>	<p>Representation has increased by 4% vs 2021 (25% vs 29%). The plans to address the issue of diversity at senior levels, along with our workforce representation targets are measures we are taking to improve performance in this area.</p>
<p>Year-on-year improvements on the gender and ethnicity pay gaps</p>	<p>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.</p>

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

Appendix 1: People Dashboard (contains exempt information)

List of Background Papers

Inclusion and Diversity Strategy

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Subject: Chief Executive Performance Against 2022/23 Objectives
Date: 5 July 2022
Report to: People, Organisation and Culture Committee
Report of/by: Sarah Perry, 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 2022/23 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 2022/2023.**

3. BACKGROUND

- 3.1. At their March 2022 meeting, the Committee agreed the 2022/23 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. 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 People, Organisation and Culture Committee under the Scheme of Delegations.

6. LIST OF APPENDICES TO THIS REPORT

Appendix 1 – Update on performance against Objectives 2022/23 (exempt information)

List of Background Papers

- Papers for the meeting of the People, Organisation and Culture Committee 1 March 2022

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