

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

**Meeting Date:** Tuesday 9 November 2021

**Time:** 2.00 pm

**Venue:** LLDC, 1 Stratford Place, London E20 1EJ/via Microsoft Teams

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Members of the London Legacy Development Corporation People, Organisation and Culture Committee are hereby notified and requested to attend the meeting of the People, Organisation and Culture Committee of the Corporation at 2.00 pm on Tuesday 9 November 2021 to transact the business set out below.

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

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

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

<https://www.london.gov.uk/moderngovlldc/ieListDocuments.aspx?CId=320&MId=6287&Ver=4>

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### Committee Members:

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

#### 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 13 July 2021** (Pages 1 - 6)

The Committee is asked to agree the minutes of the Committee meeting held on 13 July 2021.

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

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

**5 People Strategy Update** (Pages 9 - 26)

The Committee is asked to note the People Strategy update and approve the revised People Strategy.

**6 Inclusion and Diversity Strategy** (Pages 27 - 58)

The Committee is asked to note the report.

**7 Consultant/Interim/Temporary Worker Engagements Update** (Pages 59 - 60)

The Committee is asked to note this report.

**8 Chief Executive's Performance Against 2021/22 Objectives** (Pages 61 - 62)

The Committee is asked to note the update on the performance against the objective for 2021/2022.

**9 Any other business the Chair considers urgent**

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

**10 Date of Next Meeting**

The next meeting of the Committee is due to be held on Tuesday, 1 March 2022 at 2pm.

**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&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 13 July 2021 containing exempt information** (Pages 63 - 66)

The Committee is asked to agree the minutes of the meeting held on 13 July 2021 that contain exempt information.

**13 Matters Arising and Action List containing exempt information** (Pages 67 - 70)

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

**14 Inclusion and Diversity Update - exempt information relating to item on Part 1** (Pages 71 - 90)

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

**15 Consultant/Interim/Temporary Worker Engagements Update - exempt information relating to item on Part 1** (Pages 91 - 94)

The Committee is asked to note the appendices on Consultant/Interim/Temporary Worker Engagements containing exempt information.

**16 Chief Executive's Performance Against 2021/22 Objectives - exempt information relating to item on Part 1** (Pages 95 - 98)

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

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## MINUTES

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

**Date:** Tuesday 13 July 2021

**Time:** 1.00 pm

**Venue:** via Microsoft Teams

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

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

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

1.1 There were no apologies for absence.

#### **2 Declarations of Interest**

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

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

2.3 There were no additional declarations of interest.

#### **3 Minutes of the previous meeting held on 9 March 2021**

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

## **4 Matters Arising and Action List**

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

## **5 People Strategy Update**

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

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

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

## **6 Inclusion and Diversity Update**

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

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

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

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

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

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

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

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

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

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

## **7 Workforce Representation Comparators**

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

- 7.2 It had been agreed at the Inclusion & Diversity Steering Committee to set some year on year targets, initially around ethnicity and gender. Learning from that would then be used to broaden the topics covered. The aim was to align with the GLA who currently use a set of comparators.
- 7.3 The Advisory Panel commented that they liked the use of the word comparators instead of targets.
- 7.4 The Advisory Panel commented that they understood why there was alignment with the GLA but LLDC should bear in mind that the GLA was a London-wide organisation unlike LLDC. The future aim could be to align more with the London boroughs and add another dimension. Officers acknowledged the comment and confirmed there was more work to be done on understanding what the most useful comparators should be.
- 7.5 The Advisory Panel commented that it was important to focus on progression within bands and the threshold of progression and acknowledged that the report was a work in progress.
- 7.6 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the report.**
- 8 Chief Executive's Performance Against 2021/22 Objectives**
- 8.1 The Director of Human Resources presented the update on the CEO's Q1 performance against her 2021/22 objectives.
- 8.2 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the report.**
- 9 Any other business the Chair considers urgent**
- 9.1 There was no urgent business.
- 10 Date of Next Meeting**
- 10.1 The Advisory Panel noted that the next meeting was due to be held on 9 November 2021.**
- 11 Exclusion of the Press and Public**
- 11.1 It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt papers. Each of these papers contained information relating to the financial or business affairs of a person or authority.**



- 12 Minutes of the Previous Meeting Held on 9 March 2021 containing exempt information**
- 12.1 It was agreed that the minutes of the meeting of the Chair's Committee held on 9 March 2021 containing exempt information be signed by the Chair as a correct record.**
- 13 Matters Arising and Actions List Containing Exempt Information**
- 13.1 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the Actions List containing exempt information.**
- 14 Inclusion and Diversity Update - exempt information relating to item on Part 1**
- 14.1 The Director of Human Resources presented the update on inclusion and diversity including exempt information.**
- 14.2 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the appendix.**
- 15 Workforce Representation Comparators - exempt information relating to item on Part 1**
- 15.1 The Director of Human Resources presented the update on Workforce Representation Comparators, including exempt information.**
- 15.2 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, agreed the recommendation as set out in the report.**
- 16 Chief Executive's Performance Against 2021/22 Objectives - exempt information relating to item on Part 1**
- 16.1 The Director of Human Resources presented the update on the Chief Executive's performance against 2020/21 objective, including exempt information.**
- 16.2 The Chair, following consultation with available members of the People, Organisation and Culture Committee Advisory Panel, noted the appendix.**
- 17 Any Other Business Containing Exempt Information.**
- 17.1 There was no additional business containing exempt information.**
- 17.2 The meeting closed at 2.15pm.**

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Chair

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Date

**Contact Officer:** Rachel Massey, LLDC, Level 10, 1 Stratford Place, Montfichet Road,  
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## People, Organisation and Culture Committee Actions List (reported to the meeting on 9 November 2021)

There were no actions from the last meeting (13 July 2021)

### Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
4.2 (26 June 2018)	<b>Matters arising</b> Schedule park visits for Board members	Rachel Massey	Autumn 2021	On hold due to Covid-19.

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**Subject:** People Strategy Update  
**Meeting date:** 9 November 2021  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Sarah Perry, Director of Human Resources

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides an update on our refreshed People Strategy and seeks approval from the Committee to launch the refreshed Strategy organisation wide. The report also provides updates on our continued focus to Recovery, Reoccupation of our offices and hybrid working practices, an overview on our work on our upcoming relocation to new offices in 2022, an update on work underway relating to Transformation, Culture and Transition programmes, an overview of our approach to our 2021 colleague engagement survey, and further updates on progress with LLDC Board recruitment. Finally, the report provides an overview of two significant people related projects.

## **2. RECOMMENDATIONS**

- 2.1. **The Committee is asked to:**
- 2.1.1. **Note this report; and**
  - 2.1.2. **Approve the organisation's refreshed People Strategy at Appendix 1.**

## **3. PEOPLE STRATEGY REFRESH**

- 3.1. As previously reported to the Committee, our refreshed People Strategy identifies three strategic pillars, shaped through reference to our organisational context, emerging challenges and opportunities in the micro and macro environment, and with consideration as to how we best enable colleagues and the organisation to deliver against the objectives of the Corporate strategy. These strategic pillars are 'Inclusive Culture', 'Authentic Leadership' and 'Fit for Future'.
- 3.2. LLDC will continue to deliver all objectives in line with our core values: Ambition, Responsibility, Excellence, and Collaboration. Our People Strategy has been designed to ensure that colleagues across LLDC are supported to fully engage and work collaboratively and inclusively to deliver the vision, mission and objectives outlined in the refreshed Corporate Strategy.
- 3.3. Following consultation with the Executive Management team and our internal fora, the People Strategy was updated to include our key priorities, and success measures. Following approval by the Committee, our final step will be to launch the new strategy organisation wide. The refreshed strategy is included alongside this report, as Appendix 1.

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

- 4.1. The last report to the Committee noted our approach to returning to the offices at 1 Stratford Place, and our intention to pilot hybrid working. Since September 2021, we have been able to accommodate 90 people in the office, and we have continued to ensure Covid19 regulations and health and safety protocols are followed. Face coverings are no longer mandatory, as per Government guidelines, but we have encouraged colleagues to continue to wear a face covering in the communal areas and in the lifts.
- 4.2. It was previously noted that the Recovery Working Group had been working on and socialising guidelines with colleagues to ensure clarity. The primary message was that all colleagues would be expected to attend the office at least four times per month.
- 4.3. Feedback from colleagues indicated varying levels of anxiety about returning to the office. To address this, we introduced a 'traffic light' lanyard system with coloured lanyards placed in the Reception area to allow colleagues to signify to others what their boundaries are on social contact. The intention was to create an easy, non-invasive and clear system and provide a level of comfort to colleagues around social distancing measures, that would also avoid any awkward conversations. We also reiterated several different methods of communication for colleagues to report on their experience of returning to the office, including feedback via managers, HR partners, Employee Forum, our Mental Health First Aid Group and other internal fora.
- 4.4. The return to the office and colleague feedback has been kept under close review, and our data shows that the busiest days for colleagues attending the office are Monday to Wednesday, with approximately 40 people in attendance on each of those days. Most of our Directorates have set dedicated team days, so that colleagues attending the office are able to spend time together. This has worked well so far, and colleagues are positive about the measures we have taken to reduce anxieties about returning to the office, although there are still some individual concerns and anxieties that are not always work related.
- 4.5. To monitor progress, we set up various reporting options for issues that have arisen. Physical issues have been reported via a 'snag' list, which is reviewed on a case by case basis. Largely, the issues reported have been related to IT equipment and set up. The IT department have received feedback, which is being closely monitored and addressed with our external partners where appropriate. The majority of the feedback has been around the IT software, with testing on hybrid working raising several issues around functionality that are also being addressed by the IT team to ensure that hybrid meetings are effective and well supported.
- 4.6. Our ambition remains that all employees should be able to work in a way that suits them, whilst also meeting the needs of the business. We have recognised that everyone is an individual and there is no 'one size fits all' solution and therefore applying hard and fast 'rules' is not how we want to work. That said, as an organisation we have commitments to our colleagues, communities, partners and the local area, and so we need to achieve a balance between the preferences of our people and our organisational obligations. We recognise the benefits of getting our people back in the office for collaboration, on the job learning, and supporting new joiners and junior colleagues. We will be encouraging more people to come back into the office (subject to monitoring the Covid situation) to create a critical mass that enables these activities and embed new ways of working that can transfer into the new office space. We want to ensure that we can strike a balance between the flexibility and agility we want to foster as an organisation and the broader priorities and commitments we have. There are several methods by which we intend to enable this approach, including proactive reviews of hybrid working functionality and approaches, a review of our performance management approaches, to focus on output over presenteeism, asking Management Forum to encourage teams to come back to the office for collaborative working, and resetting our Transformation Group to

focus on the cultural impact of hybrid working and the ongoing effects of the Covid19 pandemic in the workplace.

- 4.7. We recognise that this is likely to be a continually evolving process over the coming months, and as a result we are committed to reviewing progress for reoccupation and ways of working in December 2021 and March 2022. In the meantime, we are continuing to review Health and Safety precautions on a monthly basis.

## **5. LOCATION STRATEGY UPDATE**

- 5.1. The Executive Management Team (EMT) considered an update on progress and confirmed the decision to take part of a floor plate at 5 Endeavour Square (5ES). This is in line with the GLA Accommodation strategy and offers substantial financial savings with a much improved workplace environment. The move date is set for April 2022.
- 5.2. LLDC have been offered space on the Park facing side of the building. EMT visited the office on 13 September 2021 to see the space and shared facilities.
- 5.3. The location strategy working group has been formed and they meet on a regular basis, with the steering group meeting weekly. This group will be taken to visit the office to enable conversations around layouts and space requirements.
- 5.4. The IT team have completed an initial survey of the office floor and are working with TfL IT to progress the IT portion of the move.
- 5.5. Employee Forum will be invited to tour 5ES and be the main channel for employee engagement and consultation moving forward.

## **6. TRANSFORMATION AND CULTURE**

- 6.1. Our Transformation Group has been established, and a new Chair has been appointed to lead the group forward. The Senior HR Business Partner is now the established Chair, and the Director of HR continues to attend and sponsor the Group. The Group has also adopted a new name – ‘*Shaping the Future*’, which we believe more accurately reflects the intentions and focus of the Group.
- 6.2. One of the initial actions of the Group was to work with their respective Directorate, or connected areas, to obtain feedback on what the ‘Best Case’ might be for LLDC. The question posed for the group was: “If LLDC was the absolute best it could be, what would it feel like working here?”. The Group presented their feedback, and this was used to begin to identify core themes that the Group would be required to address.
- 6.3. The main themes identified by the Group are:
  - 6.3.1. Location, Working Environment and Hygiene Factors
  - 6.3.2. Organisational Culture, Shared Vision, Values & Leadership
  - 6.3.3. Personal Impact and Working with Others
  - 6.3.4. Individuality, Inclusion and Belonging
- 6.4. For each of the themes listed above, the Group have identified a broad range of key priorities and defined some key Descriptors, which identify how colleagues would be likely to describe LLDC if we achieve the priorities set against each theme. The Group will now seek to prioritise these, and to create a working action plan to enable progress and to ensure we can work at pace.
- 6.5. It has been noted that the themes from this Group will naturally have some cross over with the People Strategy. The clear focus for this Group will be on defining, evolving and improving our culture at LLDC, along with assisting in the process of organisational change and how that might impact our culture. Central to this is also how we link our new ways of working and hybrid working practice in to our culture, and how this may affect our culture in the years through to Transition and beyond.

- 6.6. An additional driver for addressing our culture and culture development is the unstructured feedback we have received from colleagues, with a central focus of the Shaping the Future group being how we can ensure all colleagues feel valued and a sense of belonging. This is likely to include a focus on improving employee voice and channels of communication, on enabling our people through our reporting structure and processes and reducing non essential hierarchy in decision making. This work will be further enabled and complimented by our focus on inclusive language, which is being driven through the latest Inclusive Culture campaign.

## **7. TRANSITION WORKFORCE PLANNING**

- 7.1. As part of the programme of work related to Transition, the process of strategic workforce planning has commenced. The process began in August 2021 and involved meeting with appropriate representatives of all Directorates to provide an overview of strategic workforce planning principles, and to provide relevant documentation for input from senior level colleagues.
- 7.2. This work will be completed in line with the principles we have established for Transition, which focus on creating a positive experience for all, by adopting a transparent and proactive approach, making early people related decisions, communicating as openly as possible, and keeping uncertainty to a minimum.

## **8. BOARD RECRUITMENT UPDATE**

- 8.1. LLDC instructed Green Park as the Executive Search agency for the recruitment of new Board members ahead of the departure of four Board members whose terms were coming to an end. LLDC has worked closely with the GLA on the recruitment and in line with the Protocol on Mayoral Appointments. There were four positions to be filled. One of the positions has been recruited from the pool of past and present Legacy Youth Board members. Two appointments are in the process of being finalised and interviews for the fourth position should conclude in November 2021.
- 8.2. LLDC also concluded a recruitment process for four independent members of the Planning Decisions Committee who have now taken up their positions.

## **9. COLLEAGUE ENGAGEMENT SURVEY 2021**

- 9.1. Our Colleague Engagement Survey is planned to open in November 2021, and work has commenced to review the structure, questions and format alongside the Employee Forum, BAME Lean In Group and LGBTQ+ and Allies Group. The intention will be to ensure that the Colleague Survey asks questions that promote inclusion and diversity and that enable all employees to effectively voice their views. Employee Forum will also assist in determining any key learnings from previous surveys and ensuring that we are asking meaningful and straightforward questions that allow us to secure a robust and conspicuous data set.
- 9.2. The Employee Forum will also act as champions for the Survey, which we anticipate will increase historically high response rates across the organisation. As part of their role as champions, Employee Forum will also assist the HR team in obtaining rich qualitative data in addition to basic survey responses, which will be used to inform future action plans and provide clarity and transparency to all colleagues about how we intend to act on their feedback. This approach is intended to create a sense of shared ownership and pace in driving action plans across the organisation, although it is recognised that this will also need to be managed alongside wider organisational projects and agendas, such as the Transformation, Recovery and Inclusion and Diversity Groups. A further update will be reported at the next Committee meeting.



## **10. PERFORMANCE MANAGEMENT REVIEW**

- 10.1. As LLDC moves towards Transition, it is recognised that the organisation needs to ensure our performance management approach supports and enables our activities around Transition, including workforce planning, workforce and organisational design and development, and individual or personal development. This is also recognised as a priority in light of our changing working practices, changes in the industry and the wider macro environment, and the desire to make our performance management fit for purpose for all colleagues at LLDC and drive a high performing culture.
- 10.2. In the longer term, a refreshed approach to performance management is also therefore expected to assist us to further embed and enable hybrid working by creating a structured approach to focus on outputs and not presenteeism, to highlight the 'how' as much as the 'what' and align more clearly to our corporate values. It is also expected that this review will enable a later review of Reward across the organisation, and how we support, motivate and enable our people to deliver against our Corporate strategic objectives.
- 10.3. Culturally, there is also a desire to ensure our performance management practices enable colleagues to have personal responsibility for their own performance and career development, which is fostered through a culture of trust and empowerment. It is also increasingly evident that operationally, our people managers need to feel more equipped to support performance management with their teams, and to enable effective development conversations to meet our commitments under the People Strategy. The intention will be to ensure that our performance management approach also has a keen lens on Inclusion and Diversity, which our respective I&D working groups will support
- 10.4. We began the process of consulting with our various internal fora regarding our current approaches to performance management and overlaid this with the results from the last colleague engagement survey and other unstructured, informal colleague feedback.
- 10.5. Following initial consultations, a Performance Management project plan is currently being scoped. The vision for the work is to create a performance management approach that is fit for purpose and fosters and authentic and inspiring management approach, is user friendly; gives colleagues and line managers guidelines and scope to have meaningful conversations; creates a process that links to and supports succession planning, talent planning and workforce planning in the lead up to Transition; and is clear and transparent. An Equality Impact Assessment will be completed as part of the project scoping, and any project outputs will also be reviewed against the EQIA at implementation stage.
- 10.6. As part of the project, we have committed to researching what 'great' looks like, and to ensuring we review what external organisations do in this regard, including other organisations across the GLA family. Where there are opportunities to employ best practice approaches, or to instigate new methods or performance management approaches which are cutting edge or forward thinking, these will also be explored for viability. An update on progress will be provided at the next Committee meeting.

## **11. POLICY REVIEW**

- 11.1. In usual circumstances, LLDC would complete a best practice review of HR policies, which takes place annually and considers statutory changes, benchmarking and cultural changes. The review in 2020 was stalled as a result of the Covid19 pandemic, and the newly appointed Senior HR Business Partner subsequently identified the need to address this in a more robust way during 2021.
- 11.2. In June 2021, an internal audit focussed on HR policies was completed. The output of the internal audit further ratified that a deeper dive review of our policies is necessary,

which is expected to enable greater focus on content, viability, best practice, presentation and accessibility, all of which feeds in to our ongoing focus on Inclusion and Diversity and the desire to create greater inclusion and be more representative of the diversity of our workforce.

- 11.3. A Policy Review project plan is currently being scoped, and the vision for the work is to have fit for purpose HR policies that are clear and easy to understand, relevant to the business, meet and support our new ways of hybrid working and are benchmarked across the GLA family to enable effective cross group working and transferability.
- 11.4. The project will involve both internal and external collaboration and consultation, and the external context and best practices approaches in the industry will be assessed for viability and included wherever feasible. In accordance with our commitments to Inclusion & Diversity, an Equality Impact Assessment will be completed against new projects or policies. An update on progress will be provided at the next Committee meeting.
- 11.5. An update on progress will be provided at the next Committee meeting.

## **12. FINANCIAL CONSIDERATIONS**

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

## **13. LEGAL IMPLICATIONS**

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

## **14. EQUALITIES IMPACT ASSESSMENT**

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

## **15. APPENDICES**

Appendix 1: People Strategy to 2025

<b>List of Background Papers</b>
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None
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**Report originator(s):** Sarah Perry, Debbie Wooldridge  
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# PEOPLE STRATEGY

*Together for Change*

Sarah Perry – Director of HR

Debbie Wooldridge – Senior HR Business Partner

2021

# OUR STRATEGIC CONTEXT



## QUEEN ELIZABETH OLYMPIC PARK STRATEGY TO 2025

### Priority objectives

- East Bank operational
- Delivery of an impressive and varied residential offer which responds to local need
- Delivery of critical physical connectivity enhancements
- Increased financial sustainability for Queen Elizabeth Olympic Park
- Groundwork laid for post-Transition operation and oversight of Queen Elizabeth Olympic Park

### Inclusive Growth

**East Bank:** A new powerhouse for innovation, creativity and learning

**Residential delivery:** Chobham Manor and Hackney Wick Central complete; East Wick and Sweetwater and Rick Roberts Way under construction; delivery strategies agreed and delivery vehicles in place for all remaining developments

**A diverse, unique and successful visitor destination:** Quality and safety of Park and venues; varied sporting and entertainment programme; high visitor satisfaction maintained

**A thriving business and innovation hub:** Employment clusters; QEOP Inclusive Innovation District

**Building the infrastructure of growth:** Long term redevelopment of Stratford Station

### Community

**Building successful communities:** Affordable and family housing; social and community infrastructure; public and open space

**Connecting communities:** Focus on eight strategic routes to enhance access to and within QEOP

**A community asset:** Community activities and events; schools and youth engagement; supporting community networks

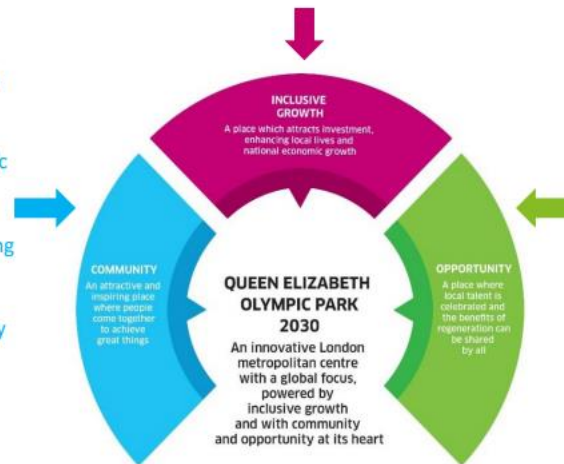
**Sustainable infrastructure for sustainable lifestyles:** Delivery of environmental sustainability targets in line with Mayor's Climate Emergency Response

### Opportunity

**Realising the wider benefits of East Bank:** Strategic Objectives Delivery Plan; Impact and Evaluation Study

**A diverse local talent pipeline:** East Education; delivery of East Works through new Good Growth Hub

**A local and diverse Park workforce:** Employment targets for local and priority groups; new construction training centre



### Priority themes

- Delivering inclusive growth and community wellbeing
- Delivering sustainable development and responding to the climate emergency
- Delivering high quality design
- Delivering inclusion and diversity

A people-centred approach

LLDC's vision is to create a dynamic new metropolitan centre for London. Our purpose is to use the opportunity afforded by the London 2012 Games and the creation of the Queen Elizabeth Olympic Park to change the lives of people in east London and to drive growth and investment in London and the UK through the development of an inspiring and innovative place where people want – and can afford – to live, work and visit.

LLDC has an aspirational, inspiring purpose and a clear story to tell, which together form a strong foundation on which to build and will be central to the delivery of the People Strategy.

We have a limited period of time over which to achieve our organisational goals, with Transition expected to take place in 2025. With this in mind, the strategy will focus on three key pillars that will enable LLDC to succeed in delivering our organisational goals and preparing ourselves and our people ahead of Transition. These strategic pillars are driven by our vision and objectives, which in turn, are driven by our values.

# OUR PEOPLE VISION & OBJECTIVES



## Vision:

To help people thrive and contribute to the future success of one of the most exciting projects in London.

## Objectives:

- ✓ Advance LLDC from being a good employer to an 'employer of choice';
- ✓ Champion our employees and strengthen corporate citizenship, fostering a strong sense of belonging and community;
- ✓ Enhance our diversity, lead with purpose, create accountability and focus on self- leadership and enrich the experience of work;
- ✓ Enable the organisation for success and prepare our employees for whatever the future holds.

*Lead with purpose*

*Live our values*

*Develop & support our people*

*Champion diversity & promote inclusion*



# OUR STRATEGIC PILLARS



## Inclusive Culture

Difference is valued at LLDC - we have an inclusive culture that allows everyone to be themselves, to have a positive experience at work and get the best work / life balance. We see our colleagues, partners, networks and communities as being equally critical to our success.

## Authentic Leadership

We lead with vision, purpose and integrity and foster transparency and openness throughout our organisation. We are passionate about our work and our people, and we live our values to deliver exceptional performance.

## Fit for Future

We look to the future and constantly strive to be better. We understand that change is inevitable, and we work in collaboration with our colleagues, communities and partners to ensure that we're ready for whatever the future holds.

# OUR BUILDING BLOCKS



## Inclusive Culture

Inclusion & Diversity

Employee Experience & Voice

Health & Wellbeing

Internal & External Networks

## Authentic Leadership

Empowerment, Trust & Transparency

High Performing Teams

Coaching Culture

Purpose Led & Output Focussed

## Fit for Future

Transition Preparedness, Development & Employability

Efficiency & Agility  
Systems / Processes / Best Practice

Future of Work:  
Flexible / Hybrid Working

Championing & Leading through Change



# INCLUSIVE CULTURE: KEY ACTIVITIES



## Inclusive Culture

Inclusion & Diversity

Employee Experience & Voice

Health & Wellbeing

Internal & External Networks

We recognise that businesses and organisations have the transformative power to change and contribute to a more open, diverse and inclusive society. The moral and financial impact of true diversity and inclusion, as proven by multiple studies, is overwhelming. We know that inclusion fosters true collaboration and diversity makes us stronger together, driving greater resilience, efficiency, creativity and organisational performance.

At LLDC we will:

- Explore and promote positive work life balance and maintain a focus on the mental and physical wellbeing of all colleagues, so we can create a positive working environment where differing needs and requirements are well catered for.
- Create more opportunities for individuals to share their own lived experiences with others to increase the understanding and awareness of different backgrounds, cultures and experiences and the challenges we face in ensuring great inclusion and diverse practice.
- Proactively engage with our people to develop and progress our organisational culture, empowering diverse voices through multiple communication channels and allowing constructive challenge of the status quo to enable real and lasting change.
- Take pride in our inclusion and diversity initiatives, and proactively share our successes externally to raise our collective organisational voice and use our influence to promote external equality, diversity and inclusion issues, agendas and best practice.
- Explore ways to increase our connection to our local communities, and to champion their priorities, interests and initiatives wherever feasible.



# INCLUSIVE CULTURE: SUCCESS MEASURES



## Inclusive Culture

Inclusion & Diversity

Employee Experience & Voice

Health & Wellbeing

Internal & External Networks

### ***What does success look like?***

- We continuously meet exemplary status against the Mayors' Diversity & Inclusion Standard.
- We regularly have a high response rate to our colleague engagement surveys, and our engagement scores show an overall increase every year.
- Our colleague survey results show that at least 85% of our people feel proud of what we do and feel valued and recognised for their contribution.
- Our workforce representation targets are met and our workforce profile is reflective of our local population.
- Our Gender and Ethnicity Pay Gaps are reduced each year and we meet the action plans and targets set against them.
- We have well established and diverse networks and opportunities to engage at all levels of the organisation – leaders, colleagues and peer to peer.
- We have robust recruitment practices, and our recruitment methods are diverse, inclusive, well articulated and well understood.
- We have a lower than average turnover rate within our sector, and low unplanned absence and sickness rates.
- Our people tell us that they understand the range of benefits and rewards available to them, which is reflected in high utilisation rates of those benefits and rewards.
- We have strong wellbeing practices and a variety of resources to support colleagues through change and transition, which are well regarded internally.

# AUTHENTIC LEADERSHIP: KEY ACTIVITIES



## Authentic Leadership

Empowerment, Trust & Transparency

High Performing Teams

Coaching Culture

Purpose Led & Output Focussed

Our people take their cue from our leaders and alignment and collaboration is important for engagement across the business. For truly high performing teams we need openness, transparency and integrity. Our leadership is the foundation of who we are and drives our culture, values and performance - we ensure that our employees are united behind our vision and are actively involved in delivering our objectives.

At LLDC we will:

- Create and communicate our vision for leadership, and the expectations of leaders and leadership at LLDC.
- Continue to embed our shared organisational values, ensuring that our values are incorporated and embedded across our policies and processes and that our leaders are consistently referring to our values during decision making processes.
- Review our performance management processes, with ever greater focus on the 'how' as much as the 'what' of what we do, and create a clear performance management approach and culture to bring our values to life, with all employees being aware how they contribute to the success of the organisation.
- Focus our organisational learning efforts on developing exceptional leaders through a dedicated programme of activity that centres around developing the capability of current and future leaders, and using a culture of challenge and coaching to enable our people to perform at their best.
- Build a culture of trust and transparency through holistic and robust policy reviews that are both compliant and innovative, and best reflect the needs of our people and the communities we serve.

# AUTHENTIC LEADERSHIP: SUCCESS MEASURES



## Authentic Leadership

Empowerment, Trust &  
Transparency

High Performing Teams

Coaching Culture

Purpose Led & Output Focussed

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### *What does success look like?*

- We achieve our organisational goals & corporate strategy on time and to plan.
- Our engagement score has increased every year and we have strong engagement scores related to management, performance and trust.
- Our leadership and management capability is recognised by our people to be strong, and the organisation is recognised both internally and externally for our leadership.
- There is clear evidence that individual and directorate objectives are aligned to the organisation's strategy.
- All roles and responsibilities are clearly defined, and we have clear and transparent operational structures that enable strong performance and output, which is evidenced through a revised performance management approach.
- Our people are able to clearly articulate what is expected of them, and how their performance objectives align to our organisational values, which is captured through improved performance management approach that focuses not just on the 'what' but the 'how' of what we do.
- Through regular engagement surveys, our people tell us that they believe our leaders are making the right decisions for the organisation, which are aligned to our mission and values.
- Our performance management practices are aligned to individual output and are clear, well understood and supportive of flexible and hybrid working patterns.
- Our data shows that all colleagues have an annual performance review, and performance development reviews are completed at regular intervals throughout the performance year.
- We have an established leadership charter and a culture of authentic leadership, which is embedded in to our performance management process.

# FIT FOR FUTURE: KEY ACTIVITIES



## Fit for Future

Transition Preparedness,  
Development & Employability

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Efficiency & Agility  
Systems / Processes / Best Practice

Future of Work:  
Flexible / Hybrid Working

Championing & Leading through  
Change

We understand that agility and the ability to deal with and react to change is central to organisational success. Transition is ahead of us, and we must be ready to successfully, efficiently and effectively make the leap. As an organisation that leads with integrity, we instinctively know that making sure our people have the tools, resources and capability to ensure they're ready for whatever the future holds is the right thing to do - it builds engagement and trust and unites us behind shared organisational goals.

At LLDC we will:

- Review our reward and benefits offering to ensure that it is equitable, transparent and sustainable.
- Create an effective and efficient hybrid working environment, enabled through appropriate technology and infrastructure, which balances the needs of both the organisation and our people and maximises the opportunity for colleagues to do their best work.
- Prepare the organisation for change, including the concepts of change, handling change, communicating about and navigating change.
- Build a culture of continuous improvement and proactively share our progress or successes regularly across the organisation.
- Create clear opportunities for self-driven career development and define suitable learning and development opportunities to support individual career journeys and enhance the experience of work.

# FIT FOR FUTURE: SUCCESS MEASURES



## Fit for Future

Transition Preparedness,  
Development & Employability

Page 25  
Efficiency & Agility  
Systems / Processes / Best Practice

Future of Work:  
Flexible / Hybrid Working

Championing & Leading through  
Change

### *What does success look like?*

- Our colleague survey results show that our people are satisfied with their ability to balance their work and home life and are positive about established hybrid working practices.
- Our processes, policies and corporate information are regularly reviewed and updated, clearly articulated and easily accessible.
- Our colleague survey results show that our people feel well informed and are comfortable with the level of communication they receive.
- Our leaders are well equipped to lead through change, and colleagues are well prepared to handle periods of small and significant change alike.
- Data, evidence and due diligence show that streamlined processes have created operational efficiencies, improved working practices and an improved overall colleague experience.
- Talent management and workforce planning is an integral part of our organisational process – we have a competent workforce with appropriate resourcing and succession plans in place.
- We have high engagement with learning and development activities and resources, which are equitably designed to be diverse, inclusive, easily accessible, varied and largely experiential rather than classroom based.
- Our colleague survey results show that our people recognise that we have a strong commitment to their learning and development.
- We have clearly articulated career development pipelines, which are accessible to all colleagues and provide robust guidance to inform individual career development plans.
- Individual career development is self driven and owned, and all colleagues understand the tools and resources available to them to enable their continuous career development and planning.

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**Subject:** Inclusion and Diversity Strategy  
**Date:** 9 November 2021  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Sarah Perry, Director of Human Resources

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**This report will be considered in Public**

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## **1. SUMMARY**

- 1.1. This report provides an update on progress made against LLDC's Inclusion and Diversity Strategy.
- 1.2. Two 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 and its appendices.**

## **3. BACKGROUND**

- 3.1. LLDC's Inclusion and Diversity Strategy was approved by the Chair's Committee at its meeting of 19 November 2019 (the Committee is now known as the People, Organisation and Culture Committee). At the most recent meeting on 13 July 2021, the Committee noted an update on the Strategy, including the Inclusion Campaign, the commitment to devise appropriate workforce representation comparators, driving greater diversity at senior levels and a focus on the governance of our Inclusion and Diversity programmes.
- 3.2. The Inclusion and Diversity Strategy has five strategic themes, of which four strategic themes are covered in the Action Plan (inclusive culture; recruitment; supporting talent from within; and leadership).
- 3.3. The fifth strategic theme is more externally focused through our work in the local community and is led by the Regeneration and Communities Partnerships directorate and overseen by the Regeneration and Communities Committee.
- 3.4. Our work continues to be informed by external challenge and best practice, including through the Mayor's Diversity Standard, work with Inclusive Employers and external networks.
- 3.5. Our People Data helps to inform our I&D strategy and measure our performance. The updated People Data dashboard is provided at Appendix 6 (contains exempt information).
- 3.6. In the last period, we have had a particular focus on diverse recruitment, including through a session with the Management Forum. An updated version of the presentation made to the Forum is available in Appendix 1, with further information in section 4, below.

#### **4. DIVERSE RECRUITMENT**

- 4.1. Specific focus has been given to the pillar of Recruitment within our Inclusion and Diversity strategy, and in particular, identifying challenges and opportunities to improve our diverse recruitment practices. This has been driven by several factors, including the desire to reduce our ethnicity pay gap, and prioritising ethnic diversity to increase the representation of traditionally under-represented groups within senior roles, to drive the strategic objective of balancing our workforce representation and ultimately to meet our objective of better reflecting and meeting the needs of the communities that we serve.
- 4.2 In September 2021, the Chief Executive gave a presentation to our Management Forum on the challenge of achieving greater ethnic diversity in recruitment to address the current ethnicity pay gap and under-representation of staff from Black, Asian and Minority Ethnic backgrounds in the workforce, to communicate the need to our managers and drive commitment. This looked at the various opportunities for improving our approach to diverse recruitment practice. During the session, relevant data was shared with our Management Forum, and the business and regeneration cases for diverse recruitment were reiterated. The achievements so far in relation to this theme were also highlighted and recognised that there has been an increase of 50 per cent in new starters to the organisation from a Black, Asian and Minority Ethnic background between July 2020 and July 2021. The continued focus on agile and flexible working, and the commitment to remove unnecessary qualifications from person specifications were also recognised as positive achievements. A version of the presentation will be given to the Committee in the meeting.
- 4.2.1. There were six key opportunities identified where the diversity of our recruitment could be improved. These were listed thematically: Person Specification, Advertisement, Shortlist, Interview, Appointment and Support.
- 4.2.2. Some immediate actions taken as a result of the discussion, including prefacing our recruitment adverts with a clear commitment to increasing the diversity of our recruitment and encouraging applications from traditionally under-represented groups. There was also a mandate for diverse panels (both in terms of gender and ethnicity) for all recruitment campaigns, and a commitment to review and ensure all campaign shortlists are diverse (again, in terms of gender and ethnicity) vetted to ensure diversity has been given due consideration before proceeding to interview. We have also updated our Inclusion and Diversity Recruitment Statement (see Appendix 3).
- 4.2.3. Subsequently, there have been discussions through the Supporting Talent From Within group on how the organisation could adopt an approach of recruiting for potential and promote lived experience through recruitment, and a broader diverse recruitment action plan was also created and distributed to all people managers, via the Management Forum. An updated version of the presentation is provided as appendix 1 and the action plan can be found in appendix 2. The Committee will receive regular updates on progress against the action plan at future meetings.
- 4.2.4. At the last Committee, we identified an approach to Programme Governance, including the establishment of an internal I&D Steering Committee ('SteerCo'). Following several SteerCo meetings, it has been agreed that the group will focus on the priority theme of ethnically diverse recruitment to ensure that pace and purpose is maintained. The SteerCo will continue to review and discuss the work underway within the other I&D strategic themes, to ensure that our focus on inclusion and diversity initiatives remains broad, giving us the best possible outcomes for our colleagues and the organisation.



- 4.2.5. The intention is also that a fixed term Recruitment Partner will be appointed imminently, which in turn will allow our Recruitment Manager to focus on the recruitment review project plan that has been developed to review our recruitment practices and processes holistically, with a dedicated lens on inclusion and diversity.
- 4.3. Our focus on creating truly inclusive and diverse workplace has identified the desire to review and appoint an effective 'critical friend'. Although the original brief was to establish a partner that could help us to review our Inclusion and Diversity strategies and interventions holistically, the brief has been further refined as a result of the focus on diverse recruitment. The brief was extensively socialised with our internal fora, and key representatives from those fora have been included in the initial briefing meetings. The BAME Lean In Group has been consulted on the brief which is now being finalised by the HR Team.
- 4.3.1. Scoping meetings have taken places with four different providers, including our current partner Inclusive Employers. We will seek responses to the approved brief through our procurement processes. The budget to support this activity has also been ringfenced through our usual budget setting process.
- 4.3.2. The proposals will be reviewed by the Inclusion and Diversity programme governance groups, including the I&D SteerCo, and a decision will be made on the successful provider. In the interim period, work has been ongoing to ensure a full and comprehensive final brief of the required work is ready to be shared with the successful provider so that work can commence immediately. Once the appointment is made, a communication and implementation plan will be enacted to ensure that the provider is promoted and well socialised with colleagues via our internal fora and internal communication mediums. This 'critical friend' will work alongside LLDC colleagues to ensure a solid understanding of our processes and objectives.
- 4.3.3. The appointed critical friend will support us initially with a comprehensive review of our recruitment practices, and will be required to complete an assessment that highlights recommendations as to how we might strengthen our approach and ensure compliance with diverse and inclusive best practice in recruitment.
- 4.3.4. The work that Inclusive Employers do is publicised to employees by promoting events and circulating best practice, for example most recently through daily communications as part of National Inclusion Week (see Key Highlights section for more information.) In November 2021, the Inclusive Employers Account Manager will join the Chief Executive on an LLDC Meets webcast for all employees, and focus on how we work together and showcase some of the work that Inclusive Employers have supported us with as part of our Inclusion and Diversity agenda.

## **5. KEY HIGHLIGHTS**

- 5.1 The flagship Inclusion Campaign continues, with the outputs from the third theme of Recognition running in parallel to the current theme, which focuses on Inclusive Language and LLDC Practices. The aim of the new campaign theme is to create more inclusive language utilisation and ensure practices are inclusive throughout the organisation, which in turn allows all colleagues, no matter their situation, circumstance of background, to feel included and valued. The overall strategic aim of the Inclusion Campaign is to ensure that difference is valued at LLDC, and we have an inclusive culture that allows everyone to be themselves and get the best

work/life balance. This is measured informally through consultation at Management Forum, Employee Forum, the BAME Lean-In group and LGBTQ+ group.

- 5.1.1 The current inclusive culture theme forms part of our broader work on Anti Racism initiatives, and initial work has been undertaken that focuses on the power of inclusive language and ways to recognise and address micro aggressions. Our Inclusive Culture working group was tasked with identifying ways in which inclusive language could be demonstrated, addressed and embedded across the organisation, and how the understanding of micro aggressions could be elevated and proactively challenged across teams. The work will encourage individuals to speak out and challenge micro aggressions, so that we can ensure that all colleagues feel comfortable and included as part of a diverse organisation. The programme of work resulting from this is due to be finalised and introduced across the organisation in November 2021.
- 5.1.2 The focus on LLDC Practices as part of the theme will seek to address the broader scope of the theme, which promotes seeking effective ways to challenge established or habitual practice and replace it with improved and more inclusive practice across the organisation. This will be a secondary focus, following the launch of the inclusive language and micro aggressions programme of work.
- 5.1.3 Our Employee Forum has continued to lead the work instigated during the Recognition theme that seeks to establish a new approach to peer to peer recognition, which will replace the previous Inspiring Everyday Award. The feedback received from colleagues was that the previous award was not diverse or inclusive enough, with several colleagues citing repetitive and narrow nominations that did not include the full scope of individuals across the organisation within their feedback, and the feedback highlighted most notably that the previous recognition scheme did not address the various ways our people want to be recognised.
- 5.1.4 The Employee Forum, together with the Inclusive Culture group and HR team, devised a questionnaire that was sent to all colleagues for input into the design of a new recognition scheme. The results have been collected, and the general consensus is that colleagues want a peer to peer recognition scheme that acknowledges those who go 'above and beyond', rather than recognising individuals for performing well in their role. The feedback also reiterated that colleagues want a scheme that is accessible to all and diverse in approach, allowing individuals at all levels of the organisation to participate. There were some conflicting responses about what the recognition should include, and whether this should include a financial reward and there were several suggestions from colleagues regarding the design of a new scheme. The Employee Forum reviewed the results in their September meeting, and have agreed to work on the design of the new scheme over the coming months, ready to be socialised and launched to the organisation.
- 5.1.5 In the interim period, the Employee Forum wanted to ensure that some peer to peer recognition occurred in lieu of the removal of the Inspiring Everyday Award. On 23 September 2021, in accordance with the away day that was held at London Stadium for all LLDC and London Stadium colleagues, the Inclusive Culture group and Employee Forum presented 'Lockdown Awards'. These awards were designed by the Employee Forum and Inclusive Culture group, and all employees were invited to nominate their colleagues in the award categories. The Awards were presented to a diverse range of

colleagues by representatives from both groups, and were very well received.

5.2 Across the summer, work has continued on establishing workforce representation comparators and targets. We have agreed that the working age population data of our four host boroughs; Hackney, Tower Hamlets, Newham and Waltham Forest, will be used as our comparator data.

5.2.1 A suitable provider of data analytics and modelling has been appointed, and the outputs will be used to inform workforce representation targets that will be set against agreed comparators. The analytics work will include analysing the data against agreed comparators and the provider will also endeavour to project demographic data to the end of 2024 based on historic data, and will assist us to set targets to meet agreed comparators by ethnicity, gender and disability across that period.

5.2.2 Once the output of the data analytics work is complete, the intention is to share the format and make up of the data to ensure consistent and shared understanding across the organisation, and to agree the final targets, which will be measured on a year on year basis. There will also be a comprehensive socialisation process across all internal fora, and the intention will be to build in targets to senior team member objectives, to ensure continued focus.

5.3 Several external awareness campaigns have been launched over the last period, perhaps most notably for LLDC these include National Inclusion Week and Black History Month. There have been various activities, organised and co-ordinated by our internal fora, staff networks and stakeholders, to support these important campaigns.

5.3.1 Our Inclusive Culture Group marked Inclusive Employers' National Inclusion Week with an engagement campaign at the end of September, with the theme #UnitedForInclusion. The Inclusive Culture Group engaged with LLDC employees daily through internal communications, meeting the objectives of the campaign to:

- Continue the LLDC conversation on how we can be more united for inclusion as an organisation.
- Promote good work already undertaken over lockdown
- Link in with our plans to ensure more diverse recruitment
- Promote future Inclusive Culture work around: language and practices; non-inclusive behaviour; and allyship
- Link with Black History Month in October
- Promote our Lean In Group and LGBTQ+ group

5.3.2 Our Black, Asian and Minority Ethnic Lean In Group has led our campaign to mark Black History Month, which continues throughout October. The Lean In group has deliberately focused the campaign on local events and activities and using Black History Month to highlight work across the host boroughs, local community groups and our partner organisations. The Lean In Group has organised a number of activities and events including educational talks, get togethers, DJ nights, and film screenings to support the theme of Black History Month in 2021, which is 'Proud to Be'. As part of that activity, the Lean In Group 'took over' our corporate Twitter account every Wednesday throughout October to promote their work and engage our partners and followers, and an internal Teams Channel has also been set up to share internal stories, raise awareness and allow all colleagues to get involved. A dedicated section of our fortnightly webcast has been assigned to special guests to join Lyn and discuss their lived experience, including

Jermain Jackman, winner of The Voice, who has also been working with young people and involved with community projects in Hackney, which is particularly poignant and relevant for LLDC. Lunchtime talks have featured the chair of our Legacy Youth Board, Kaitlene Koranteng, presenting on 'Hidden Histories', and Orlene Badu who brought 'The Diverse Curriculum – the Black Contribution' to schools across Hackney.' The campaign has been well received and events have been well attended, not just by LLDC staff but also staff from the wider Black, Asian and Minority Ethnic staff networks across the GLA Group.

- 5.4 During September, we were advised by the Greater London Authority (GLA) that Gender and Ethnicity reports for 2020 could finally be published. All GLA connected bodies therefore published their 2020 results on 24 September 2021. The GLA advised that the commentary around these reports would be delayed until November or December, to allow time for the reports for 2021 to be generated by all bodies. Our Gender and Ethnicity reports for 2020 were previously shared with this Committee and the detailed reports can be found as an Appendix 4 (contains exempt information).

5.4.1 There has been substantial focus internally on socialising and encouraging discussion with colleagues, including potential ways to address our Gender and Ethnicity Pay gaps. This has resulted in several actions being taken in response, including most notably the increase of diverse representation within the Executive Management Team, the commitment to establishing clear workforce representation targets and action setting to create focus on delivering greater ethnic diversity at the point of recruitment, particularly in senior roles.

5.4.2 Gender and Ethnicity reporting for 2021 has been progressed, and the new requirement for Disability reporting this year has also been incorporated in to the reporting schedule. The outputs of the reports will be shared with the Mayor's office for review, prior to being published. We will also be cascading to the Executive Management Team, our Management Forum and other internal fora, highlighting the insights afforded by the data, so that our action plans can be reviewed and updated. The final reports will be shared as part of the next reporting cycle.

5.4.3 The first year of Disability Pay Gap reporting has been challenging, with some of the GLA bodies challenging the efficacy of the results, given that the declaration of individual disability is not necessarily a reliable data set. Nonetheless, at LLDC we recognise that it has provided us with an opportunity to highlight disability related issues, and to engage with our employees and raise awareness on the various shapes and forms disability can take.

- 5.5 In September 2021, we completed an internal review of our progress against the Mayor's Diversity and Inclusion Standard ('the Standard'). A paper was shared with the Inclusion & Diversity Steering Committee ('SteerCo'), and highlighted the last remaining areas where LLDC has not yet reached 'Exemplary' in the indicators set out in the Standard. Of the five indicators identified, two are within the Recruitment chapter of the Standard, two are within the Inclusive Culture chapter, and one is within the Culture Development and Reward chapter. Suggested actions for addressing these gaps were shared with the SteerCo, and it was agreed that the move to exemplary in each of the indicators identified would be achieved through the broader Inclusion and Diversity work already underway. The SteerCo agreed that the Standard would continue to be revisited by the oversight group, and progress monitored on a regular basis. The expectation is that the work planned over the coming nine months will enable LLDC to achieve exemplary status by May 2022, as

per our previous commitment. An overview of the Standard and Action Plan to reach exemplary can be found in Appendix 4.

5.6 Priorities in the next period also include:

- 5.6.1 A continued focus on **Anti Racism initiatives** and inclusive language, including continuing to on LLDC practices, through the Inclusive Culture Working Group.
- 5.6.2 Continued focus on the programme of work **on Diverse Recruitment Practice**, managed by our Recruitment Manager, led by the Senior HR Business Partner and other internal stakeholders including the I&D Recruitment working group.
- 5.6.3 Providing insight and adjusting our action plans following the instruction to publish our **Gender, Ethnicity and Disability Pay Gap Reporting for 2021**, in line with the schedules set by the Greater London Authority.
- 5.6.4 Defining and implementing the proposed **workforce representation targets**, with extensive socialisation across our internal fora, and the inclusion of these ambitions in personal objectives.
- 5.6.5 Appointing our preferred **critical friend**, and commencing the work on the detailed brief as noted above.
- 5.6.6 Reviewing the progress of our **Leadership in Full Focus and Careers in Full Focus** programmes, and adapting or adjusting the programme plans as required.

## 6. KEY PERFORMANCE INDICATORS AND MILESTONES

- 6.1 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 People, Operations and Culture 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, launched in the last period (see above)
Leadership in Full Focus and Careers in Full Focus programmes  Due for completion Q3 2022	Programmes have been launched and are ongoing. There will be an interim review of both programmes to ensure expectations of delegates are being met and value is being added through the programme activity.
Mayor's D&I Standard – Exemplary Status  Due for completion May 2022	We have completed a refreshed self assessment, and identified the five remaining indicators where we need to improve (see above). We are on track, through our ongoing work on Inclusion and Diversity, to achieve exemplary status by May 2022, as committed.
Diverse Recruitment Review	We have established six key themes to address as part of our recruitment

Due for completion Q1 2022	review. The appointment of our critical friend will further inform this work, and a project plan has been established to ensure continued pace of the review.
Workforce Representation Targets  Due for completion Q4 2021	Our data analytics provider has been instructed and upon receipt defined targets will be set (see above). This will be extensively socialised internally, and targets will be incorporated in to senior colleague objectives.
Key Performance Indicators	Status
Maintaining broadly equal distribution of male and female colleagues across all bands	Currently 60% of the workforce are women.
Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands	Representation has remained steady year on year, but has not increased. The Leadership Programmes and the plans to address the issue of diversity at senior levels, set out across previous papers, are measures we are taking to improve performance in this area.
Year-on-year improvements on the gender and ethnicity pay gaps	Gender pay gap has improved year on year (18% median; 13% mean) Ethnicity pay gap stable (31% median; 35% 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.

## 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. Any actions and changes brought about as a result of this report will be monitored for equalities impact.

## 10. APPENDICES

Appendix 1: Diverse Recruitment Presentation to Management Forum

Appendix 2: Diverse Recruitment Action Plan

Appendix 3: Inclusion and Diversity Recruitment Statement

Appendix 4: Mayor's Diversity Standard overview and action plan

Appendix 5: Gender and ethnicity pay gaps 2020 (contains exempt information)

Appendix 6: People Data Dashboard (contains exempt information)

**List of Background Papers**

Inclusion and Diversity Strategy

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Appendix 1

# RECRUITING DIVERSE TALENT

Presentation to Management Forum updated for the People, Organisation and Culture Committee  
November 2021

# THE BUSINESS CASE FOR DIVERSITY

## Diversity of thought

- Research by Harvard: homogenous culture stifles creative thinking and problem solving, a more diverse group solves problems faster.
- Deloitte: when employees think their organisation is committed to and supportive of diversity their ability to innovate goes up by 83%

## Employee performance

- Page 38 If we create an environment where we have a diverse workforce, where employees from different backgrounds feel happy and comfortable and the team has high morale this improves everyone's performance

## Hiring and retaining talent

- Research shows that both men and women increasingly look at whether companies have D&I policies in place before accepting a job

**Promoting diverse talent and inclusion is everybody's responsibility**

# REGENERATION CASE FOR DIVERSITY



## Reflecting our Strategic Themes

- Employing local talent helps us to be a more productive business; one that is more in step with the needs of our stakeholders:
- This will increase our credibility with those **communities**
- It will help us understand how to create and encourage **opportunities** for local talent
- And it will increase our ability to attract investment and foster **inclusive growth**

# REASONS TO BE CHEERFUL

- A unique place
- Outstanding socio-economic achievements – exemplar
- Determined gritty targets for all partners
- Venues
- East Bank

# THE MORAL, LEGAL AND POLITICAL POSITION

The ethnicity pay gap and the lack of opportunities provided to Black, Asian and Minority Ethnic people is morally wrong:

- Nationally, 6% of management jobs held by ethnic minorities (should be 12% based on population)

The **Equality Act** 2010 which protects you against discrimination in the **workplace** at all stages of employment. This includes recruitment, employment terms and conditions, training, pay and benefits, promotion and transfer opportunities, dismissal or redundancy.

- Protected characteristics: age; gender reassignment; being married or in a civil partnership; being pregnant or on maternity leave; disability; race including colour, nationality, ethnic or national origin; religion or belief; sex; sexual orientation

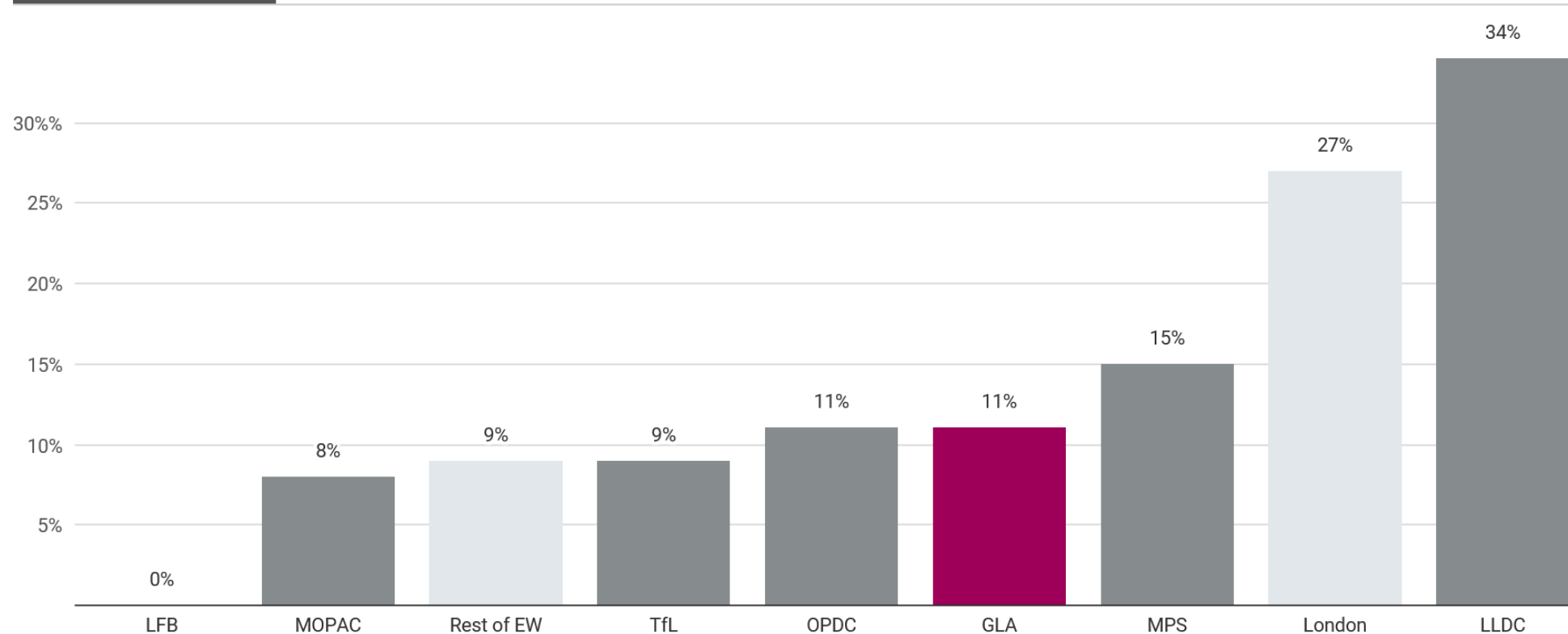
Diversity is a key priority of the Mayor of London – we aim to reach exemplary against the **Mayor's Diversity Standard**. This includes taking action to reduce the gender and ethnicity pay gap.

At LLDC we have a particular problem with the ethnicity pay gap as well as our workforce make up.

# WHAT DO THE STATS SAY ON THE ETHNICITY PAY GAP?

GLA Group Ethnicity Pay Gap 2019 Median & Mean

**Ethnicity Pay Gap (Median)** Ethnicity Pay Gap (Mean)

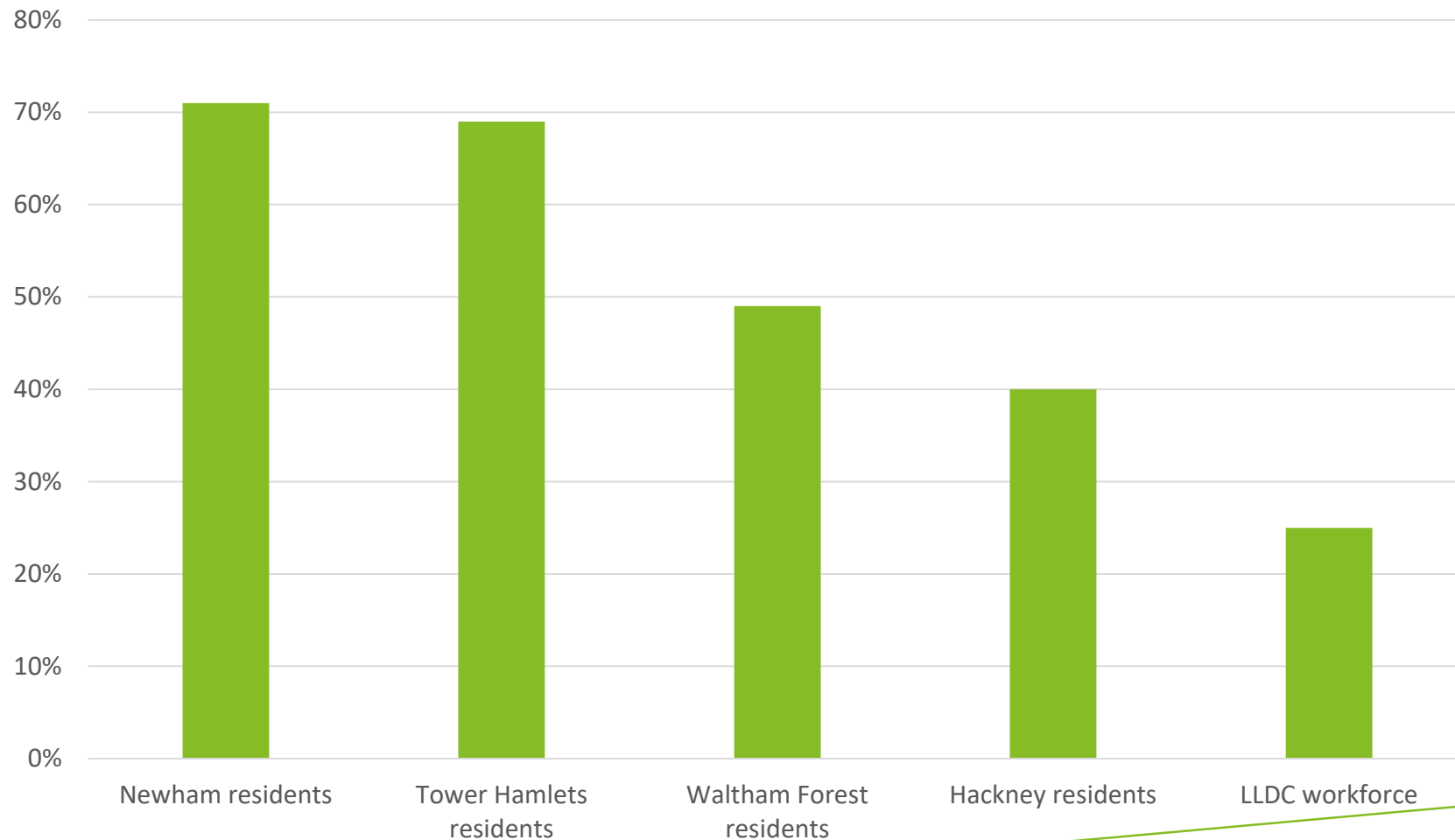


Waltham Forest: 12%; Hackney 16%; Newham 12%

# LLDC WORKFORCE

## Our workforce

Percentage of Black, Asian and Minority Ethnic residents/workforce



# OUR WORKFORCE – ISSUE OF DIVERSITY IN SENIOR BANDS

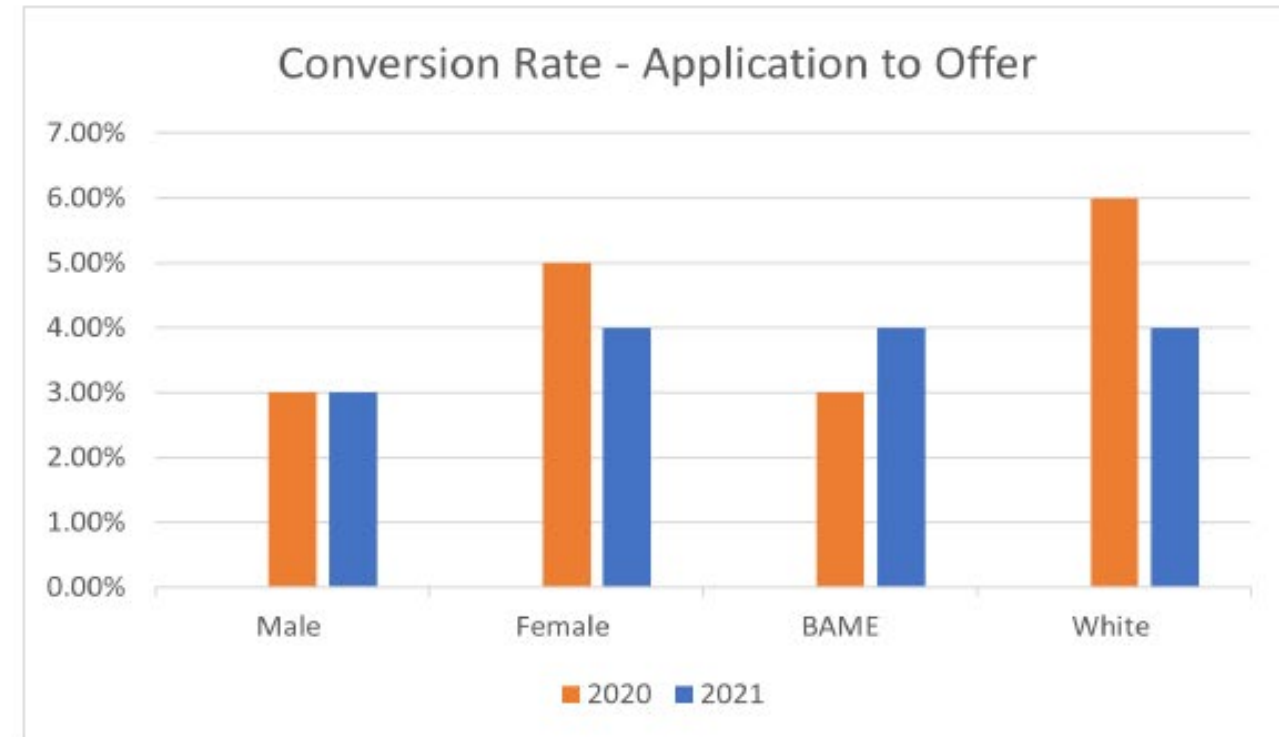
Percentage of Black, Asian and Minority Ethnic employees in bands 7 and above (2020/21): 5%

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Percentage of Black, Asian and Minority Ethnic employees in bands 7 and above (current position): 8%



# RECRUITMENT STATISTICS



# ACHIEVEMENTS SO FAR

- An increase in new starters who are Black, Asian and Minority Ethnic from 2020/21: an increase of 50% from 22% to 33%.
- Recent promotions/re-grading of diverse employees
- Increased diversity on EMT and Management Forum
- Leadership programmes underway
- Agreed to set workforce targets for LLDC
- Embraced agile and flexible working
- Good progress against Mayor's D&I standard
- Removed requirement to default to degree level qualifications in person specifications
- Focus diversity in Internal Communications
- I&D Recruitment Group improvement plan
- External critical friend
- Constraints/opportunities

# MAKING RECRUITMENT COUNTS

Six key opportunities to make a difference

- Person specification
- Advertisement
- Shortlist
- Interview
- Appointment
- Support

Suggested text for adverts:

‘We are absolutely committed to better reflecting the communities we serve in east London, and we are looking for someone who is passionate about this too – we’re keen to hear how your work and lived experience make you suitable for this role. We’d welcome applications from people based in our local communities, or those from traditionally under-represented groups.’

‘We’re very proud of our inclusive culture at LLDC – we care as much about what you have the potential to do, as much as what you have already done, and we want to hear how you will give us a better representation of the perspectives of those we are here to serve.’

# LESSONS LEARNT FROM SOCIO ECONOMIC PROGRAMME

- Be open to doing things differently - if you keep doing the same things, you keep getting what you've always got
- Invest the time and resource needed to get it right - specialist agencies, networks etc
- Set targets based on your particular challenges and opportunities – with the right mix of realism and ambition
- Recruiting for potential is not the same as lowering standards
- The lived experiences of traditionally under-represented groups has a real value to our business
- There's a real opportunity to make a difference

# MANAGEMENT FORUM DISCUSSION

1. What are your reflections on the presentation?
2. What are the practical barriers that you foresee here and how might we resolve them?
3. What are your views on 'gateways' at person specification, advert and shortlisting stages? What is practical if we have gateways whole retaining autonomy?

# OUTCOME OF THE SESSION

The Management Forum session was engaged, generating debate and ideas.

The Forum agreed that it is everybody's responsibility to promote diverse talent and inclusion, including the role of recruiting managers in diverse recruitment.

As a result, a Diverse Recruitment Action Plan has been produced (appendix 2 of the Committee paper).

## Appendix 2:

### LLDC Diverse Recruitment Action Plan

Current status	Action	Owner(s)	Timeline
Some roles advertised internally first	Roles to be advertised concurrently internally and externally, unless under exceptional circumstances (SP approval needed).	All	Immediate
Role descriptions often recycled	Proactive review of role description in advance of placing an advert, to ensure we are recruiting for the right attributes, skills, experience and potential.	Hiring Managers	Immediate
Interview panels often diverse, but not consistently	100% of interview panels to be gender and ethnically diverse (a mix of gender and ethnicities).	Hiring Managers (monitored by HR Team)	Immediate
Shortlists not reviewed on diversity due to 'blind recruitment'	All shortlists will be vetted for diversity prior to interviews being arranged, and 'kicked back' if not achieved. (For these purposes, a diverse shortlist must include at least one woman/man and one Black, Asian or Minority Ethnic candidate).	Recruitment / HR Team / Hiring Managers	Immediate
Diversity statement included	New wording focussing on I&D commitment and underrepresented groups/lived experience to be inserted in to advertising packs (please see attached).	HR Team	Immediate
Ad hoc relationship with specialist recruiters	Pilot partnership with BAME Recruitment for Band 7+ roles, and traditionally harder to recruit diversity roles.	Hiring Managers and HR Team	Immediate
Partnership with Regen to market roles	For open roles, revisit specialist referral networks and specialist BAME Recruiters with industry networks, Beth and Christine (Regen) and BAME Lean In Group.	HR Team/Hiring Managers	Immediate

Current status	Action	Owner(s)	Timeline
No Recruitment Charter	Agree Recruitment Framework/Charter.	HR Team/I&D SteerCo	By 30/11/2021
Existing role profiles, not regularly updated	Agree the proposed new role profile template.	HR Team/I&D SteerCo	By 30/11/2021
Small pool of people called on to help with interviews	Set expectations across the organisation of the need for diverse panels (webcast/EF/MF cascade) you are likely to be asked to participate, request that managers 'release' colleagues for this, rule of thumb that you would interview same level and below .	HR Team/Comms/MF	By 31/12/2021
Inconsistency with approach to marketing of roles	Research networks and marketing routes for specific industry and send a list of potential advertising routes to Recruitment Manager (Camille). Include costs, process and benefit/reach.	Management Forum	By 31/10/2021
List of recruitment methods not currently curated	Curate a list of preferred suppliers/ advertising options/methods (inc costs and offering) that can be provided to hiring managers at the start of campaigns to inform advertising choices.	Recruitment Manager	By 30/11/2021
Partnership with Regen to market some roles	Explore opportunities to partner with communities/external networks via Regen and establish an agreed process for recruiting/advertising through our networks going forward.	Regen/ Recruitment Manager	By 30/11/2021



	Launch recruitment charter and proposed new role profile template (these will likely evolve).	HR Team	By 31/12/2021
Each role scoped individually without clarity on approach	Create a Recruitment Plan pro forma, that includes: <ul style="list-style-type: none"> <li>• Advertising options / methods</li> <li>• Panel members / format</li> <li>• Interviewing approach / structure</li> <li>• Selection criteria</li> <li>• Timelines</li> <li>• Responsibilities</li> </ul>	Recruitment Manager	By 31/10/2021
	Engage and partner with diverse networks (where directly engaged, to be added to advertising options).	Recruitment Manager	Immediate
Partnerships with Inclusive Employers and Equality Works Group as external challenge through Mayor's Diversity Standard	Recruitment of specialist critical friend. Brief currently being drafted, recommendations to be sought through existing Regen partnerships, soft market test to finalise brief with mini tender to procure partnership on a retainer.	HR Team/Regen	By 30/11/2021 subject to procurement timelines
Lack of targets	Implementation of recruitment targets.	HR Team	By 31/12/2021
Interview questions based on competencies	Create a 'bank' of interview questions, sourced from hiring managers, to include interviewing for potential.	Recruitment / HR Team	By 31/12/2021
Learning and Development for Hiring Managers in need of refresh	Define, agree and make arrangements for recruitment basics / interview training/inclusive recruitment for hiring managers.	Learning and Development and Recruitment Manager	By 31/01/2022

Blind recruitment process for all roles	Review and agree whether to continue with 'blind' recruitment process.	Recruitment Manager	By 31/01/2022
Role profiles usually not reviewed until point of recruitment	All people managers asked to populate new role profiles for all team members.	Line Managers / HR Team	2022

### **Appendix 3**

#### **Commitment to Inclusion and Diversity:**

*We are absolutely committed to better reflecting the communities we serve in east London, and we are looking for someone who is passionate about this too. We're keen to hear how your work and lived experience make you suitable for this role and we'd especially welcome applications from people based in our local communities and those from traditionally under-represented groups.*

*We're very proud of our inclusive culture at LLDC – we care as much as about what you have the potential to do as what you have already done, and we want to hear how you will give us a better representation of the perspectives of those we are here to serve.*

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## Appendix 4

### Mayor's Diversity & Inclusion Action Standard

#### **Background**

As Mayor, Sadiq Khan has outlined and committed to a clear strategy for equality, diversity and inclusion. To make sure there is a consistent approach to workforce diversity and inclusion across the GLA Group, the Mayor's office have developed a set of common practices and standards called the **Diversity and Inclusion Action Standard**. This is a benchmarking framework bespoke to and developed by the GLA Group organisations in collaboration with Equality Works Group - specialist diversity and inclusion consultants.

#### **Aim**

The Standard focuses on the GLA Group as employers. It focuses on action the organisations can take in order to:

- achieve a truly diverse workforce reflective of London; and
- develop inclusive cultures in which all groups can flourish.

The D&I Standard purposely does not cover other important areas for the delivery of the Mayor's vision for a diverse and inclusive city such as procurement, service delivery partnership working or community engagement.

#### **Overview**

The D&I Standard consists of five chapters:

1. Diversity & Inclusion Foundations
2. Workforce Representation
3. Recruitment
4. Career Development and Reward
5. Inclusive Culture

There are three levels defined within each chapter – Base, Accomplished and Exemplary, which provide an indication to employers as to how they measure against the various elements.

#### **The Standard and LLDC**

LLDC has committed to achieving exemplary status across the Standard by May 2022. To achieve this, we need to show that we have met all of the indicators under each chapter.

There are a few remaining areas where LLDC has only 'partially met' the indicators. These are:

	Relevant Chapter	Key Indicator
1	Recruitment	The organisation has developed initiatives in order to encourage more successful and diverse applications.
2	Recruitment	Managers ensure that internal and external recruitment panels have BAME representation.
3	Culture Development & Reward	HR, working with senior managers and staff, understands how opportunities are accessed and can analyse the take up of career development opportunities by different groups and, if possible, different teams. The opportunities may be secondments, acting up, courses and training run internally as well as externally funded programmes. The analysis is used to promote equity across the organisation between groups and teams.
4	Inclusive Culture	Managers are trained in how to implement diversity policies.
5	Inclusive Culture	The performance management system actively addresses potential bias in both the allocation of work and responsibility and in the assessment process.

## Addressing the Gaps

Below are some identified actions that will enable us to address the gaps between partially met and met status for each relevant indicator. We have also reached out to other members of the GLA family to collaborate and understand the work they are doing to meet these indicators, so that this can help us to inform our approach.

Relevant Indicator	Actions Identified
1. The organisation has developed initiatives in order to encourage more successful and diverse applications.	<ul style="list-style-type: none"> <li>• Explore opportunities to raise our profile as a diverse and inclusive employer, and to publicise our achievements in D&amp;I both externally and internally (e.g. our achievement of Good Work Standard, being a Disability Confident employer, our partnerships with IE, Working Families and other critical friends, our employee networks).</li> <li>• Develop Careers website to better reflect the organization and showcase our commitment to diversity and inclusion.</li> <li>• Implement/develop partnerships and routes to market to reach broader, more diverse candidate pools.</li> <li>• Co-ordinate and publicise to all hiring managers all available routes to market for available roles and encourage greater use of diverse platforms. HR and Regen to work more closely together to publicise available roles to local candidates and networks.</li> <li>• Review role descriptions and advertising materials to make them more appealing and accessible to a more diverse audience.</li> </ul>
2. Managers ensure that internal and external recruitment panels have BAME representation.	<ul style="list-style-type: none"> <li>• Ensure that we have a diverse recruiting panel for all recruitment campaigns.</li> <li>• Where ethnic diversity on recruitment panels cannot be achieved internally, hiring managers to seek support from external sources across the broader GLA group.</li> </ul>
3. HR, working with senior managers and staff, understands how opportunities are accessed and can analyse the take up of career development opportunities by different groups and, if possible, different teams. The opportunities may be secondments, acting up, courses and training run internally as well as externally funded programmes. The analysis is used to promote equity across the organisation between groups and teams.	<ul style="list-style-type: none"> <li>• Improve our methods for tracking career development opportunities, and report at EMT / MF and the POC Committee to drive action.</li> <li>• Develop and deploy an action plan which seeks to explore all available learning and development opportunities, and promotes development through experiential learning opportunities, rather than 'classroom' based training. This should include using our internal experience in more proactive way.</li> </ul>
4. Managers are trained in how to implement diversity policies.	<ul style="list-style-type: none"> <li>• Design and deliver mandatory internal training for managers, and design guidance documents for managers to access for quick reference.</li> </ul>
5. The performance management system actively addresses potential bias in both the allocation of work and responsibility and in the assessment process.	<ul style="list-style-type: none"> <li>• Use the Performance Management Review project as an opportunity to fully review our PM approach, and leverage the project team to drive action through our working groups and other fora.</li> </ul>



**Subject:** Consultant/Interim/Temporary Worker Engagements  
**Meeting date:** 9 November 2021  
**Report to:** People, Organisation and Culture Committee  
**Report of/by:** Sarah Perry, Director of Human Resources

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**This report will be considered in public**

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**1. SUMMARY**

- 1.1. This report provides the annual update on consultants and interim contractors or temporary workers.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

**2. RECOMMENDATION**

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

**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 and have day one legal rights. We do not have any long term temporary workers – where a role arises that is required for a period of long than three months, we will undertake recruitment and offer fixed term or permanent contracts wherever possible.
- 3.3. Where unavoidable, LLDC engages with temporary workers or interim contractors 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 costs and time frames for continued engagement.

**4. PROGRESS**

- 4.1. The Committee has challenged LLDC to ensure the continued review of our interim and temporary resource costs and utilisation.
- 4.2. Since the last update to the Committee on 17 November 2020, we have introduced a new provider of contingent labour under a cross GLA group contract, which was led by TfL for procurement purposes. The contract was signed with Reed, and implementation work has since been completed across all GLA bodies, with the new partnership launched at LLDC from the beginning of September 2021. The expectation is this will allow us to source temporary and interim labour requirements moving

forward in an efficient, cost effective and compliant manner, although the intention remains to use this as sporadically and infrequently as possible.

- 4.3. Alongside this new partnership, the organisation has been focussed on reducing our legacy interim and temporary contract arrangements. At the point of the last Committee report we had 12 interims, which has since reduced to six. We have two new temporary arrangements that have been sourced via the new Reed contract, meaning our total interim contractors or temporary workers currently totals eight.
- 4.4. Of the remaining six legacy interim appointments, one is due to end by the end of the calendar year, and the remaining five by the end of the financial year (March 2022). There is further information in the Part 2 report.
- 4.5. Diversity of our interim and temporary resources is limited. 75 per cent of this area of the workforce is male, and only 12 per cent is BAME. This is out of kilter with our commitments to Inclusion and Diversity, and we have also committed to reviewing and addressing this wherever possible when interim resource is required. The contract with Reed has specific focus on Inclusion and Diversity, and capturing our progress, but our own direct arrangements will still require focus in this area moving forward.
- 4.6. In the meantime, interim resource is receiving continued challenge and, where appropriate, direct recruitment will be undertaken rather than temporary or interim resource engagements, although the new 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 IMPLICATIONS**

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

## **6. LEGAL IMPLICATIONS**

- 6.1. None.

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

- 7.1. Appendix 1 – Consultants and interim costs and engagement periods (exempt information).

<b>List of Background Papers</b>
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None
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**Subject:** Chief Executive Performance Against 2021/22 Objectives  
**Date:** 9 November 2021  
**Report to:** People, Organisation and Culture Committee  
**Report of/by:** Sarah Perry, Director of Human Resources

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**This report will be considered in public**

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## **1. SUMMARY**

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

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1. At the Chair's Committee meeting of 9 March 2021 meeting, the Committee agreed the 2021/22 objectives for the Chief Executive. These include the following areas:
  - 3.1.1. Development and housing delivery
  - 3.1.2. Construction and East Bank
  - 3.1.3. Stadium and venues
  - 3.1.4. Transition
  - 3.1.5. Inclusion and diversity
  - 3.1.6. Stakeholder management
  - 3.1.7. Financial
  - 3.1.8. Leadership and management
- 3.2. The progress against the objectives to date is set out in Appendix 1 (exempt information).

## **4. FINANCIAL IMPLICATIONS**

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

## **5. LEGAL IMPLICATIONS**

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

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

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

### **List of Background Papers**

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

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