

**Agenda for consideration by the Chair and Members of the Advisory Panel of the People, Organisation and Culture Committee of the London Legacy Development Corporation**

**Meeting Date:** Tuesday 13 July 2021

**Time:** 1.00 pm

**Venue:** via Microsoft Teams

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The Chair and members of the Advisory Panel of the People, Organisation and Culture Committee of the London Legacy Development Corporation (LLDC) are hereby notified and requested to consider the items of business set out below at 1pm on Tuesday 13 July 2021.

In accordance with the LLDC's COVID-19 Remote Decision Making Scheme (available at: <https://www.queenelizabetholympicpark.co.uk/our-story/how-we-work/board-and-committees>) the Chair will consider the items of business set out below and, following consultation with available members of the Advisory Panel of the People, Organisation and Culture Committee, will decide whether to exercise the Corporation's functions in accordance with the recommendations stated.

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

In accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, London Legacy Development Corporation Board and Committee meetings will be held by remote access (video conference). Details of how to follow the proceedings will be available on the website found here <https://www.london.gov.uk/moderngovlldc/ieListDocuments.aspx?CId=320&MIId=6286&Ver=4>

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

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## **Committee Members:**

Sir Peter Hendy CBE (Chair)  
Simon Blanchflower CBE  
Nicky Dunn OBE  
Keith Edelman  
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 9 March 2021** (Pages 1 - 6)

The Chair, following consultation with available Members of the People, Organisation and Culture Advisory Panel, is asked to approve the minutes of the Chair's Committee on 9 March 2021.

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

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

### **5 People Strategy Update** (Pages 9 - 22)

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

### **6 Inclusion and Diversity Update** (Pages 23 - 30)

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

### **7 Workforce Representation Comparators** (Pages 31 - 34)

The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to note the report on the proposed high level Workforce Representation Comparators.

**8 Chief Executive's Performance Against 2021/22 Objectives** (Pages 35 - 36)

The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to note the update on the Chief Executive's performance against the objectives for 2021/22.

**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 People, Organisation and Culture Committee is due to be held on 9 November 2021 at 1pm.

**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 9 March 2021 containing exempt information** (Pages 37 - 40)

The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to approve the minutes of the LLDC Chair's Committee on 9 March 2021 that contain exempt information.

**13 Matters Arising and Actions List Containing Exempt Information**  
(Pages 41 - 44)

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

**14 Inclusion and Diversity Update - exempt information relating to item on Part 1**  
(Pages 45 - 52)

The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to note the appendix containing exempt information on the people data dashboard.

**15 Workforce Representation Comparators - exempt information relating to item on Part 1** (Pages 53 - 54)

The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to approve the proposed high level Workforce Representation Comparators in the appendix containing exempt information.

**16 Chief Executive's Performance Against 2021/22 Objectives - exempt information relating to item on Part 1** (Pages 55 - 58)

The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to note the report containing exempt information on the Chief Executive's performance against the objectives for 2021/22.

**17 Any Other Business Containing Exempt Information.**

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



## DRAFT OPEN MINUTES

### Minutes of the Meeting of the London Legacy Development Corporation Chair's Committee

**Date:** Tuesday 9 March 2021

**Time:** 1.00 pm

**Venue:** Microsoft Teams

**Present:** Sir Peter Hendy CBE (Chair) (until item 8 and from item 18)  
Simon Blanchflower CBE  
Nicky Dunn OBE  
Keith Edelman  
Sukhvinder Kaur-Stubbs

**In Attendance:** Lyn Garner, Chief Executive (until item 17)  
Sarah Perry, Director of Human Resources  
Rachel Massey, Board Secretary  
Charles Ritchie, TfL Legal (until item 8)  
James Varley, GLA Secretariat

#### **1 Apologies for absence**

- 1.1 There were no apologies for absence. The Chair noted that he had to leave the meeting part way through and would re-join later. In his absence, Simon Blanchflower OBE had agreed to Chair the meeting.

#### **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 declared an interest in items 17 and 18 (closed session) - Chief Executive's Performance Against 2020/21 Objectives and Chief Executive's Objectives 2021/22 in her capacity as Chief Executive and had not received the papers and would not be present for discussions of those items.
- 2.3 There were no additional declarations of interest.

### **3 Minutes of the previous meeting held on 17 November 2020**

- 3.1 It was agreed that the minutes of the meeting of the Committee held on 17 November 2020 be signed by the Chair as a correct record.**

### **4 Matters Arising and Actions List**

- 4.1 The Committee noted the Actions List.**

### **5 Review of Committee Terms of Reference**

- 5.1 The Board Secretary presented the report which set out the Committee's Terms of Reference for review and approval of proposed changes.
- 5.2 The Chair had undertaken a review of the Committee, its composition, and the workload on Members. It was noted that Pam Alexander, Chair of the Planning Decisions Committee had stood down from the Committee in November 2020. The proposed changes included amending the purpose and title of the committee, further detail on its diversity and inclusion objectives and the membership structure.
- 5.3 Members requested that the composition be amended to state that it should be a minimum of four members, including the Chair of the Legacy Corporation, Deputy Chair and the Board Diversity and Inclusion Champion and up to four other members.
- 5.4 The Committee noted the changes to the Terms of Reference, including the change of Membership as agreed in the meeting, prior to submission for approval at the Board.**

### **6 People Strategy Update**

- 6.1 The Director of Human Resources presented the update on the continued impact of Covid-19, recovery, transformation and other staffing matters.
- 6.2 The majority of staff were working from home, however, the office continued to remain open should staff who cannot work from home for logistical or personal reasons wish to make use of it. Staff were also given the option to attend external sites if this was part of their role.
- 6.3 Mental Health was a continued focus with the Mental Health First Aider group in operation and workload and priorities were being assessed. Work was taking place to review emerging plans on returning to the office.
- 6.4 Progress was being made on embedding cultural change ahead of the move from 1 Stratford Place and towards Transition.
- 6.5 Workforce Transition Planning was underway. A technological tool to assist with building a profile of each business-critical project area to understand critical roles

and associated timespans was being sought. The financial implications of transition would be explored at an appropriate time once a fuller understanding of the workplan had been developed.

- 6.6 Preparations were underway for the recruitment of four Board Members to take up post in October 2021. LLDC was working closely with the GLA on the process. One of the posts was ringfenced for a past or present member of the Legacy Youth Board.
- 6.7 A review of HR policies for London Stadium 185 had been undertaken with the intention of aligning policies with those of the LLDC.

## **6.8 The Committee noted the report.**

## **7 Inclusion and Diversity Strategy**

- 7.1 The Director of Human Resources introduced the update on progress made against LLDC's inclusion and diversity strategy.
- 7.2 Members welcomed the work being done by the Chief Executive, Director of Human Resources and the Executive Management Team. The availability of baseline data allowed the LLDC to identify gaps and develop strategy to address them, as well as embedding an Inclusion and Diversity programme which would be owned by all staff.
- 7.3 Key highlights included the Inclusion campaign and its theme of Individuality and Being Yourself at Work and a review of the Location Strategy by the Inclusive Culture working group. This would involve an equalities impact assessment of the location strategy. Equal Opportunities Monitoring data would be refreshed and would include questions on social mobility for the first time. In response to a request, the Director of Human Resources would provide further information on the social mobility questions to Simon Blanchflower.

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

- 7.4 The Leadership Development Programmes had been launched on 11 February 2021 for Bands 1-3 and 4-6. Of the 12 places on the Bands 4-6 programme, six places would be ringfenced for employees from Black, Asian and Minority Ethnic backgrounds. This had been subject to consultation as it was important to ensure that the LLDC was targeting colleagues for development who were under-represented in senior roles in the organisation
- 7.5 This period had seen the successful implementation of the process to appoint diverse employees to chair strategic LLDC groups (Management Forum, Strategic EMT, Change Board and Employee Forum) and become members of the Executive Management Team (EMT) which would increase diversity in decision making.
- 7.6 There had been significant internal discussions at executive and management level regarding target setting for Inclusion and Diversity initiatives. It was agreed that key performance indicators were the most suitable approach to help drive

behaviour change.

- 7.7 A revised structure for I&D reporting was being proposed with new data sets and reporting on protected characteristics using 2019 data as the baseline. The revised reporting structure was noted.

**7.8 The Committee noted the report.**

[The Chair left the meeting; in his absence the Deputy Chair would chair the meeting. Charles Ritchie left the meeting at this point.]

**8 Pay Awards for 2021/22**

- 8.1 The Director of Human Resources presented the update on the pay review.

**8.2 The Committee noted the report.**

**9 Chief Executive's Performance Against 2020/21 Objectives**

- 9.1 The Director of Human Resources introduced the update on the Chief Executive's performance against 2020/21 objectives.

**9.2 The Committee noted the update.**

**10 Chief Executive's Objectives 2021/22**

- 10.1 The Director of Human Resources presented the update on the Chief Executive's objectives for 2021/22.

**10.2 The Committee noted the report.**

**11 Date of Next Meeting**

- 6.1 **The Committee noted that the next meeting was due to be held on 13 July 2021 at 1pm**

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

- 12.1 There was no urgent business.

**13 Exclusion of the Press and Public**

- 13.1 **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.**

**14 Minutes of the previous meeting held on 17 November 2020 containing exempt information**

- 14.1 It was agreed that the minutes of the meeting of the Chair's Committee held on 17 November 2020 containing exempt information be signed by the Chair as a correct record.**

**15 Matters Arising and Actions List Containing Exempt Information**

**15.1 The Committee noted the Actions List containing exempt information.**

- 15.1 Discussions around shared services for the Human Resources function were ongoing.**

**15.2 The Committee noted the Actions List containing exempt information.**

**16 Pay Awards for 2021/22 - Exempt information relating to item on Part 1**

- 16.1 The Director of Human Resources presented the update on the Chief Executive's objectives for 2021/22 containing exempt information.**

**16.2 The Committee agreed the recommendations as set out in the report.**

[Lyn Garner left the meeting at this point]

**17 Chief Executive's Performance Against 2020/21 Objectives - Exempt information relating to item on Part 1**

- 17.1 The Director of Human Resources presented the update on the Chief Executive's performance against 2020/21 objectives, containing exempt information.**

**17.2 The Committee agreed the recommendation as set out in the report.**

**18 Chief Executive's 2020/21 Objectives - Exempt information relating to item on Part 1**

- 18.1 The Director of Human Resources presented the update on the Chief Executive's objectives for 2021/22, containing exempt information.**

**18.2 The Committee agreed the Chief Executive's Objectives as set out in the report.**

[The Chair re-joined the meeting during this discussion]

**19 Any Other Business Containing Exempt Information**

19.1 There was no additional business containing exempt information.

19.2 The meeting closed at 14.10.

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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 13 July 2021)

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

Minute No.	Item/Description	Action By	Target Date	Status/note
7.3	<b>Inclusion and diversity strategy</b> Provide further information on the social mobility questions included in the Equal Opportunities Monitoring data to Simon Blanchflower.	Sarah Perry	30 March 2021	Complete. Information provided to Simon Blanchflower.

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### 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.

Agenda Item 4

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**Subject:** People Strategy Update  
**Date:** 13 July 2021  
**Report to:** People, Organisation and Culture Committee Advisory Panel  
**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 the continued impact of the Covid19 global health crisis and our approach to recovery, as national restrictions ease. It also provides an overview on our work on our upcoming relocation to new offices in 2022, an update on work underway relating to Reward and Recognition initiatives, and further updates on progress with LLDC Board recruitment. Finally, the report provides a detailed outline of LLDC's refreshed People Strategy.

## **2. RECOMMENDATION**

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

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

- 3.1. Whilst we have encouraged the majority of employees to continue to work from home following the most recent announcement about the extension of restrictions until 19 July 2021, we have also ensured that our offices remain Covid-19 secure, so that those employees who cannot work from home for logistical or personal reasons can still attend the premises to work by exception until the full reoccupation of our offices can be achieved.
- 3.2. Our Recovery Working Group, which is chaired by the Executive Director of Development, has been focussed on the upcoming logistics of recovery and getting us back to 1 Stratford Place (1SP) and Park HQ with appropriate supporting infrastructure, as well as developing longer term approaches to new ways of working, and piloting new solutions where appropriate.
- 3.3. The group has been working on guidelines for returning to the office, to ensure clarity for all colleagues as we begin to make a formal return. Prior to the recent announcements from the Government, the intention had been to begin a phased return back to the office from the 28 June 2021 onwards. However, this has subsequently been delayed until 19 July 2021 in light of the extension of restrictions and the governmental advice that people should continue to work from home wherever possible until that date.
- 3.4. Alongside these guidelines, the Recovery Group has developed a set of frequently asked questions for colleagues, and has produced some guiding principles on LLDC's approach to hybrid working, including guidance on meeting etiquette and tips for working most effectively in a hybrid format.

- 3.5. Our ambition is 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 do of course 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. For that reason, we have confirmed that all working patterns should be informed by business needs in the first instance, which will naturally vary depending on the requirements of both Directorates and individual job roles. 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. The guiding principles that we have developed to inform this, which have been shared with colleagues, are as follows:
- 3.5.1. **We do not expect anyone to work 100 per cent from home** - because we still want to sustain a strong connection with the Park, our local community and our colleagues. Each Directorate will work with their teams to outline their specific business needs, and individual working patterns will be set based on this, but in any case, a baseline QEOP attendance of three to four days per month should act as an overall rule of thumb to ensure that we can deliver against our priorities and foster inclusion across the board.
- 3.5.2. **All employees should work their contracted hours** - because as an organisation we still need our colleagues' highly valued individual contributions to the work we do.
- 3.5.3. **Hours worked should be wholly dedicated to performance of the role** - because we want to ensure that working time is free of distraction, but also because we recognise the importance of colleague wellbeing and family/ personal responsibilities, and so we want to ensure colleagues are looking after themselves and their loved ones with their time focussed accordingly. Above all, we recognise the value of balance between our working and personal lives and creating dedicated focus during hours of work will help to ensure this balance is maintained.
- 3.6. The safety and wellbeing of our employees remains of paramount importance to us and because of this, we have recognised that it is essential that we re-occupy our offices in a way that maintains social distancing, follows new workplace protocols and introduces new cleaning regimes. These are established in line with government guidelines and in conjunction with the risk assessment that has been conducted and is under review by the Head of Security and Park Safety Officer, and will be subject to a further review ahead of re-occupancy of both 1 Stratford Place and Park HQ on 19 July 2021, in line with any emerging guidance over the course of coming weeks. We anticipate coming back in phases, with a blend of working remotely and within the office (hybrid working). We will not have the usual number of employees in the office and maximum capacity will be set at 90 for 1SP and 9 for Park HQ.
- 3.7. We will be enacting a phased return from 19 July 2021, with the first stage for 1SP seeing a group of up to 45 colleagues able to work from 1SP, and up to nine at PHQ. Thereafter, we will increase this maximum number at 1SP on a two weekly review basis, to allow for any changes in the restrictions and advice from the UK Government. The first increase will allow 65 colleagues to return to 1SP, and this will increase by 15 after each of the following two week review periods, up to the maximum of 90 (out of a total employee number of 173). Based on current timelines, we therefore expect to complete reoccupation of the offices and reach a steady state by 31 August 2021, after the late August Bank Holiday.
- 3.8. We have recognised that social distancing and capacity constraints are anticipated to remain on public transport networks. To help address the transport capacity challenge as well as to mitigate risk to employees we will enable flexibility to come in or leave outside of peak commute times.

- 3.9. Face coverings will be required until colleagues reach their desks, and there will be social distancing guidance at the turnstiles entering 1SP to manage the flow of access into the building as well as within the lifts, where the numbers of people will be limited.
- 3.10. Extensive guidance for colleagues has been developed on social distancing, along with general guidance for working in the office environment and for workstation cleaning and general cleaning protocols. There is also further guidance on the use of collaborative meeting spaces and other communal areas, like break out rooms, bathrooms and kitchen areas.
- 3.11. We recognise the need to take learnings as we move through this process, and so whilst we have a plan for returning, we understand that this is likely to evolve, as we reflect and update plans as necessary.

#### **4. LOCATION STRATEGY UPDATE**

- 4.1. The recommendation that LLDC relocate to new premises from the current location in 1SP to new offices at 5 Endeavour Square was approved by the Executive Management Team in May 2021.
- 4.2. Prior to the Covid-19 pandemic and as part of the GLA Estates and Facilities Collaboration Management working group, LLDC had committed to working on the TfL led, but GLA wide accommodation strategy, which sought to highlight opportunities to deliver significant savings on 'support accommodation' across the portfolio by reducing the estate and sharing accommodation on a hub based approach. Whilst not currently mandatory, the opportunity for LLDC was to surrender the lease in 2022 and decant into the 'east London hub', being TfL's offices at 5 Endeavour Square (5ES) in the International Quarter. Whilst alternative location strategies were considered, this option afforded the most favourable financial savings and tenure flexibility, and ability to embrace agile working.
- 4.3. Following a site visit in April 2021, indicative layout plans have been prepared by TfL to demonstrate the potential in two scenarios; taking either a half a floorplate or a smaller section of this floorplate equating to approximately one third. Full financial and business case analysis will follow to inform the capacity decision.
- 4.4. The current lease for 1SP is due to expire on 15 May 2022, and therefore a location change is proposed to take effect around this date. Over the coming months we will consult across the organisation via our internal fora to share information about the move and details about the new office space – i.e. dates, hot desking, access, storage etc. A location strategy working group has been formed who will focus on ensuring an efficient exit and move.

#### **5. REWARD AND RECOGNITION**

- 5.1. We recently established a working group to look at internal Reward & Recognition initiatives as part of our ongoing Inclusion Campaign, with a view to understanding the effectiveness of current recognition methods, and whether they resonate with colleagues in current form.
- 5.2. The aim of the campaign was to make sure people feel recognised not only for the work that they do but for their wider contribution to the organisation by providing different methods of recognition, which will make them more variable and inclusive. It was acknowledged that an organisation where people feel recognised improves retention, productivity, delivery, and teamwork, and reduces absenteeism, creating a culture where people feel valued. Recognition also serves to improve motivation and wellbeing and is especially important when we are working remotely and cannot give affirmative signs physically or in person.

- 5.3. To make recognition across the organisation more inclusive, the group established the need to look at several influencing factors including; frequency, timing, visibility, interactivity, alignment with our core values, and ensuring that it is data driven, adaptable, consistent and transparent. This element of the Inclusion Campaign follows on well from the recent individuality campaign, and the working group recognised the need to appreciate that everyone likes to feel recognised in different ways and therefore understood the importance of understanding what that looks like in practice.
- 5.4. The group, in collaboration with our Employee Forum, established that the current Inspiring Everyday Award recognition programme is no longer fit for purpose and should be removed, and together they have been working on a proposal for alternative peer to peer recognition schemes. Further updates will be provided at future meetings.
- 5.5. Initial recommendations were made relating to day to day internal recognition approaches, including verbal and virtual recognition, particularly in light of a new hybrid working model, and for creating space and time in one to one meetings to focus on individual recognition between colleagues and line managers. The promotion of technological options for supporting recognition internally has also been a factor, and the 'Praise' function on teams has been promoted organisation wide. This has been well received, and utilisation of the function is starting to increase.
- 5.6. The working group also proposed the introduction of an awards ceremony, appropriately named The Lockdown Awards. These awards are aimed to focus on the positives of lockdown and taking different circumstances into consideration through a wide-ranging and more light-hearted approach. The group recognised that lockdown and the duration of the Covid19 pandemic has been a challenging and difficult time and yet organisationally we have continued to successfully deliver against our objectives, and the resilience and collaboration of our colleagues during lockdown is acknowledged as something to be celebrated and appropriately rewarded. Several categories for nominations have been outlined, and employees were invited to submit their nominations by 17 June 2021. The intention is to hold the Lockdown Awards Ceremony in a hybrid fashion at the point the government restrictions ease and we begin to reoccupy LLDC offices towards the end of July 2021.
- 5.7. As part of our refreshed People Strategy, there is an intention to review our reward and recognition approaches, to identify whether our current benefits offering is providing value for money, and to formulate a clear Reward and Recognition Strategy that will ensure we can attract, recruit and retain the best talent in the lead up to Transition.

## **6. LLDC BOARD RECRUITMENT**

- 6.1. LLDC has instructed Green Park as the Executive Search agency in the recruitment of Board members, to take up their post in October 2021, when the terms of four existing Board members come to an end. LLDC is working closely with Green Park to attract diverse candidates, and through strong candidate relationships, to support diverse candidates to progress through the process. This included developing a process, advert, microsite and communications strategy that demonstrates inclusive language, and welcomes people to the process. The Green Park search strategy has been to ensure that our direct approaches are tailored to each candidate – approaching them with a mandate that speaks to their individual experience, skills set and potential for impact on the Board. The GLA and LLDC also operate a [Guaranteed Interview scheme](#) for all board recruitment processes. An applicant who declares they have a disability in the equalities monitoring form, and meets the requirement to an acceptable level, must be invited to interview. The interview panel provides diverse representation of a number of protected characteristics, and consists of the Chair of the LLDC, Board member and Deputy Mayor of London for Planning, Regeneration



and Skills, , the LLDC HR Director and an Independent Panel Member, appointed by the GLA. LLDC is working closely with the GLA on the recruitment and in line with the Protocol on Mayoral Appointments. There are four positions to be filled, and one of the positions will be recruited from the pool of past and present Legacy Youth Board members.

- 6.2. LLDC is also concluding a recruitment process for four independent members of the Planning Decisions Committee to take up post in August 2021 and is working closely with the local Boroughs to promote the opportunity.

## **7. PEOPLE STRATEGY REFRESH**

- 7.1. The 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'. An overview of the refreshed People Strategy can be found at Appendix 1.
- 7.2. 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. The People Strategy will also focus heavily on fostering a strong organisational mindset for learning and development and preparing our employees for whatever the future holds, both pre and post Transition, which is defined by our 'Fit for Future' strategic pillar.
- 7.3. The 'Inclusive Culture' strategic pillar will be central to the delivery of our refreshed strategy. This focus, which is both internal and external in nature, recognises that the input of LLDC colleagues, partners, networks and communities is critical to the ongoing success of the London 2012 legacy, and the congruency between this strategic pillar and the Corporate strategic objectives of Inclusive Growth and Community is evident. In a nutshell - difference is valued at LLDC, and our aim is to create and sustain an inclusive culture that allows everyone to be themselves, to have a positive experience of the organisation and be able to balance different and ever evolving responsibilities with ease. We see our employees, partners, networks and communities as being equally critical to our success, and our legacy.
- 7.4. The LLDC Inclusion and Diversity Strategy, agreed in 2019, sets out LLDC's approach to advancing an internal culture that genuinely values difference, and this has also been a critical factor in the refresh of our People Strategy. We have already begun the journey to embed inclusion through our work on the Inclusion and Diversity Strategy, which will continue, reinforced by the focus of the strategic pillars of our People Strategy. The intention is to ensure that inclusion and diversity are considered in everything that we do, and eventually become seamlessly integrated in the way we work. The People Strategy will weave inclusion and diversity practice throughout, and we will consider every step of every colleague's journey with us - from hire to retire - from an inclusion and diversity perspective.
- 7.5. At the front end of that colleague lifecycle, it has been identified that diverse recruitment, talent attraction and acquisition practices require additional focus. Increased diversity in recruitment processes and practice will therefore be further developed to ensure that the profile of LLDC's workforce is as diverse and balanced as it can be. Representation and diversity of thought is also critical once colleagues are onboarded and is fundamental to creating a truly 'Inclusive Culture'. LLDC has already taken steps to diversify the Executive Management Team and management groups within the organisation, creating greater opportunity for constructive challenge and enhancing diversity of thought to encourage inclusion and promote diverse solutions to organisational challenges. Some focus has also been on increasing the

representation of Black Asian and Minority Ethnic colleagues at senior levels, which has been identified as a key area for improvement through organisational data insights, and will therefore remain an area of focus as we progress the strategy.

- 7.6. Aligned to our 'Inclusive Culture' and 'Fit for Future' strategic pillars is the desire to ensure that development opportunities are available and transparent to all, no matter their circumstance or background. A broad range of development and progression opportunities will continue to build on the work already underway to effectively support talent from within the organisation wherever possible, and some interventions already delivered have included ringfencing places for Black Asian and Minority Ethnic colleagues (notably our Leadership Programmes). LLDC also remains focussed on creating valuable employee networks, including champions and allies, as connecting our people together is vitally important to deliver true inclusion. A BAME Lean-In Group has already been established and has been operational for some time, and an LGBTQ+ drop-in group has also recently been established. We also participate in the Our Time programme, encouraging leadership development and support for female colleagues, and the ongoing collaboration with the GLA group in promoting and instilling interconnectedness and best practice sharing remains invaluable, with opportunity still to expand.
- 7.7. Another key pillar of the People Strategy is 'Authentic Leadership'. LLDC will promote authentic leadership throughout the organisation, ensuring that core values and priority themes are lived in practice, and that all decisions are made with integrity, transparency and openness. LLDC will endeavour to implement lessons learned from the Covid-19 pandemic, combined with a consideration of emerging trends for the future of work, to shape new ways of working and the opportunities these present. Particular focus will be given to championing flexible and agile working to support health and wellbeing, and to enable colleagues to balance their personal responsibilities with their work responsibilities so that they can give the best of themselves and deliver to their full potential. Leading with authenticity is not restricted to the most senior levels at LLDC, and we will endeavour to create 'Authentic Leadership' as a guiding principle for all colleagues, at any level – with the mindset that anyone has the ability to lead, and to do so with authenticity. To deliver the Corporate Strategy, through Inclusive Growth, Community and Opportunity, we need to lead with vision, purpose and integrity and foster transparency and openness throughout our organisation. We are passionate about our work, our people and our communities and partners, and embedding Authentic Leadership throughout the Corporation will enable us to truly live our values and deliver exceptional outcomes that will continue to shape the future of East London for years to come.
- 7.8. So far, the refreshed People Strategy has been shared with the Executive Management team, and our Management and Employee Forums for input and comment. There have been some good suggestions from colleagues as to how the strategy can be strengthened, and in general colleagues are all very supportive of the strategic objectives outlined in the refreshed strategy. Our next step is to add in further detail, incorporating where possible suggestions from colleagues, and then to launch the new strategy organisation wide.
- 7.9. It is widely recognised that LLDC has a strong foundation on which to build. The approaches outlined in the strategy will seek to safeguard, and enhance its reputation as an inspiring place to work and develop: an organisation which is able to reflect the communities it serves and promote positivity and inclusion, and one which, through its internal practices, supports the wider ambition for Queen Elizabeth Olympic Park to be a genuine place of opportunity, both in the short term and well in to the future.

## **8. FINANCIAL CONSIDERATIONS**

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

## 9. LEGAL IMPLICATIONS

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

## 10. EQUALITIES IMPACT ASSESSMENT

- 10.1. The Recovery Working Group will conduct an in-house Equalities Impact assessment on plans for recovery, hybrid working, and office reoccupation. In addition, LLDC has published guidelines with a focus on inclusion, and tips for managers on hybrid working. These have been cascaded and discussed at Management Forum to ensure consistency of understanding and a baseline of expectations of managerial capability.
- 10.2. LLDC is engaging with external experts to conduct an Equalities Impact Assessment on the Location Strategy, and People Strategy. LLDC is currently talking to a number of providers to take forward this work.
- 10.3. The progression of LLDC's Reward and Recognition strategy is being undertaken with inclusion and equality in mind. The focus of this review has been to ensure transparency, and equality of opportunity, whilst at the same time ensuring that recognition meets the individual needs of our people. LLDC's revised reporting schedule includes reporting on reward and recognition by demographic to help inform any future action plans.
- 10.4. As reported above, LLDC is working closely with Green Park to maintain a focus on diversity of candidates attracted to the position of Board Member, and to progress them through the process. LLDC will report on equalities data, and progression through the process in line with Mayoral appointment procedures.

## 11. APPENDICES

Appendix 1: People Strategy Overview

<b>List of Background Papers</b>
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None
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# PEOPLE STRATEGY

## Final Draft

Sarah Perry – Director of HR

Debbie Wooldridge – Senior HR Business Partner

June 2021

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Our Strategic Context

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Our Vision & Objectives

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Our Strategic Pillars

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Our Building Blocks





# 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 the '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 employees, 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 employees, 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 employees, communities and partners to ensure that we're ready for whatever the future holds.

# OUR BUILDING BLOCKS



## Inclusive Culture

Inclusive & Diverse  
Decision-Making

Employee Experience & Voice

Health & Wellbeing

Internal & External Communities /  
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

Thought Leadership: Championing  
Change



**Subject:** Inclusion and Diversity Strategy  
**Date:** 13 July 2021  
**Report to:** People, Organisation and Culture Committee Advisory Panel  
**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. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

- 2.1. **The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel 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 in November 2019 (the Committee is now known as the People, Organisation and Culture Committee). At the most recent meeting in March 2021, the Committee noted an update on the Strategy, including the Inclusion Campaign, the commitment to drive greater diversity at senior levels, an update from our internal working groups and fora, and our Inclusion and Diversity survey results.
- 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 1 (contains exempt information).

#### 4. KEY HIGHLIGHTS

- 4.1 The flagship Inclusion Campaign continues, and the theme of Individuality and Being Yourself at Work is complete and the third theme of Recognition has been launched. The aim of the campaign is to create a more inclusive and proactive culture of recognition and to make sure people feel recognised not only for the work that they do but for their wider contribution to the organisation. And an organisation where people feel recognised improves employee retention, productivity, delivery, absenteeism and teamwork and creates a culture where people feel valued. Following on from the individuality campaign we need to appreciate that everyone likes to feel recognised in different ways and we want to understand what that looks like and create a platform to deliver to those needs, so we have been facilitating internal conversations through our all employee webcasts and in team meetings to understand how people like to be recognised and remind colleagues about the value of recognition. We have also launched 'the Lockdown Awards' allowing colleagues to nominate each other to recognise the positive and funny since we went into lockdown in March 2020.
- 4.1.1 The 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. LLDC has previously reported the results of the I&D pulse survey, which included a number of positive statements around respecting individual difference; placing a high priority on fairness and integrity and treating people with fairness and respect; and promoting diversity and inclusion. Extensive consultation has taken place following the results of the I&D survey, as reported at 4.8 below. More formal measurement will be conducted through the next employee engagement survey. There is not currently a survey planned, as employees have been vocal in their survey fatigue. LLDC Exec Office in consultation with Employee Forum will schedule the next survey and will report further detail and outcomes to the People, Organisation and Culture Committee.
- 4.2 At the last Committee, we identified an approach to **Programme Governance**, including the establishment of an internal I&D Steering Committee. This group ensures diversity of representation from the organisation, and consists of: the LLDC Chief Executive; EMT members who are the leads of the I&D Strategic themes and the Chairs of Management Forum, Employee Forum, Strategic EMT, Change Board; and the chairs of our Black, Asian and Minority Ethnic lean in group and LGBTQ+ group. The Steering Committee has been established to ensure continued focus on our Inclusion and Diversity initiatives and to maximise diverse representation at a decision-making level. The Steering Committee has since met on two occasions, where progress updates have been shared, and opportunities for increased co-ordination and collaboration on elements of the work have been identified. The Steering Committee has also been instrumental in developing the recommendations on our workforce representation targets and is fully committed to ensuring the implementation and delivery against these targets once approval has been secured from the Committee.
- 4.3 As committed at the last Committee meeting, we have been developing our approach to **workforce representation comparators**. As above, the Steering Committee have been instrumental in establishing these recommendations, and there is a separate item on the agenda for this meeting for approval. Target setting has been discussed widely across all our internal fora, and we have continued to socialise our intended approach as progress has been made.

- 4.4 We completed a refreshed **Equal Opportunities Monitoring** exercise, which also focussed on Social Mobility, as reported at the last Committee. Unfortunately, the response rate was lower than expected (74 per cent) and through consultation with employees, this has been attributed to the inclusion of socio economic/social mobility questions, combined with the overwhelming feedback from colleagues that this exercise should be wholly anonymous. Equally, we recognised that the anonymous nature of the data has implications for our work on target setting, whereby we are unable to satisfactorily establish our baseline and, as we move forward, our progress against that baseline. As a result, we have been discussing with our internal fora a potential solution to ensuring the completeness and accuracy of this data, whereby we intend to reach out to those employees for whom we do not already hold the required data, and request that they supply this to us. The intention will be to obtain 100 per cent completeness, so that we have a clear baseline from which to work on the progress against our set targets. Nonetheless, the responses relating to the social mobility questions have been a useful introduction to this new factor, and we do not intend to lose sight of progressing and developing our work in this area.
- 4.5 The Leadership **Programmes** designed to focus on developing and supporting those specifically in Bands 1 to 3 and 4 to 6, which were noted at the last Committee, commenced in April 2021. The Programmes were received positively by colleagues and interest was high. We completed a full application process for those who expressed an interest in joining the programmes, and subsequently colleagues were offered places on the programme. The Programmes have been named 'Careers in Full Focus', for those in Bands 1 to 3, and 'Leadership in Full Focus' for those in Bands 4 to 6. Since launch, there has been various work completed on individual strength profiling and establishing internal mentors and external coaching support for delegates on the programmes. There has been some impact to the progress of this work resulting from the extended absence of a key individual within the Human Resources team, however we have been working on plans to ensure that the work is not subject to any further delays.
- 4.6 In order to accurately monitor our progress within the Inclusion and Diversity agenda, we recognised at the last Committee that our **reporting** requires greater structure and consistency to provide valuable insights. Subsequently, we have adjusted our reporting to ensure that our commitments to reporting, as outlined at the last Committee, are met. The commitments made at the last Committee regarding reporting have been included for reference, as Appendix 1.
- 4.7 The recent review of our Corporate Strategy and our People Strategy has identified the need to complete an **Equalities Impact Assessment (EQIA)**, to ensure that we are meeting all requirements from an Inclusion and Diversity perspective. Work has therefore commenced to look at running an EQIA on each of the respective strategies, and this is being informed through our continued relationship with our external partners, Inclusive Employers. We have explored the option of informing this work through a separate external, independent reviewer, and next steps are to be decided in the coming weeks.
- 4.8 Extensive consultation has been continued following the **I&D pulse survey**, with focus groups and discussions at EMT, Management Forum, the BAME Lean In Group and individual directorates. Further context understood from these focus groups has informed the evolving I&D action plans and will be implemented through the Working Groups. For example, a focus on Inclusive Language will try to further unpick experiences, help to foster open conversation, and align expectations around appropriate language. In addition, individual directorates are formulating appropriate action plans based on those results.
- 4.9 We have completed a refreshed self assessment against the **Mayor's Diversity and Inclusion Standard** and consider ourselves to now have reached exemplary in three

of the five themes. Our action plans will focus on achieving exemplary across the standard by May 2022, through the I&D action plan, and collaboration with the other two themes: Recruitment and Inclusive Culture.

4.10 Priorities in the next period also include:

- 4.10.1 A continued focus on **Anti Racism initiatives and inclusive language**, including continuing to focus on micro and macro aggressions, through the Inclusive Culture Working Group.
- 4.10.2 A programme of work that will focus on **Diverse Recruitment Practice**, led by our Recruitment Manager, with support from the Senior HR Business Partner and other internal stakeholders including the I&D Recruitment working group. This will initially focus on establishing internal diverse panels to support CV writing and interviewing for internal colleagues and supporting internal mobility, improving our selection, interviewing and onboarding processes to ensure consistent and diverse recruitment practice, and seeking to attract a more diverse range of candidates by improving our external attraction techniques, most notably through improvements to our own careers website.
- 4.10.3 Undertaking **Gender, Ethnicity and Disability Pay Gap Reporting**, in line with the schedules set by the Greater London Authority. The addition of Disability Pay Gap reporting for this coming year is new and will therefore require additional input and review as we move the work forward. The intention will be to complete this work in late summer. Our Pay Gaps action plan will also be updated in light of the refreshed data.
- 4.10.4 Implementing the proposed **workplace representation comparators**, through extensive socialisation across our internal fora, and the inclusion of these ambitions in personal objectives. Our first priority will be ensuring that our data is fully complete, and mapping our workforce against the economically active population data for London to give an accurate picture of our current state. The intention will be to review our progress at both an organisational and Directorate level. A paper seeking approval for the proposed approach can be found in a separate agenda item: 'Workforce Representation Comparators'
- 4.10.5 Following a revised self-assessment against the Mayor's D&I Standard, noted above, we are reviewing and setting a new set of objectives to ensure that we are continuing to meet the requirements of the standard, or to ensure that we are on track to achieving our target of reaching exemplary status against the standard. Where this is not the case, we will be developing appropriate action plans accordingly.
- 4.10.6 Publicising and showcasing our relationship with **Inclusive Employers** internally, and ensuring that colleagues are fully aware of their accreditations, and their role in acting as our critical friend on Inclusion and Diversity initiatives. We will also be commencing some work with Inclusive Employers to understand how they might be able to support us in promoting the importance of Lived Experience with colleagues, and how this might factor into the adaptation of some of our internal processes (e.g. interviewing and selection).
- 4.10.7 Exploring options of external organisations to act as a and partner with us on our I&D Strategy.

## 5. KEY PERFORMANCE INDICATORS AND MILESTONES

- 6.1 The Chair's Committee 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. The status of the agreed KPIs and milestones is set out below, with references to other sections of the agenda for this meeting.

Milestone	Progress
Commencement of inclusive culture engagement campaign - Q2 2020/21. Completion of inclusive culture engagement campaign – Q2 2021/22.	Engagement campaign commenced in September 2020 and has continued with the launch of the third theme of Recognition, launched in the last period (see above).
Commencement of Development programme – Q3 2020/21.	Development programmes (now called Leadership programmes) have been launched (see progress report above).
LLDC reaches exemplary against the Mayor's D&I Standard.	We have completed a refreshed self assessment, and consider ourselves to now have reached exemplary in three of the five themes. Our action plans will focus on achieving exemplary across the standard by May 2022, through the I&D action plan, and collaboration with the GLA Group across the other two themes: Recruitment and Inclusive Culture.
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 not increased year on year. The Leadership Programmes and the plans to address the issue of diversity at senior levels, set out in the previous committee paper, 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. The Recruitment and Supporting Talent from Within action plans are in place to improve performance in this area, including the Leadership Programmes set out in section 4.

## 6. FINANCIAL CONSIDERATIONS

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

## 7. LEGAL IMPLICATIONS

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

## **8. EQUALITIES IMPACT ASSESSMENT**

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

## **9. APPENDICES**

Appendix 1: People Data Dashboard (contains exempt information)

Appendix 2: Agreed reporting schedule

<b>List of Background Papers</b>
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Inclusion and Diversity Strategy
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## Appendix 2

### Agreed Reporting Schedule

As agreed by People, Organisation and Culture Committee (formerly Chair's Committee) Feb 2021

In order to accurately monitor our progress within the Inclusion and Diversity agenda, it is recognised that our **reporting** requires greater structure and consistency to provide valuable insights. Our commitment to reporting moving forward is as follows:

- We intend to utilise the data reported to the Chairs Committee in November 2019 to act as a baseline for future reporting, so that we can accurately show and monitor improvements resulting from our Inclusion & Diversity work
- Future reports and data will show our progress against this established baseline, as well as year on year comparisons, where appropriate.
- We will continue to report on our overall Gender and Ethnicity profile, as well as Local Employment data. The breakdown of the local workforce by gender and ethnicity is a new reporting factor and will be included in future reports so progress can be more accurately measured against our Inclusion and Diversity initiatives – for this purpose, a different data set from 2021 will be our baseline.
- We will continue to report on Gender and Ethnicity Pay Gaps, in line with the pre-set reporting schedule by the Mayor – this falls annually, with reporting for the period commencing March, completed retrospectively mid year. This data will therefore be reported to Chairs Committee in November meetings moving forward.
- We will expand our reporting to include more representative diversity data, such as sexual orientation and declared disability. Where relevant, we will report on those employees who have selected 'Prefer not to say' to questions regarding Gender or Ethnicity. This will be further informed by our refreshed Equal Opportunities Monitoring data. We will also report on intersectional data, for example Black Female employees, where this information is available.
- We will seek to provide comparative data from local employers and the wider GLA family, where this data is available.
- We will align the reporting data throughout the organisation, to ensure consistency of reported data and insights, which in turn will ensure we have more consistent and informed action planning.
- We have reviewed our reporting schedule and proposed a new, consolidated schedule. Reporting will be completed on a bi-annual basis for Chairs Committee and our Executive Management team. Reports will be submitted in July and November meetings, covering the periods of 1<sup>st</sup> November – 31<sup>st</sup> March and 1<sup>st</sup> April – 31<sup>st</sup> October respectively. This approach will also be applied to our reporting for individual Directorates. Internal reporting to the Executive Management Team, and reports to our Management Forum will also be refreshed as appropriate and provided on a bi-annual basis.

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**Subject:** Workforce Representation Comparators  
**Date:** 13 July 2021  
**Report to:** People, Organisation and Culture Committee Advisory Panel  
**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 paper seeks approval to implement initial high level workforce representation comparators towards which to work across LLDC.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

- 2.1 **The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, is asked to note the report on the proposed high level workforce representation comparators.**

## **3. BACKGROUND**

- 3.1. At the last Chair's Committee meeting, the Committee noted an update on LLDC's Inclusion and Diversity Strategy, and was asked to consider and discuss how workforce target setting might be best applied at LLDC to help drive better representation of under-represented groups, focussing on ethnicity, gender and disability. A commitment was made to provide a progress update at the next Committee meeting.
- 3.2. Our current committed milestones and KPIs are set out in the Inclusion and Diversity Update item.  
**Rationale**
- 3.3. Whilst KPIs and milestones are useful, setting targets in any area of our business can help us to determine what our objectives are, measure progress, identify challenges, take remedial action as needed and celebrate successes. We have found that contractual targets for key employers in the Park, supported by jobs and skills programmes, have been an effective way of ensuring diverse and representative workforces.
- 3.4. Increased diversity of our workforce, and improved inclusion will increase the performance across the organisation, and enable us to more effectively attract, recruit and retain talent.
- 3.5. Working towards relevant comparators should help to encourage behaviour change to strive to increase the diversity of our workforce, improve delivery and foster a culture of inclusion. The well established I&D Strategy will be continually reviewed by the I&D

Steering Committee, and through the Working Groups to ensure that the action plan aligns to helping LLDC achieve workforce representation comparators. The action plan will continue to include measures to improve the diversity of our workforce and aim to meet these comparators through the strategic themes of Supporting Talent from Within, Leadership, Recruitment, and Inclusive Culture. Examples of the current action plan for Recruitment include refreshing the careers page to increase applications from under-represented groups and increasing hiring manager capability to increase the number of diverse candidates hired.

- 3.6. On 22 April 2021, the I&D Steering Committee approved the suggested approach to develop year on year targets based on the protected characteristics data (focussing initially on ethnicity and gender then broadening out) against the Economically Active population for London, aligned with the GLA.
  - 3.6.1. Year on year targets help us to approach action plans in a meaningful way, allowing us to evolve and adjust as we work towards achievable targets. Year on year targets also provide an opportunity to address under performance more regularly and take remedial action where appropriate. LLDC has a relatively low employee turnover so this approach is also designed to be realistic and achievable.
  - 3.6.2. There is a desire to include additional protected characteristics in setting our ambitions of workforce representation going forward, but as an initial approach it was agreed that starting with ethnicity and gender would be appropriate.
- 3.7. The next step was to liaise with the GLA to align with their approach, and continuing to try to partner with data analytics experts, preferably City Intelligence, to ensure that the targets would be sensible, statistically significant, and achievable, particularly when considering targets for senior levels and more granular, directorate level information.
- 3.8. The GLA currently bases their workforce reporting on the economically active population. There has been a move towards considering using the working age population. City Intelligence colleagues are collating the population data for different demographics based on the working age population in order to compare the difference between the two measures based on 2020 ONS population data.
- 3.9. For clarity, the economically active population is defined as those who are in work, or seeking to be in work. The main economically inactive groups are students, people looking after family and home, long-term sick and disabled, temporarily sick and disabled, retired people and discouraged workers, i.e. those who have stopped looking for work because they found no suitable employment options or failed to be shortlisted when applying for jobs. Conversely, the working age population is often considered a more inclusive measure, as it reflects those individuals who are of working age but may be excluded from the workforce because of structural barriers to employment.
- 3.10. Through consultation with the LLDC Board I&D Champion and LLDC Chief Executive it was agreed that the use of the word 'target' can have negative connotations, be misconstrued, and does not accurately reflect the depth of our intention. With this in mind, it is proposed that we use the term 'comparators' and ambitions to reach those comparators. We would therefore have ambitions to reach overall workforce representation comparators, against which we would be measured.
- 3.11. The current comparators based on the economically active population are below.

Ethnic group	% of economically active
White	64%
BAME	36%
Mixed / Multiple ethnic groups	3%
Asian / Asian British	16%
Black / African / Caribbean / Black British	11%
Other ethnic group.	6%

Gender	% of economically active
Male	54%
Female	46%

Disability	% of economically active
Disabled	12%

- 3.12. These comparators used by the GLA are likely to be revised and targets set at a more granular level. That work is still underway by City Intelligence.
- 3.13. There are no year on year targets set at the GLA, but instead overall comparators to which to aspire and to be measured against.
- 3.14. Further consideration is to be given to the communication of progress towards comparators, and we would welcome comments from the Committee.
- 3.15. The proposal for the high level workforce representation comparators is set out in appendix 1 (contains exempt information).

#### 4. FINANCIAL CONSIDERATIONS

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

#### 5. LEGAL IMPLICATIONS

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

#### 6. EQUALITIES IMPACT ASSESSMENT

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

#### 7. APPENDICES

Appendix 1: Proposal for high level workforce representation comparators (exempt information)

##### List of Background Papers

None

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**Subject:** Chief Executive Performance Against 2021/22 Objectives  
**Date:** 13 July 2021  
**Report to:** People, Organisation and Culture Committee Advisory Panel  
**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 Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel is asked to note the update on the performance against the objectives for 2021/2022.**

## **3. BACKGROUND**

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

## **4. FINANCIAL IMPLICATIONS**

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

## **5. LEGAL IMPLICATIONS**

- 5.1. The Chair's 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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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
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