

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

**Meeting Date:** Tuesday 17 November 2020

**Time:** 11.30 am

**Venue:** via Office Teams

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Members of the London Legacy Development Corporation Chair's Committee are hereby notified and requested to attend the meeting of the Chair's Committee of the Corporation at 11.30 am on Tuesday 17 November 2020 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)

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 here:

<https://www.london.gov.uk/moderngov/ldc/ieListDocuments.aspx?CId=320&MId=6223&Ver=4>

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### Committee Members:

Sir Peter Hendy CBE (Chair)

Pam Alexander OBE

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 21 July 2020** (Pages 1 - 4)
- The Committee is asked to agree the minutes of the Chair's Committee Advisory Panel meeting held on 21 July 2020.
- 4 Matters arising and Action List** (Pages 5 - 6)
- The Committee is asked to note the actions arising from previous meetings.
- 5 People Strategy Update** (Pages 7 - 10)
- The Committee is asked to note the People Strategy Update.
- 6 Inclusion and Diversity Strategy** (Pages 11 - 20)
- The Committee is asked to note the report.
- 7 Consultant/Interim/Temporary Worker Engagements Update** (Pages 21 - 22)
- The Committee is asked to note this report.
- 8 Chief Executive Performance Against Objectives** (Pages 23 - 24)
- The Committee is asked to note the update on the Chief Executive's performance against the objectives for 2020/21.
- 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 - to be scheduled in 2021**
- 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 21 July 2020 containing exempt information** (Pages 25 - 28)
- The Committee is asked to agree the minutes of the Chair's Committee Advisory Panel meeting held on 21 July 2020 that contain exempt information.

**13 Matters Arising and Actions List containing Exempt Information**  
(Pages 29 - 32)

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

**14 People Strategy Update - Exempt information relating to item on Part 1**  
(Pages 33 - 42)

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

**15 Inclusion and Diversity Strategy Update - Exempt information relating to item on Part 1**  
(Pages 43 - 48)

The Committee is asked to note the Inclusion and Diversity Update that contains exempt information.

**16 Consultant/Interim/ Temporary Worker Engagements - Exempt information relating to item on Part 1**  
(Pages 49 - 50)

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

**17 Chief Executive Performance Against Objectives - Exempt information relating to item on Part 1**  
(Pages 51 - 56)

The Committee is asked to note the update that contains exempt information on the Chief Executive's performance against the objectives for 2020/21.

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

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





## MINUTES

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

**Date:** Tuesday 21 July 2020

**Time:** 11.30 am

**Venue:** Via Microsoft Teams

**Present:** Sir Peter Hendy CBE (Chair)  
Pam Alexander OBE  
Sonita Alleyne OBE  
Simon Blanchflower CBE  
Nicky Dunn OBE  
Keith Edelman  
Sukhvinder Kaur-Stubbs, Board Diversity Champion

**In Attendance:** Lyn Garner, Chief Executive Officer  
Sarah Perry, Director of Human Resources  
Rachel Massey, Board Secretary  
Sue Riley, GLA Secretariat

#### **1 Apologies for Absence and Announcements**

- 1.1 An apology for absence was received on behalf of Jamie Dean, Mayoral Observer.
- 1.2 The Chair welcomed Sukhvinder Kaur-Stubbs to the meeting, in her role as LLDC Board Diversity Champion and Chair-designate of the Regeneration and Communities Committee. He thanked Sonita Alleyne for her work as Chair of the Regeneration and Communities Committee as she was standing down as Chair (and therefore from this Committee), but would remain on the Regeneration and Communities Committee.
- 1.3 The proceedings for this meeting were being held under the LLDC's Covid-19 Remote Decision Making Scheme, as set out on the agenda front sheet and on the LLDC website.

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

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

than those already made and included in the register.

There were no additional declarations of interest.

### **3 Minutes of the previous meeting held on 5 March 2020**

- 3.1 Following consultation with available Members of the Chair's Committee Advisory Panel the Chair approved the minutes of the meeting held on 5 March 2020.**

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

- 4.1 Following consultation with available Members of the Chair's Committee Advisory Panel the Chair noted the actions arising from the previous meeting.**

### **5 People Strategy Update**

- 5.1** The Director of Human Resources presented the update on the People Strategy progress and the impacts of Covid-19. She noted the inclusive approach taken during the pandemic and that LLDC had adopted some over-arching working principles they were widely used across the UK related to wellbeing which reminded employees to take care of their physical, emotional and mental health as well as being mindful of how others are adapting and coping with the situation.
- 5.2 Following consultation with available Members of the Chair's Committee Advisory Panel the Chair noted the report.**

### **6 Inclusion and Diversity Update**

- 6.1** The Director of Human Resources presented the report and Sukhvinder Kaur-Stubbs updated the Committee on discussions with the BAME Lean In group on the Inclusion and Diversity Strategy and Action Plan.
- 6.2** Members welcomed the report, the focus on staff well-being and staff communications. It was suggested that the engagement campaign should also include external/community engagement as well as being internally focused.  
**[Action: Lyn Garner]**
- 6.3 Following consultation with available Members of the Chair's Committee Advisory Panel the Chair noted the report and confirmed the strategic approach set out in section 4 of the report.**

### **7 Chief Executive's Performance against Objectives**

- 7.1** The Chair presented the update on the Quarter 1 performance of the Chief Executive against the overarching 2020/21 objectives.
- 7.2 Following consultation with available Members of the Chair's Committee Advisory Panel, the Chair noted the update on the performance against the objectives for 2020/21.**

- 8 Any other business the Chair considers urgent**
- 8.1 There was no urgent business.
- 9 Date of next meeting**
- 9.1 The next meeting was due to be held on 17 November 2020 at 11.30am.
- 10 Exclusion of the Press and Public**
- 10.1 Following consultation with available Members of the Chair's Committee Advisory Panel, the Chair agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraphs 1 and 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.
- 11 Minutes of the previous meeting held on 5 March 2020 containing exempt information**
- 11.1 Following consultation with available Members of the Chair's Committee Advisory Panel, the Chair approved the minutes of the meeting held on 5 March 2020, subject to an amendment made at the meeting. The Chief Executive Officer had been sent a redacted version of the minutes.
- 12 Matters Arising and Action List containing exempt information**
- 12.1 Following consultation with available Members of the Chair's Committee Advisory Panel, the Chair noted the actions arising from the previous meeting and the oral updates.
- 13 People Strategy Update - Exempt information relating to item on Part 1**
- 13.1 The Director of Human Resources introduced the update report on the People Strategy, containing exempt information.
- 13.2 Following consultation with available Members of the Chair's Committee Advisory Panel the Chair noted the report and agreed the actions as discussed at the meeting.
- 14 Inclusion and Diversity update - Exempt information relating to item on Part 1**
- 14.1 The Chief Executive Officer presented the update on inclusion and diversity, containing exempt information.
- 14.2 Following consultation with available Members of the Chair's Committee Advisory Panel the Chair noted the report and agreed the recommendations as discussed at the meeting.

**15 Chief Executive's Performance against Objectives - Exempt information relating to item on Part 1**

15.1 The Director of Human Resources introduced the appendix, containing exempt information, on the Chief Executive's performance against objectives for 2020/21.

**15.2 Following consultation with available Members of the Chair's Committee Advisory Panel the Chair noted the report and the additional recommendations, as agreed at the meeting.**

**16 Any Other Business containing Exempt Information.**

16.1 There was no urgent business.

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Chair

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Date

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



## Chair's Committee Actions List (reported to the meeting on 17 November 2020)

### Actions from the last meeting (21 July 2020)

| Minute No. | Item/Description   | Action By  | Target Date   | Status/note   |
|------------|--|------------|---------------|---|
| 6.2        | <b>Inclusion and Diversity Update</b><br>Include external/community engagement focus as part of the engagement campaign. | Lyn Garner | November 2020 | In progress. Going forward the Chair's Committee will focus on internal I&D and external I&D work will be reported via the Board. |

### Actions from previous meetings

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





**Subject:** People Strategy Update  
**Meeting date:** 17 November 2020  
**Report to:** Chair's 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 progress so far and outlines the work required to advance our progress during 2020/21. It also updates on the impact of the Covid-19 global health crisis.
- 1.2. A report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 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. The People Strategy has been in place for 4 years and significant progress has been made during this time. This paper provides an update on the review of the People Strategy and related updates on the response to the COVID-19 crisis and Employee Engagement surveys.

## **4. COVID-19 RESPONSE & RECOVERY**

- 4.1. During the lockdown period, LLDC focussed on creating working groups to address the prospect of returning to the office at One Stratford Place and to facilitate recovery. As part of that recovery, a very small number of employees (approx. 5-10 per day) have returned to work in the office over the past 3 months.
- 4.2. Significant progress was made in enabling a safe return to the office during August 2020 for small numbers of people for whom the office environment presents a significantly better option than home working, for both work and wellbeing reasons, wherein the office building was made secure and all relevant health and safety processes were reviewed and adopted. There has been a minimal number of employees returning to the office during this period and plans to open up to additional employees have been paused given the evolving external context.
- 4.3. During the course of lockdown and the pandemic, we have placed greater focus on inclusion activities, including enhancing the reach and regularity of our communications and internal employee forums, launching our Inclusive Culture campaign and, as previously reported, focussing heavily on Health & Wellbeing initiatives. We have also focussed on working collaboratively across the GLA organisations to ensure improved support networks for employees.

4.4. Recovery planning has included reviewing current and future ways of working. The working group developed three interlinked principles for how LLDC should work in the future - Inclusive Culture, Authentic Leadership and Management, and Flexible and Agile Working. Underpinning these principles are the results from our Pulse Surveys which tell us that our people want us to trust them, to empower them and create an environment that supports this. A definition for each principle is set out below:

4.4.1. **Inclusive Culture:** Our culture underpins everything we do, and an inclusive culture is a key part of our rationale underpinning the whole approach. Our inclusive culture recognises that we are all individuals, we trust and empower our people to own their performance, the way they work, their own learning and development; and that we are here to work collaboratively towards shared goals. We value diversity and understand that treating people equitably does not necessarily mean treating people the same.

4.4.2. **Authentic Leadership:** We lead by example; encourage shared platforms and embrace new ways of working. Ours is a culture of trust and empowerment, appreciating individual circumstances alongside business need, ensuring that the focus is objective led to deliver business needs.

4.4.3. **Flexible/Agile Working:** Flexible working is the rule, not the exception – we are committed to flexible working and optimising the work environment in order to achieve this, balanced with the needs of the business.

## 5. PEOPLE STRATEGY REVIEW

5.1. Our People Strategy has reached the end of its natural term since being launched in 2016 and a holistic review is underway. The strategy, whilst still emerging, is expected to fall in to three distinct themes: Inclusive Culture, Authentic Leadership, Fit for Future.

5.2. The themes detailed above will form the overarching framework of our revised People Strategy, underpinned by a continued focus on inclusion that is aligned to our broader I&D Strategy. Our intention is to carry forward this strategic framework into the pre-transition period. Whilst work on the revised People Strategy is ongoing, we expect to be able to provide a final view of the strategy at the next Committee meeting.

5.3. Further information relating to remuneration reviews and workforce transition can be found in the Part 2 report (contains exempt information).

## 6. EMPLOYEE ENGAGEMENT SURVEYS 2020

6.1. The last full survey was completed in October 2019 and was completed by 86% of employees. We adapted our approach during 2020 and moved to shorter, focussed pulse surveys that concentrated on gathering employee feedback on critical topics given the context of the Covid-19 pandemic, such as personal and professional wellbeing, communication, leadership and future ways of working.

6.2. During 2020 we have completed two engagement pulse surveys in May and July, with completion rates of 90 per cent and 86 per cent respectively. In late September 2020 we also launched a pulse survey that focussed on Inclusion and Diversity, which is referenced in a separate paper.

6.3. Overall survey results remain positive, with all areas receiving very strong scores and negligible differences in comparable scores. The surveys were also broken down by demographics e.g. ethnicity, gender, grade level or disability and there were not significant differences between the scores for each. The biggest overall increase in scores between the surveys was in relation to working effectively whilst at home, which is a positive indication that the steps taken in response to the global health crisis were appropriate.

- 6.4. We are considering if there is a need to undertake further pulse surveys in to 2021. These surveys help ensure that we have a temperature gauge on how the organisation is performing during this crisis, but also enable employees to feed in their views and thoughts. The results of the surveys will continue to be reviewed at Executive and Directorate level, as well as by our various forums across the organisation, to ensure that the results are fully communicated and utilised to form coherent action plans.
- 6.5. Further information on the employee survey can be found in the Part 2 report (contains exempt information).

## **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 assessment will be monitored for equalities impact.

## **10. APPENDICES**

- 10.1. None

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| <b>List of Background Papers</b><br>LLDC's People Strategy |
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**Report originator(s):** Sarah Perry / Debbie Wooldridge

**Email:** [SarahPerry@londonlegacy.co.uk](mailto:SarahPerry@londonlegacy.co.uk) / [DebbieWooldridge@londonlegacy.co.uk](mailto:DebbieWooldridge@londonlegacy.co.uk)





**Subject:** Inclusion and Diversity Strategy  
**Meeting date:** 17 November 2020  
**Report to:** Chair's 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 the Inclusion and Diversity Strategy.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1. LLDC's Inclusion and Diversity Strategy was approved by the Chair's Committee in November 2019. At its meeting in July 2020, the Committee noted an update on the Strategy, including impacts of COVID 19 and the response to the Black Lives Matter movement.
- 3.2. The Committee approved an Action Plan to deliver this. The Inclusion and Diversity Strategy has five strategic themes (set out below). Of these, four strategic themes are covered by in the Action Plan (inclusive culture; recruitment; supporting talent from within; and leadership).
- 3.3. Each of the four strategic themes are led by EMT members who set up working groups to develop theme action plans to deliver on each theme. 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, with Rosanna Lawes acting as a critical friend. The working groups are well resourced from across the directorates including representatives from the BAME Lean In Group. This paper gives an update on delivery against the agreed action plan and the proposed next steps.

## Inclusion and Diversity Strategy

### Statement: Our commitment

LLDC prioritises advancing an inclusive culture and establishing a diverse workforce, better reflecting the communities we serve. This strengthens our business, supports our values and enables us to attract the best talent and provide opportunity to all.

### Strategic Themes:

Our commitment to Inclusion and Diversity is delivered through five Strategic Themes, each led by individual Executive Directors.



## 4. PROGRESS TO DATE

- 4.1 Appendix 1 sets out the progress made and priorities for the next period across the Strategic Themes. Further details on highlights are provided below.
- 4.2 The flagship **Inclusion Campaign** was launched in this period through a special webcast focusing on 'what inclusion means to me' and was linked to National Inclusion Week activities. This included on screen contributions from a diverse range of LLDC employees and Board Members, generating a very rich discussion with contributions from across the Corporation through the chat function, and was very well received.
- 4.3 This campaign will continue throughout the next 12 months, focussing on six different themes, with activities and communications aligned to each theme to continue to engage everybody across the organisation.
- 4.4 Plans to address the issue of **diversity at senior levels** in LLDC and increase diversity of thought in decision making are underway, and these are outlined below:
  - 4.4.1 We have taken the decision that the Chairs of four senior strategic meetings - Management Forum, Employee Forum, Strategic Executive Management Team and Change Board - will be appointed so they better reflect under-represented groups. The Chairs will become part of our Executive Management Team (EMT), joining the main twice a month decision making EMT Management Meeting. Two Directors with the relevant experience have been appointed as Chairs of Change Board and Strategic EMT, and an application process is underway to identify colleagues of Band 6 and above to chair the Management Forum and Employee Forum. The applicants have been asked to demonstrate how they will be able to bring diversity to the decision making of LLDC, with a particular focus on lived experience. As well as making us a better decision-making business it also provides more opportunities for development for our colleagues.
  - 4.4.2 The **Management Forum** will now receive our Inclusion and Diversity statistics on a regular basis. The Forum received this report for the first time in September which prompted a very engaged and thoughtful conversation about how LLDC can improve its performance in this area, and these discussions have informed thinking on developing and delivering our strategy. We have also extended the membership of Management Forum from comprising only



employees of salary Band 7 and above to also now include all employees who have line management responsibilities. This has increased the representation of Black, Asian and Minority Ethnic employees on the Forum from 5% to 15%.

4.5 **Development Programmes** that focus on Bands 1 to 3 and 4 to 6 have been agreed for launch shortly.

4.5.1 The Development programme for Bands 1-3 was developed following the feedback from the Employee Engagement survey, which showed that employees at these bands, and in particular those from ethnic minorities, scored less favourably on questions regarding Learning and Development. We have a high proportion of our Black, Asian and Minority Ethnic employees at these bands. The programme was further developed through focus groups with the relevant employees. Whilst this programme is not solely open to Black, Asian and Minority Ethnic employees, it is the intention that a high proportion of participants are from minority groups

4.5.2 Our I&D data show that Black, Asian and Minority Ethnic employees are under-represented at senior levels. This is prevalent at Band 7 and above, where there are only 2 Black, Asian and Minority Ethnic employees, representing only 5% of our total Black, Asian and Minority Ethnic population and only 1% of our overall employee population. With this in mind, and in order to address requests from middle bands of LLDC around Leadership Development, a programme for Bands 4-6 was also created. After substantial consultation with the BAME Lean In Group, it was agreed that this programme would be open to all employees, with a large proportion of the places ringfenced for Black, Asian and Minority Ethnic employees. There will be additional modules for our Black, Asian and Minority Ethnic participants in the form of coaching to understand any systemic barriers to progression within the organisation, with the aim of tackling them at the corporate level.

4.5.3 The Development Programmes will take a best practice approach that encourages people with a diverse range of identities and backgrounds to feel able to perform at their best and achieve their potential. The programmes will also focus on developing our people for their future careers and on creating clear leadership and career pipelines for these under-represented groups. The programmes will include elements of mentorship, sponsorship and coaching. The pilot programmes will run for 12 months initially and both programmes will feature four 'pillars' - three of which remain static across all levels – 'Networking and Influencing', 'Strategic Influence' and 'Career Architect'. At Bands 1-3, the remaining pillar will focus on 'Finding your Public Voice' and at Bands 4-6, this will be adapted to 'Finding your Leadership Skills'. To ensure programme success, we have dedicated a significant proportion of our Learning & Development budget to the delivery and ongoing operation of these programmes.

4.6 Our learning and development offer has been enhanced with the launch of our **Learning Hub**, online resource linking employees directly to thousands of online training opportunities, ensuring that each employee is able to access self-directed learning opportunities

4.7 The priority of Inclusive Culture has been established as a key message in **internal engagement**, including through the weekly employee webcast topics and guests, with many Board members having been involved in this. We have also covered health and wellbeing, managing workload, flexible working, and reward and recognition through our internal communications. We also had a special webcast dedicated to **social mobility**, including personal experiences of the Chief Executive and an interview with Paul Cleal, an advisor who was awarded an OBE in the 2020 New Year's Honours list for his work in promoting diversity and inclusion. We are also committed to transparency through our internal engagement, for example explaining why diverse candidates were not appointed to senior positions: the Chief Executive

addressed this in a webcast in relation to the appointment of the Chief Commercial Officer.

- 4.8 Our **BAME Lean In group** continues to go from strength to strength and helps to inform our approach and our corporate discussion. Recently they held a very powerful panel discussion on Black Lives Matter, which was well attended by many of our colleagues and received excellent feedback. The BAME Lean In group have increased engagement further across the organisation through a thought provoking newsletter. For the first time at LLDC, **Black History Month** has also been marked by a series of events including an online DJ set and a keynote speech on black history with the award winning novelist Catherine Johnson
- 4.9 In addition, we're really pleased to have established an **LGBTQ+ drop-in group** for LGBTQ+ colleagues and allies.
- 4.10 We have commenced reporting on our agreed **I&D KPIS** and milestones through the Corporate Dashboard which goes to each Board meeting.
- 4.11 Our work is informed by external challenge and best practice, including through the Mayor's Diversity Standard, work with Inclusive Employers and external networks.
- 4.12 Many of these initiatives can be progressed internally without the need for additional funding. We are continuing to prioritise Inclusion and Diversity and have directed a substantial proportion of other budgets (Learning and Development in particular) to ensure we are able to commit to progressing the agenda over a number of years.

## 5. I&D PULSE SURVEY OVERVIEW

- 5.1. We have measured the impact of our work in around I&D by undertaking a pulse survey of our employees. A short survey of 11 statements was undertaken in September and October 2020 and we have included a high level summary of results below. Further detail can be found in Appendix 2 (contains exempt information).
- 5.2. Six of the statements were previously asked in the 2019 employee survey, so comparisons can be made. Some of the other statements are adapted from the employee survey used in the Social Mobility Employer Index 2019.
- 5.3. Our response rate to the survey was 80%, and the breakdown of responses reflects the demographic profile of LLDC employees (e.g. gender, length of service, banding group, Black Asian Minority Ethnic etc.). Scores are very similar when reviewing the results broken down by contract type, flexible hours, band grouping or employment duration, which indicates that there are very few barriers or obstacles to I&D in this regard across the organisation.
- 5.4. Overall, the results are positive. Across the organisation, there has been a very positive response and engagement to our I&D initiatives. Taking the Corporation as a whole, all the positive statements received scores above 70 (where, for context, a score above 60 is considered good) which indicates that we are making good progress in making our workplace culture more inclusive as communicated in the I&D strategy and across our various action plans.
- 5.5. The lowest scoring questions indicate that we still need to place focus on the availability of opportunities for all and ensure that we are removing unconscious/ conscious bias. The two lowest scoring statements were '*People get ahead at my workplace because of who they know*' and '*I believe everyone at LLDC has access to equal employment opportunities*'. The latter statement is the only comparable score that has **fallen** since 2019. This is largely driven by a significant increase in *Somewhat Disagree* responses from white participants.
- 5.6. Comparable scores on the statements detailed below have either stayed the same or increased since 2019, indicating that our focus on I&D initiatives, campaigns and our work on embedding I&D in to our culture are having a positive effect. There have also

been substantial increases in positive responses from our Black, Asian and Minority Ethnic employees to these statements.

- 5.6.1. *I think LLDC respects individual differences;*
- 5.6.2. *LLDC places a high priority on fairness and integrity;*
- 5.6.3. *I believe LLDC, as an organisation, treats all its staff with equal fairness and respect;*
- 5.6.4. *I am treated with fairness and respect by my line manager(s); and*
- 5.6.5. *I believe that LLDC actively supports and promotes diversity and inclusion.*
- 5.7. One positive indicator for our progress in I&D and related initiatives is that Black, Asian and Minority Ethnic employee scores across all comparable questions in 2019 have increased. That said, there are still noticeable negative differences in the scoring of statements between Black, Asian and Minority Ethnic and White employees and clearly still work to do in this regard. Nonetheless, only two statements had significant differences in responses between these demographics – these are:
  - 5.7.1. *LLDC places a high priority on fairness and integrity (difference of 16.9 points); and*
  - 5.7.2. *I believe LLDC, as an organisation, treats all its staff with equal fairness and respect (difference of 14.6 points).*
- 5.8. Split by gender, most statements are within +/- 2 points, indicating that both male and female employees share similar levels of engagement. The two statements which stand out as significantly different are:
  - 5.8.1. *I believe that LLDC actively supports and promotes diversity and inclusion (more women neither agree nor disagree - 'sit on the fence'); and*
  - 5.8.2. *I feel out of place at work as I'm different to the majority of employees*
- 5.9. In the case of the latter statement, three times as many women (21per cent) as men feel they are different to the majority of employees. This may be circumstantial but we do need to more carefully consider the drivers of this and adapt our action plans accordingly.
- 5.10. The detailed results will be considered through EMT, the Management Forum and individual teams, informing the I&D Strategy and Action Plan. This will include a refresh of our equal opportunities monitoring data to assist us in informing our action plans. A more granular review at Directorate level and via our internal for a will also help to inform our approach to address any concerns highlighted by the survey results.

## **6. PRIORITIES FOR THE NEXT PERIOD**

- 6.1. Priorities for the next period include appointing new Chairs of strategic groups who will join EMT and ensuring that the successful applicants have the support required to take up their new roles successfully. EMT will also begin to consider I&D data at the directorate level to and will embed responsibility for Inclusion at every level of the organisation.
- 6.2. The Development Programmes set out in Section 4 will be launched.
- 6.3. Our mentorship programmes will be refreshed, including guidelines for mentor programmes between senior employees and more junior colleagues from under-represented groups.
- 6.4. The Inclusion Campaign will continue, with its second theme – individuality and being yourself at work – launched in November.

- 6.5. A focus on inclusive language, considering anti-racism and including looking at micro and macro aggressions, in consultation with the BAME Lean In Group.
- 6.6. Focusing on improving our recruitment processes, including: inclusion in secondment opportunities; career development and training; improved inductions; and scoping out the possibility of extending guaranteed interviews to candidates who meet the minimum criteria to other under-represented groups (currently applies to disabled candidates).
- 6.7. Reviewing the effectiveness of delivering the action plan through working groups, where responsibility for actions can be concentrated in specific teams, principally HR and Communications, Marketing and Strategy. Consideration of individual objectives around I&D for all employees through the performance appraisal process. We are also looking at ways to ensure interview panels and review why diverse candidates have not progressed through recruitment processes.
- 6.8. Look at undertaking equal opportunities monitoring including questions related to socio- economic demographics to understand how the Corporation might begin to take actions to improve social mobility.
- 6.9. Continuing the Black Lives Matter work, including exploring the partnership suggested by the Mayor of Hackney to connect to and amplify the good commitment in Hackney to the movement which has extended into the police, NHS and voluntary sector.
- 6.10. Further information on aims for the next period can be found in appendix 1

## 7. KEY PERFORMANCE INDICATORS AND MILESTONES

- 7.1 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<br>Completion of inclusive culture engagement campaign – Q2 2021/22 | Engagement campaign commenced in September 2020, see above   |
| Commencement of Development programme – Q3 2020/21   | Development programmes on track to commence in the next period   |
| LLDC reaches exemplary against the Mayor's D&I Standard  | Exemplary reached in two of the five themes. Working towards moving from accomplished to exemplary at the next assessment in May 2021, and achieving exemplary across the standard by May 2022, through the I&D action plan and collaboration with the GLA Group across the other three theme: Inclusive Culture, Recruitment and Workforce Representation |
| Key Performance Indicators   | Status   |

| Milestone   | Progress  |
|---|---|
| Maintaining broadly equal distribution of male and female colleagues across all bands   | Broadly equal: 58% of the workforce are women   |
| Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands | Representation has not increased year on year, more details can be found in the appendix to the People Strategy report (contains exempt information). The Development Programmes and the plans to address the issue of diversity at senior levels, set out in section 4, 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, more details can be found in the People Data report (contains exempt information). The Recruitment and Supporting Talent From Within action plans are in place to improve performance in this area, including the Development Programmes set out in section 4 and the activities highlighted in appendix 1. |

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

## 11. APPENDICES

Appendix 1: Summary of progress and next steps by strategic theme

Appendix 2: Inclusion and diversity pulse survey (exempt information)

### List of Background Papers

Inclusion and Diversity Strategy

**Report originator(s):** Sarah Perry, Oliver Shepherd  
**Phone:** 020 3288 1800  
**Email:** [sarahperry@londonlegacy.co.uk](mailto:sarahperry@londonlegacy.co.uk)

[olivershepherd@londonlegacy.co.uk](mailto:olivershepherd@londonlegacy.co.uk)

## Appendix 1: LLDC Inclusion and Diversity Action Plan summary

|                                  | Progress in last period (up to September 2020)   | Aims for next period (October to December 2020)   |
|----------------------------------|--|---|
| <b>Inclusive Culture (GM/AH)</b> | <ul style="list-style-type: none"> <li>- Programme agreed for 12 month Inclusive Culture campaign and details worked up</li> <li>- Launch of Inclusive Culture campaign through special webcast which looks at what inclusion means to me and introduced the programme.</li> <li>- Linked to this, activities around National Inclusion Week</li> <li>- Inclusive culture a key message in internal engagement including through webcast topic and guests</li> <li>- Corporate discussion on Black Lives Matter through BAME Lean In Group and their panel discussion, internal comms, webcast as guests.</li> <li>- LGBT drop in group established</li> <li>- Meeting etiquette addressed in webcast scripts and internal emails.</li> <li>- Reward and recognition a regular theme in webcasts and internal comms</li> <li>- Adjustments to make the office more accessible</li> </ul>   | <ul style="list-style-type: none"> <li>- Improve accessibility of the office and toilets</li> <li>- Launch meeting etiquette guide</li> <li>- Coffee mornings with senior team</li> <li>- Review HR policies and guidelines around bullying and harassment</li> <li>- Focus on inclusive language through comms</li> </ul>  |
| <b>Leadership (BB/ES)</b>        | <ul style="list-style-type: none"> <li>- Ensured that I&amp;D is built into recovery plans: safety top priority; inclusive culture a key principle for new ways of working; support networks mobilised; care given to groups disproportionately hit by COVID-19; commitment to corporate and individual communication that takes in to account difference</li> <li>- Management Forum extended to include all managers</li> <li>- EMT agreed plans for increasing diversity of Chairs of LLDC groups and at fortnightly Management EMT group, communicated through webcast</li> <li>- Guidance provided to managers relating to managing workload and supporting employees. Regular EMT and Management Forum discussions informed by Pulse Surveys, Employee Forum and Mental Health First Aiders</li> <li>- I&amp;D baseline data to Management Forum for information and discussion</li> <li>- Reporting to LLDC Boards and Committees in I&amp;D agreed</li> <li>- Volunteering promoted through webcast and Making It Happen</li> <li>- MF discussion held about industry initiatives where they can make a positive difference</li> </ul> | <ul style="list-style-type: none"> <li>- Implement changes to Chairs of LLDC groups and membership of fortnightly Management EMT meetings, including selection of Chairs for two of the groups.</li> <li>- Leadership group to support mentoring aspects of Development Programmes</li> <li>- Engage with the Board on I&amp;D plan, incl monitoring and aligned with Development Programmes</li> <li>- Directorate level I&amp;D data to EMT to hold directorates to account/share good practice</li> <li>- EMT members to be held to count through appraisals</li> <li>- Update corporate dashboard to include I&amp;D measures and milestones</li> </ul> |

|   |  |  |
|---|--|--|
| <b>Supporting Talent From Within (CN)</b> | <ul style="list-style-type: none"> <li>- Launched Learning Hub</li> <li>- Worked up Development Programme for bands 1-3</li> <li>- Worked up Development Programme for bands 4-6</li> <li>- Showcase of supporting talent from within through newsletters and webcast</li> <li>- Webcast asked people to speak up when they 'see something in you that you do not see'</li> </ul>  | <ul style="list-style-type: none"> <li>- Launch development Programme for bands 1-3</li> <li>- Worked up Development Programme for bands 4-6 agreed and launched.</li> </ul> |
| <b>Recruitment (MC)</b>                   | <ul style="list-style-type: none"> <li>- Sub groups established to take forward agreed priorities:</li> </ul> <p><b>Inclusion in secondment opportunities:</b> including improving diversity of opportunities; understanding what works well and could be improved in secondments; striving for a GLA group approach; and support to LLDC secondees</p> <p><b>Career development and training:</b> improve recruitment process and webpage; Helping managers to understand their existing team and to help them recruit/build a more diverse team; mandatory and refresher training for interviewers and CV/interview training for internal applicants</p> <p><b>Improved recruitment processes for induction:</b> improved and enhanced induction process with mentor/shadow; welcome page for directorates; understanding LLDC and GLA inductions.</p> | <ul style="list-style-type: none"> <li>- Take forward prioritised actions</li> </ul>   |





**Subject:** Consultant/Interim/Temporary Worker Engagements Update  
**Meeting date:** 17 November 2020  
**Report to:** Chair's Committee  
**Report of/by:** Sarah Perry, Director of Human Resources

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides an update on consultants and interim staff.
- 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 one month, we will undertake recruitment and offer fixed term contracts.
- 3.3. Where unavoidable, LLDC engages with workers or consultants via temporary or interim contracts to cover time limited projects or interim need and 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, we have removed all temporary worker resource and whilst interim resource remains static, there are four interim arrangements due to conclude by the end of the year, three interim arrangements that will come to a natural end upon completion of time specific projects during the first half of 2021. The remainder of the interim arrangements fall within Procurement where the industry standard is interim resource rather than permanent contracts, which if turned in to permanent resource would have a greater financial impact for LLDC than the interim arrangements currently in place.

- 4.3. Interim resource is receiving continued challenge and, where appropriate, direct recruitment will be undertaken rather than temporary or interim resource engagements. At the proposed termination date of current arrangements in place, future engagement on an interim basis will be challenged and removed wherever feasible.

## **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> |
|----------------------------------|

|      |
|------|
| None |
|------|

**Report originator(s):**  
**Email:**

Debbie Wooldridge  
[DebbieWooldridge@londonlegacy.co.uk](mailto:DebbieWooldridge@londonlegacy.co.uk)

**Subject:** Chief Executive Performance Against Objectives  
**Meeting date:** 17 November 2020  
**Report to:** Chair's 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 2020/21 objective.
- 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 2020/21.**

## **3. BACKGROUND**

- 3.1. At the meeting of 5 March 2020, the Committee agreed the 2020/21 objectives for the Chief Executive. These include the following areas:
  - 3.1.1. Development and housing delivery
  - 3.1.2. East Bank and construction
  - 3.1.3. Stadium and venues
  - 3.1.4. Transition planning
  - 3.1.5. Inclusion and diversity
  - 3.1.6. Stakeholder management
  - 3.1.7. Financial
  - 3.1.8. Leadership and management
- 3.2. At the meeting of 21 July 2020, the Committee added an additional objective in relation to the management of the LLDC's response to the Covid-19 crisis.
- 3.3. The progress against the objective 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 2020/21 (exempt information)

### **List of Background Papers**

- Papers for the meeting of the Chair's Committees on 5 March 2020 and 21 July 2020.

**Report originator(s):**

Rachel Massey

**Telephone:**

020 3288 1829

**Email:**

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

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



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

## Agenda Item 13





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

## Agenda Item 14



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







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

## Agenda Item 16





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

## Agenda Item 17

