

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

**Meeting Date:** Tuesday 20 June 2023

**Time:** 11.00 am

**Venue:** LLDC, Small Auditorium 3, Floor 10, 5 Endeavour Square, Stratford, London, E20 1JN/via Teams

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Members of the London Legacy Development Corporation People, Organisation and Culture Committee are hereby notified and requested to attend the meeting of the People, Organisation and Culture Committee of the Corporation at 11.00 am on Tuesday 20 June 2023 to transact the business set out below.

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

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

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

<https://www.london.gov.uk/moderngov/ldc/ieListMeetings.aspx?Committeeld=320>

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### Committee Members:

Lord Hendy CBE (Chair)  
Simon Blanchflower CBE  
Sukhvinder Kaur Stubbs  
Jamie Kerr

### 1 Apologies for Absence

### 2 Declarations of Interest

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

**3 Minutes of the Previous Meeting Held on 7 March 2023** (Pages 1 - 6)

The Committee is asked to approve the minutes of the LLDC People, Organisation and Culture Committee meeting held on 7 March 2023.

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

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

**5 Review of Committee Terms of Reference** (Pages 9 - 14)

The Committee is asked to review its Terms of Reference.

**6 People Strategy Update** (Pages 15 - 20)

The Committee is asked to note the report and appendix.

**7 Equity, Diversity and Inclusion Strategy** (Pages 21 - 26)

The Committee is asked to note the update report and appendices.

**8 Chief Executive's Performance Against 2023/24 Objectives** (Pages 27 - 28)

The Committee is asked to note the update on the Chief Executive's performance against the objectives for 2023/24.

**9 Date of Next Meeting**

The next meeting of the Committee is due to be held on 14 November 2023 at 2pm.

**10 Any other business the Chair Considers Urgent**

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

**11 Exclusion of the Press and Public**

*The Committee is recommended to agree to exclude the public and press from the meeting, in accordance with paragraphs 1&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 7 March 2023 containing exempt information** (Pages 29 - 32)

The Committee is asked to approve the minutes of the meeting held on 7 March 2023 containing exempt information.

**13 Matters Arising and Action List containing exempt information** (Pages 33 - 34)

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 35 - 48)

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

**15 Chief Executive's Performance Against 2023/24 Objectives - exempt information relation to Item on Part 1** (Pages 49 - 54)

The Committee is asked to note the appendix on the Chief Executive's performance against the objectives for 2023/24 containing exempt information.

**16 Any Other Business containing exempt information**

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

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## DRAFT MINUTES

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

**Date:** Tuesday 7 March 2023  
**Time:** 2.00 pm  
**Venue:** LLDC, Small Auditorium 3, Floor 10, 5 Endeavour Square, London E20 1JN/Teams

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

**In Attendance:** Lyn Garner, Chief Executive Officer (for part)  
Sarah Perry, Director of People and Organisational Development  
Debbie Wooldridge, Head of People and Organisational Development  
Rachel Massey, Board Secretary  
Adam Adesina, Chair of Employee Forum  
Sue Riley, GLA Secretariat

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

1.1 There were no apologies for absence.

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

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

2.2 There were no additional declarations of interest.

#### **3 Minutes of the Previous Meeting Held on 15 November 2022**

3.1 It was agreed that the minutes of the meeting of the Committee held on 15 November 2022 be signed by the Chair as a correct record.

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

### **4.1 The Committee noted the Actions List.**

## **5 People Strategy Update**

- 5.1 The Director of People and Organisational Development presented the update on matters relating to transition, learning and development and policy and strategy.
- 5.2 The take-up of the learning and development programmes on offer was positive and broadly representative of employees but would continue to be closely monitored. The current focus was on getting employees prepared for the future.
- 5.3 Due to the large number of internal fora and meetings, this was being reviewed with a view to reducing duplication and improving efficiency.
- 5.4 Managing employee expectations, consistent messaging, succession planning and equipping managers and leaders to support colleagues through transition were all discussed. Internal promotion opportunities, GLA-wide secondments and redeployment options were also being pursued.
- 5.5 There was a tension between wishing to retain employees to complete projects and manage a smooth transition, while encouraging employees to plan ahead and consider external and personal development opportunities.
- 5.6 A detailed re-structuring document would be circulated to staff in January 2024.
- 5.7 The Chair welcomed the comprehensive approach and the range of learning and development opportunities on offer.
- 5.8 A forward plan for the Employee Fora and greater clarity on expectations for the forum would be set out. An effective and transparent employee feedback loop was critical for positive engagement. Consideration would be given to having drop-in and surgeries for employees to discuss issues.
- 5.9 The Employee Recognition scheme, managed by the Employee Forum, was popular and successful, with a high level of take up.
- 5.10 The Committee noted the report and appendices.**

## **6 Diversity, Equity and Inclusion Strategy**

- 6.1 The Director of People and Organisational Development presented the update on progress made against LLDC's Diversity, Equity and Inclusion Strategy.
- 6.2 Discrepancies in how data for the Gender Pay gap was collected and reported meant that it did not provide meaningful data. Comparing a large organisation like Transport for London to LLDC was also problematic.

6.3 Other updates were provided on succession and business planning; the review of hybrid working; the establishment of an Inclusive and Access Disability Network group; and progress in a mental health provider for employees of Black, Ethnic and Minority backgrounds.

**6.4 The Committee noted the report and appendices.**

## **7 Annual Pay Review for 2023/24**

7.1 The Director of People and Organisational Development introduced the update on the annual staff pay review.

**7.2 The Committee noted the report.**

## **8 Chief Executive's Performance Against 2022/23 Objectives**

8.1 The Director of People and Organisational Development presented the update on the Chief Executive's performance against objectives 2022/23.

**8.2 The Committee noted the update on the performance against the objectives for 2022/23.**

## **9 Chief Executive's 2023/24 Objectives**

9.1 The Director of People and Organisational Development presented the update on the Chief Executive's objectives for 2023/24.

**9.2 The Committee noted the report.**

## **10 Date of Next Meeting**

**10.1 The Committee noted that the next meeting was due to be held on 20 June 2023 at 2pm.**

## **11 Any other business the Chair considers urgent**

11.1 There was no urgent business.

## **12 Exclusion of the Press and Public**

**12.1 It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraphs 3&7 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt papers. Each of these papers contained information relating to the financial or business affairs of a person or authority.**

**13 Matters Arising and Action List containing exempt information**

- 13.1 The Board Secretary would discuss Action 17.5 with the Chair of the Planning and Development Committee offline as to whether it was still relevant

**[Action: Rachel Massey/Jamie Kerr]**

**13.2 The Committee noted the Actions List.**

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

- 14.1 The Director of People and Organisational Development introduced the People Strategy update containing exempt appendices.

**14.2 The Committee noted the appendices.**

**15 Diversity, Equity and Inclusion Strategy - exempt information relating to item on Part 1**

- 15.1 The Director of People and Organisational Development presented the appendices to the Diversity, Equity and Inclusion Strategy appendices containing exempt appendices.

**15.2 The Committee noted the appendices.**

**16 Annual Pay Review for 2023/24 - exempt information relating to the item on Part 1**

- 16.1 The Director of People and Organisational Development presented the update on the annual staff pay review for 2023/24.

- 16.2 The modelling of weighted pay award to the lower-graded staff had been considered but discarded due to the complexity of this approach.

**16.3 The Committee approved the cost of living award for all LLDC employees, as set out in the report, for the financial year 2023/2024 and to retain the right to increase this in line with the GLA should their cost of living award subsequently be higher (subject to the agreement of funding with them).**

**17 Chief Executive's Performance Against 2022/23 Objectives - exempt information relating to item on Part 1**

(The Chief Executive Officer left the meeting at this point)

- 17.1 The Director of People and Organisational Development introduced the report on the Chief Executive's Performance against objectives for 2022/23, containing exempt information.

**17.2 The Committee noted the overall position of the Chief Executive Officer's performance against the 2022/23 objectives as set out in Annex A to the report and agreed the Chief Executive Officer's annual appraisal outcome, based on this outturn, in line with the performance award criteria attached in Annex B to the report.**

**18 Chief Executive's 2023/24 Objectives - exempt information relating to item on Part 1**

18.1 The Director of People and Organisational Development introduced the appendix containing exempt information on the Chief Executive Officer's objectives for 2023/24.

**18.2 The Committee agreed the Chief Executive Officer's objectives for 2023/24, subject to a minor amendment to the objective related to the Pay Gap.**

**19 Any Other Business containing exempt information**

19.1 There was no urgent business containing exempt information.

**20. Close of Meeting**

20.1 The meeting closed at 4.44pm.

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Chair

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Date

**Contact Officer:** Rachel Massey, LLDC, Floor 9, 5 Endeavour Square, London, E20 1JN.  
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## People, Organisation and Culture Committee Actions List (reported to the meeting on 20 June 2023)

### Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
13.2 (15 November 2022)	<b>People Strategy Update - exempt information relating to item on Part 1</b> Show the video “Park of Possibilities” at a future Board meeting.	Rachel Massey	September	To be scheduled
6.5 (1 March 2022)	<b>Inclusion and Diversity Strategy</b> Review the diversity targets regularly in relation to Transition workforce planning.	Lyn Garner	June 2023	An update will be provided at the meeting.
4.2 (26 June 2018)	<b>Matters arising</b> Schedule park visits for Board members	Rachel Massey	Ongoing	Visits being scheduled. 3 Mills visit on 27 July 2023.

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**Subject:** Review of Committee Terms of Reference  
**Meeting date:** 20 June 2023  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Lyn Garner, Chief Executive Officer

**This report will be considered in public**

## 1. SUMMARY

- 1.1. This report sets out the Committee's Terms of Reference for review and approval of proposed changes.

## 2. RECOMMENDATION

- 2.1 The Committee is asked to note and comment on the proposed changes to the Terms and Reference which will be submitted to the Board for approval.**

## 3. BACKGROUND

- 3.1. In response to a recommendation in the May 2016 internal audit report, LLDC has implemented a regular review of its Committees' terms of reference. This is the latest of these reviews.
- 3.2. The Committee, formerly known as the Chair's Committee, was established in December 2012. The terms of reference have been reviewed since then to reflect the changing priorities of LLDC as follows:

Date	Amendment
July 2014	The terms of reference and membership of the Committee were revised to enable continued opportunities for board members to contribute their expertise to the Committee.
May 2015	The Board agreed to delegate authority to the Committee to determine the Chief Executive's annual bonus for future financial years and the terms of reference were amended accordingly.
March 2017	It was agreed that succession planning should be added to the terms of reference.
June 2018	The Board agreed to amendments related to the Committee's role in relation to Diversity and Inclusion.
September 2018	The Board agreed to amendments related to the Committee's role in relation to the transition strategy
January 2019	The Board approved changes to the scheme of delegations to give the Committee a role in monitoring the pay and conditions of all senior staff earning over £100,000 in line with enhanced control mechanisms for the pay and conditions of senior staff

Date	Amendment
	across the GLA Group. The Committee already had a role in relation to the Chief Executive's remuneration and any departure terms as well as any settlement for other members of the Executive Management Team (EMT) that include more than six months' salary costs, or equivalent. The amendments to the scheme of delegations enabled changes the packages of all senior staff earning over £100,000 to be monitored. The Committee had agreed with the proposal to amend the remit at their meeting in December 2018. Subsequent to the Board approval of these changes, a further amendment was proposed that the Committee should also oversee all severance packages which were over contractual terms. The Committee agreed to these changes in July 2019.
March 2021	The Board agreed to amend the title to People, Organisation and Culture Committee and its purpose to ones that reflects a people and organisational focus. The Board also agreed to changes to the membership and included more detail in relation to inclusion and diversity and measuring progress against corporate objectives.

3.3. The People, Organisation and Culture Committee comprises the following LLDC Board Members:

- Lord Peter Hendy CBE (Chair)
- Simon Blanchflower CBE (Deputy Chair)
- Sukhvinder Kaur Stubbs (Board Diversity and Inclusion Champion)
- Jamie Kerr

3.4. A representative from the Mayor of London is an observer to the Chair's Committee.

#### **4. PROPOSED CHANGES**

4.1. The following changes are proposed:

- 4.1.1. Amend the purpose of the Committee to include a specific reference to Transition as this is a key focus over the next two years. This is in addition to the existing clause about implementing the transition strategy.
- 4.1.2. Update the HR Director job title to Director of People and Organisation Development.
- 4.1.3. Including the Chair of the Employee Forum as an attendees.

4.2. The proposed revised terms of reference are included in Appendix 1.

#### **5. FINANCIAL AND LEGAL IMPLICATIONS**

5.1. There are no financial implications from this report.

5.2. The Localism Act, pursuant to section 198 and paragraphs 6 and 7 of Schedule 21, allows a Mayoral development corporation to establish committees, and to delegate powers to them.

5.3. The procedure for committees is set out in detail in the LLDC's Standing Orders.

## APPENDICES

Appendix 1: Chair's Committee Terms of Reference (proposed amendments in tracked changes).

**List of Background Papers:**

Papers for the meeting of the Board March 2021  
LLDC Standing Orders and Scheme of Delegations

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

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

## **Appendix 1: People, Organisation and Culture Committee Terms of Reference – proposed changes shown in tracked changes**

<b>Status:</b>	Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this Committee.
<b>Membership:</b>	The Committee shall be appointed by the Board, have a minimum number of four members and comprise the Chair of the Corporation, Deputy Chair, Board Diversity and Inclusion Champion and up to four other members.
<b>Chair:</b>	The Chair of the Corporation or Deputy Chair shall chair the meeting. In their absence, the Member of the Committee approved by the Chair of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
<b>In attendance:</b>	GLA observer Chief Executive <del>HR</del> <u>Director of People and Organisational Development</u> <u>Employee Forum Chair</u> Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
<b>Secretary:</b>	To be agreed by the Proper Officer
<b>Quorum:</b>	Two members of the Committee or, if greater, one third of the number of members of the Committee in office

### **Frequency of meetings**

1. The Committee will meet as determined by the Committee Chair, in light of the need for advice and decisions. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

### **Purpose of the Committee**

2. To provide advice on organisational development, culture and people strategy matters and on specific matters as requested by the Board or Chair-of the Corporation, particularly in relation to Transition.

### **Terms of Reference and Delegated Authority**

3. The Committee will take decisions in accordance with the Scheme of Delegations.
4. The Committee shall advise the Board on the following matters:
  - a. on organisation development issues;
  - b. succession planning; and
  - c. any other matters relating to resources and remuneration as requested by the Board.
5. To discuss and advise on decision taking and governance as required.
6. The Committee will advise on any matter referred to it by the Corporation Chair or Deputy Chair or Board.
7. Within the remit of its activities, the Committee shall oversee the Corporation's work on Inclusion and Diversity and measure progress in relation to inclusion and diversity Corporate objectives.

8. Within the remit of its activities, the Committee shall ensure that any implications for the implementation of the transition strategy are taken into consideration when taking decisions.

### **Procedural and reporting arrangements**

9. The Mayor shall be entitled to appoint an observer to attend meetings of any Committee or Sub Committee, pursuant to Standing Order 5. Such an observer shall be entitled to receive notice of, and all papers for, and to attend and speak (but not vote) at, all such meetings unless s/he has a direct or indirect interest in the matter under consideration. Standing Order 6 and Standing Order 7 shall apply to the observer as if s/he were a Member.
10. The Chief Executive shall be entitled to attend all meetings of the any Committee or Sub Committee. Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases, pursuant to Standing Order 5.2.
11. Unless otherwise agreed, notice to each Committee member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member, any other person required to attend and all other board members no later than five (5) days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate at the same time.
12. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.
13. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Committee members.
14. The Committee will report any meeting to the Board at the next meeting.
15. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

### **Amendments**

16. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed.

### **Version control**

v1.0	December 2012	Approved by LLDC Board	Approved
v.2.0	July 2014	Revised membership clause approved by LLDC Board	Approved
v.3.0	May 2015	Amended to reflect delegation to the Committee to determine the Chief Executive's annual bonus (see also scheme of delegations)	Approved
v.4.0	March 2017	Amended to include discussion on succession planning. Approved by LLDC Board	Approved
v.5.0	September 2018	Amended to include clause related to Diversity and Inclusion	Approved
v.6.0	July 2019	Amended to include clause related to the transition strategy	Approved
v7.0	February 2021	Changes to the title and purpose of the Committee to one that reflects its people and organisational focus, and changes to the membership. Amended to include more detail in relation to inclusion and diversity and measuring progress against corporate objectives	For Board approval
V8.0	March 2021	As above but with amendment to the membership noted at the March 2021 Board.	Approved
<u>V9.0</u>	<u>June 2023</u>	<u>Minor amendments to job titles and attendees</u>	<u>For approval</u>

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**Subject:** People Strategy Update  
**Meeting date:** 20 June 2023  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Debbie Wooldridge, Acting Director for People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides updates on the progress of work relating to the people related elements of our Transition programme; an update on our progress with the roll out of our Leadership Development Programme; a summary of the output of the annual review process; an overview of increasing work around colleague wellbeing, and updates on movements and changes within the People and Organisational Development team. The paper also provides a forward look of activity over the coming period.
- 1.2. Two appendices are included on Part 2 of the agenda, one of 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 this report and its appendices.**

## **3. TRANSITION PROGRAMME**

- 3.1. The People & Culture workstream of the Transition Programme has continued since the last report to the committee In March 2023. An update on the progress of the organisational design and functional mapping work is included at Appendix 1 (contains exempt information).
- 3.2. As noted at a previous Committee meeting, the organisation has already begun to consider how the potential changes over the coming years will impact on diversity across teams, and our recent succession planning work will continue to evolve to enable the leadership teams to further consider how diversity can be maximised and equity and inclusion maintained as we move through a period of instability and change. This will also include continuing to reference internal diversity data and completing regular impact assessments against progress to ensure diverse talent pipelines are maintained or, wherever possible, improved.
- 3.3. Work continues across the GLA bodies in response to Lord Kerslake's report published last year, and has focussed on how we build stronger networks, as well as how to improve mobility of talent across the group. In early June 2023 a GLA collaboration event was held at the Stadium to bring the different development focussed teams across the GLA group together. The event was well attended by colleagues from LLDC and was positive in showcasing the breadth of work required in the Housing and Development space across London and served to reiterate the

scope of opportunities available to colleagues across the group. Concurrently work has been ongoing with the support of an external consultant to explore how talent may be redeployed across the group during periods of change. This work is continuing, and there is broad commitment from the leaders of the various GLA bodies to ensure that talent mobility is maximised as far as possible. A memorandum of understanding has been drafted to seek formal agreement from all parties and agree the optimum ways of working to enable this.

#### **4. LEARNING AND DEVELOPMENT PROGRAMME**

- 4.1. The organisation wide leadership development programme, which was noted at the previous Committee in March 2023, has launched. The programme has been launched as the SOARR programme, which is an acronym for Strengths, Opportunities, Awareness, Resilience and Reaching Out, all of which the programme is intended to address.
- 4.2. There are two key elements to the SOARR programme – one which focusses on People Managers and leading others through change, and a separate element that will provide learning and development for all colleagues on self-development, leadership and dealing with/coping with change. A full summary of the programme, which was presented to the Executive Management Team, is included at Appendix 2.
- 4.3. A full suite of communications has been affected to ensure the programme is well understood and to ensure buy in across the organisation and has included presentations and workshops with the core internal fora across LLDC, including the Executive Management Team, Management Forum and Employee Forum. The programme has also been publicised and discussed using the LLDC Meets webcast.
- 4.4. Feedback from colleagues who have attended the various sessions so far have been positive, and regular closing the loop/reflection sessions are occurring between the external provider and the internal team supporting the delivery of the programme to ensure continuous review and improvements can be made as the programme delivery continues. The majority of colleagues will have attended the relevant sections of the programme by the end of the summer period, however wrap up sessions have also been arranged for the autumn, to ensure that all colleagues have the opportunity to attend. Colleagues who are currently on planned absence, including maternity and family leave, are also invited to attend the sessions to ensure full coverage.
- 4.5. LinkedIn Learning has been launched across the organisation, following an internal review of available resources. This was socialised with colleague fora, and the feedback showed that LinkedIn Learning would be a preferable and more useful tool versus the existing content provided through the Go1 Learning Management System. LinkedIn Learning has been positively received by colleagues since launch, and measures and regular engagement reports are being prepared to ensure positive take up and return on investment is achieved.
- 4.6. Concurrently, a new Learning Management System is being prepared for launch. This will be launched at the end of June, with pathways currently being curated for colleagues to access, alongside publication of dates of ongoing training and learning opportunities internally. Mandatory training is also being curated in conjunction with relevant business stakeholders, and a new section for inductees / new starters to the organisation is also being included to ensure a positive initial experience for new colleagues, and to ensure compliance is met. The new system will allow better data capture so that uptake and usage can be more efficiently monitored and learning and development offerings can be continuously reviewed and amended as appropriate to ensure that colleagues are gaining the most value from them.
- 4.7. Work is continuing in conjunction with the other GLA bodies with the aim of reviewing and improving how secondments are utilised, both to retain talent across the group and ensure greater development opportunities for colleagues within each organisation. This has included the development and socialisation of a system that

could be utilised centrally for sharing secondments, which will be reviewed by the HR collaboration group to consider how this could be implemented in practice. In connection with this, a review of a centralised platform for mentoring relationships is currently being explored, to enable all colleagues across the respective GLA bodies the opportunity to secure a suitable mentor and increase experiential or exposure based learning. This will also be reviewed at the next the upcoming HR collaboration group meeting to explore feasibility and agree next steps. In the meantime, LLDC have developed our own mentoring resources, which have been proactively shared and promoted with colleagues.

## **5. ANNUAL REVIEWS/END OF YEAR ACTIVITY**

- 5.1. During March and April 2023, the annual review of pay increments and cost of living changes took place, along with usual end of financial year activities. All changes were completed on time and to plan, with any changes made to salary in April's payroll. Colleagues were provided with tailored individual letters to confirm changes ahead of the payroll changes coming into effect.
- 5.2. The end of year submissions regarding pension entitlements were also completed during April 2023. Submissions were made to the pension provider on time and will remain under continuous review to avoid any reporting issues. As part of the provider requirements, arrangements have been made to move to a month reporting approach from May 2023 onwards, whereby data will be submitted on a monthly basis from this date forward. The intention is that this will create greater efficiency, be easier to track and reduce any opportunity for error in the provision of employee communications from the central provider.

## **6. COLLEAGUE WELLBEING**

- 6.1. As part of our ongoing commitment to colleague health and wellbeing, annual health MOT's were arranged for early June 2023. 100 appointments were offered in total, of which 85 colleagues signed up, which is the highest level of engagement/uptake from colleagues since health MOT's were first launched in 2019, and are being held on site at 5 Endeavour Square this year rather than virtual sessions that were held in 2020 and 2021 due to the ongoing pandemic restrictions.
- 6.2. Refresher training for first aiders was completed for 11 colleagues across the organisation as part of our ongoing commitment to ensuring the health and safety of colleagues on site. The training received positive feedback from attendees.
- 6.3. To ensure continued mental health wellbeing and support, refresher training was arranged for existing Mental Health First Aiders across the organisation. To ensure greater support, new volunteers were sought to become Mental Health First Aiders. 14 existing Mental Health First Aiders attended refresher training, and a total of 13 colleagues volunteered to become new MHFA's, and subsequently received full training, thereby nearly doubling trained Mental Health First Aiders across the organisation. This will be a positive support mechanism as the change programme starts to build over the coming year.

## **7. PEOPLE AND ORGANISATIONAL DEVELOPMENT TEAM CHANGES**

- 7.1. During April 2023, recruitment for the Director of People and Organisational Development occurred following the resignation of the previous incumbent. Recruitment was undertaken internally and externally and following a full competitive process an external candidate was offered the role. Bola Ogundeji, who is currently operating in a Director level role within the NHS, will take up the position with effect from 26 July 2023. Colleagues have received continued and consistent

communication about the appointment of this role, to ensure transparency and clarity. A press release and relevant external communications are also being prepared to ensure a smooth transition.

- 7.2. Various other changes have occurred during the People and Organisational Development team, including:
  - 7.2.1. The resignation of the Talent, Learning and Development Partner, who left in May 2023. A recruitment process to appoint a replacement is nearing completion.
  - 7.2.2. A new People & Organisational Development Operations Manager commenced employment at the beginning of May 2023. The incumbent will focus on supporting the upcoming change programme from an operational point of view, as well as continuing to deliver operational and business as usual requirements.
  - 7.2.3. The successful application of the Team Administrator for a secondment with the Greater London Authority has created a short term vacancy, with the LLDC colleague due to begin their secondment from mid-June 2023 onwards. A recruitment plan to find a fixed term replacement is currently being scoped and a replacement will be appointed as soon as possible.
- 7.3. Despite the changes to the team, engagement remains high, and the team are being fully supported as changes occur. A workshop with the leads within the team occurred in May to refocus priorities and ensure that required activities and strategic imperatives can continue with as little interruption as possible.

## **8. FORWARD LOOK**

- 8.1. The activities that the People and Organisational Development team will focus on over the coming months include:
  - 8.1.1. The completion of outstanding People and Organisational Team recruitment, and the onboarding of the new Director of People and Organisational Development, who will start at the end of July 2023.
  - 8.1.2. The launch of a new people management system – IntelliHR, which will occur during June and July 2023. Implementation and communication plans have been established to ensure full transparency as the system is launched. The launch of the new Learning Management System will also occur at the end of June, and the embedding of LinkedIn Learning will continue during this period. The new Applicant Tracking System for recruitment will also complete during June 2023, with phase 2 of that project, focussing on the continuous improvement of attraction and application processes, to follow.
  - 8.1.3. A review of our approaches to recruitment will be presented to EMT, which will seek to review the guidance previously established in Autumn 2022 and will consider how recruitment approaches may need to change in line with the upcoming period of change to ensure that the organisation can remain agile and that resourcing can be managed appropriately, whilst still meeting our obligations and commitments to equity, diversity and inclusion.
  - 8.1.4. Revised and new policies will be submitted to the Executive Management Team for approval following the socialisation with colleague and networks, and communication across the organisation will also be completed once these are approved.
  - 8.1.5. A review of the Employer Value Proposition (EVP) and brand awareness will be scoped and action plans established. This will include a focus on how to manage turnover during a period of change, and how LLDC can best position itself to continue to attract and retain the best talent during a period of change.

This will be complemented by the ongoing review of local employment, with a focus on attracting local talent into the organisation.

- 8.1.6. The focus on Career Journeys and Career Planning activities will continue, with tools and learning or development opportunities scoped and launched to employees. A procurement for an outplacement provider will also be fully scoped and launched, to support the upcoming change programme.
- 8.1.7. Following a successful first workshop covering Performance Management for people managers delivered in partnership with an external provider, a further session is due to take place later in June 2023. Further sessions will be arranged as appropriate, and pathways using our new systems (the new Learning Management System and content from LinkedIn learning) are currently being curated to ensure continued support. This will be complemented by sessions and material related to objective setting, and more regular/continuous performance reviews.
- 8.1.8. The Leadership Development Programme will continue to be delivered alongside Hidden Strengths, our external partner.

## **9. FINANCIAL CONSIDERATIONS**

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

## **10. LEGAL IMPLICATIONS**

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

## **11. EQUALITIES IMPACT ASSESSMENT**

- 11.1. All actions or approaches arising from this report are monitored for equal opportunities and our focus on Equity, Diversity and Inclusion means that the actions we set are intended to be inclusive by design.

## **12. APPENDICES**

Appendix 1: Transition Programme Update (exempt information)

Appendix 2: Leadership Development (SOARR) Programme Overview (exempt information)

### **List of Background Papers**

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

**Report originator(s):**

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**Subject:** Equity, Diversity and Inclusion Strategy  
**Date:** 20 June 2023  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Debbie Wooldridge, Acting Director of People and Organisational Development

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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 Equity, Diversity and Inclusion (EDI) Strategy.

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1. At the most recent Committee meeting in March 2023, the Committee noted the intention of LLDC to refresh our EDI priorities, the reporting of our pay gap information, an update on our diverse recruitment project and succession planning, the commencement of a local employment project to improve our stance in the region, and a summary of other key highlights in the previous period.
- 3.2. The EDI Strategy has five strategic themes, of which the four internally focussed strategic themes are covered in the Action Plan (inclusive culture; recruitment; supporting talent from within; and leadership). The fifth strategic theme is more externally focused through our work in the local community and is led by the Regeneration and Communities Partnerships directorate and overseen by the Regeneration and Communities Committee. Our work continues to be informed by external challenge and best practice, including through work with Inclusive Employers and external networks.

## **4. REFRESHED EDI FOCUS**

- 4.1. In March 2023, the Committee noted the intention to refocus our priorities in relation to EDI over the coming year. These have been formed in association with our internal network and forum chairs.
- 4.2. Three key priorities have been defined for focus. These are:
  - 4.2.1. Supporting talent from within, and in particular supporting colleagues from under represented groups to shape their career journeys and development. This has been identified as a specific priority as the organisation enters in to and undergoes a period of significant change.
  - 4.2.2. The creation of dedicated EDI learning pathways, and the enhancement of greater opportunities for education and awareness of EDI related content across the organisation. This priority recognises the need to create a level

playing field across the organisation and ensure that we are continually promoting and embedding our focus on EDI as a strategic priority, as well as providing opportunities for colleagues to connect with and provide allyship to each other.

- 4.2.3. A dedicated focus on data capture and data improvement relating to EDI, including self declaration to increase the accuracy of our data and enable us to have improved insights that lead to clear, evidence based decisions about future EDI initiatives and identify where to focus our efforts for maximum impact.
- 4.3. There is now focus on building and delivering broad communication plans and building engagement across the organisation, and the new project lead and project support from within the People and Organisational Development team will ensure that these priorities are revisited with the network and fora chairs on a regular basis to monitor progress and adjust or amend focus as required to ensure the maximum impact. This will continue to enable a diverse representation of views and ensure that EDI is continuously referenced and featured at each of the respective fora / networks, which allows all colleagues to be represented and further amplifies employee voice.

## **5. DIVERSE RECRUITMENT PROJECT**

- 5.1. At the last Committee meeting, an update was given about the intention to continue the work on improving diverse recruitment practices through a dedicated project supported by the external supplier Diversifying Group (previously BAME Recruitment).
- 5.2. Progress has been steady but has been impacted by the significant breadth of work happening internally, and the impact of changes within the People & Organisational Development Team. Since the last committee meeting Diversifying Group have worked with the internal project team to produce a suite of toolkits, related to the priorities identified by the project:
  - 5.2.1. Talent Attraction
  - 5.2.2. Fair and Transparent Applications
  - 5.2.3. Assessment and Selection
  - 5.2.4. Inclusive Decision Making
  - 5.2.5. Inclusive Onboarding
- 5.3. These toolkits have been broadly agreed by the internal project team, and the third and final element of the project with Diversifying is now underway. This will involve creating a training and learning plan and methods of delivery, which is intended to complement the toolkits and support our identified priority around education and awareness related to EDI. There is ongoing discussion about the appropriate time to run such training, given the recent roll out of the Leadership Development Programme (SOARR) and the need to ensure that colleagues are not overwhelmed with training initiatives and the most value is taken from the initiative.
- 5.4. The production of the toolkits have also coincided with the move from our previous Applicant Tracking System to a new and more intuitive system, and has therefore prompted the opportunity to create continuous improvement by taking the learnings from the Diversifying review and incorporating them holistically in to our processes and approaches with the new system. Phase 2 of the Applicant Tracking System implementation is due to take place over the coming months and will reference the outputs of these toolkits to ensure that the new system is equitable and transparent and is proactively attracting and supporting more diverse talent acquisition.
- 5.5. Simultaneously, our learning and development team have been developing EDI learning pathways to support our overall strategy for EDI, and the learnings and outputs from the Diversifying review will be referenced as this is built out. Some

challenges with how the training proposed by Diversifying Group will be delivered, including that Diversifying Group are only prepared to deliver the training once, have meant that the team are considering how to incorporate the proposed topics and approaches defined by Diversifying into the internal learning plan and run these internally, rather than having Diversifying deliver the training.

- 5.6. The need to consider how this will work in practice without being negatively received by colleagues has meant that the timeline will likely move out, with full delivery of the project due to complete by Autumn 2023, rather than July 2023. This takes into account periods of planned absence and ensures that the right outcomes and initiatives are being delivered for our people to take the most value from them.

## **6. HYBRID WORKING REVIEW**

- 6.1. Following the Pandemic and the move to 5 Endeavour Square (5ES) in April 2022, LLDC moved to a hybrid working model, with an expectation of attendance in the office or Park location of 40 per cent of the time. In November 2022 a survey was conducted to gather information on how LLDC employees feel about this hybrid working arrangement. This survey garnered 64 responses, which reflected approximately 34 per cent of the organisation's headcount at the time.
- 6.2. Following an analysis of the survey, plus feedback gathered directly from Directorates and via the People and Organisational Development Partners along with external research, the outputs were collated and presented to the Strategic Executive Management Team (SEMT) on 20 March 2023. The key question posed was whether LLDC needs to be more explicit in mandating 40 per cent attendance as a requirement, or whether a more flexible approach would be preferable.
- 6.3. SEMT discussed the review and proposed a way forward, which is outlined below. SEMT broadly agreed that 40 per cent 'feels' right and reflects what was already happening in practice, which aligned with the review results and feedback from colleagues.
- 6.4. The proposal subsequently made was that:
  - 6.4.1. LLDC should be clear that a minimum of 40 per cent attendance in the office or a Park location is a requirement, therefore in any written documents on hybrid working, the word 'expectation' should be replaced with 'requirement'.
  - 6.4.2. Wording for the guiding principles should be changed to reflect that our place of work is the office but employees can work up to 60 per cent of the time remotely. This wording should also be reflected through recruitment campaigns, to ensure that this is clear to prospective colleagues and applicants for LLDC roles. The guiding principles on hybrid working at LLDC were subsequently updated.
  - 6.4.3. People managers should be empowered to enforce this requirement, having open and transparent conversations around their expectations of their teams. A Management Forum session was held to support managers with how to manage their teams in hybrid world and included workshops with scenario-based discussion points to ensure consistency and best practice. At the session managers also explored tackling underperformance, where a colleague is not meeting the needs of the business. Such scenarios may be impact on collaboration, impact on team members or direct reports, impact on development and are critical for ensuring an equitable and inclusive approach.

- 6.4.4. Associated policies would be reviewed to ensure that the approach was handled consistently – this included a review of core hours, lone working and flexible working policies. A dedicated intranet page has also been created, and the outputs of the review and approach have been fully communicated to all colleagues to ensure that our approach is well understood.
- 6.5. As part of the review of hybrid working, a short form Equality Impact Assessment (EQIA) was completed. The output was that there did not appear to be any issues in terms of equality or inclusivity with this approach, which was reiterated by the fact that most colleagues were already working to this pattern. All colleagues were also invited to express their views and feed into the survey completed, and the Employee Forum were also consulted on the approach. It was also noted that there will be individual cases where tailoring will be required, and support for managers is being provided to ensure that these are handled appropriately, and with consistency and transparency as appropriate. In order to accurately measure any EDI impacts, our approach to hybrid working will also be kept under constant review using various measures such as pulse surveys and direct feedback.

## **7. OTHER KEY HIGHLIGHTS**

- 7.1. A cross representative team of individuals have created a calendar marking national and international awareness and celebration days, which will be used to build communication and engagement plans and ensure proactive promotion of EDI connected activity, both internally and externally. The calendar will also be referenced when there are new actions or projects for delivery that may have relevance to the particular events in question and this is expected to help to maximise visibility, celebration and engagement across the organisation. Some of the recent awareness and celebration events have included:
- 7.1.1. A dedicated LLDC Meets all colleague webcast which focussed on the newly established Inclusive Access and Disability network, highlighted the activity and focus of the group and sought to invite colleagues to join the network, either as members or allies.
- 7.1.2. A series of blogs focussing on amplifying different intersectional voices. This has included a focus on Muslim and Jewish colleagues and a focus on religious diversity, as well as colleagues with disabilities. Blogs have focussed on Ramadan and how it is observed, the celebration of Eid (including collaboration with the broader GLA on their Eid in Trafalgar Square event), reflections from a colleague about an educational trip they attended about the Holocaust and a member of the Inclusive Access and Disability Network who shared their lived experiences and ways and methods to practically increase inclusion in the workplace. This work will continue, with various planned blogs to continue to amplify different voices across the organisation and to raise understanding and awareness amongst colleagues.
- 7.1.3. A focus on Mental Health Awareness and associated topics including managing Anxiety and Depression, highlighted through a series of blogs during Mental Health Awareness week.
- 7.1.4. A 'Taste and Talk' event, which was led by our Race, Culture and Equity group, which created a social space with homemade food for colleagues to join together and learn about and celebrate Eid and was really well attended.
- 7.2. Priorities in the next period also include:
- 7.2.1. Communicating the priority action areas for EDI with all colleagues and continuing to promote these activities through various internal channels.
- 7.2.2. Moving forward with the next phase of the programme of work on Diverse Recruitment.

- 7.2.3. Reviewing the tenure of the Chairs of Employee and Management Forum, which is due to come to a conclusion over the coming months and working alongside the Chairs and EMT to agree next steps.
- 7.2.4. Building out different learning pathways that focus on EDI and raising awareness and engagement across all colleagues and internal networks and fora, utilising our new systems to facilitate.

## 8. KEY PERFORMANCE INDICATORS AND MILESTONES

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

Milestone	Progress
<p>Critical Friend Project (following on from Diverse Recruitment Review)</p> <p>Due for completion in Autumn 2023.</p>	<p>The Diversifying project action plan has been redefined, and the project is expected to complete in Autumn 2023. The initial phase will be to redesign processes, approaches and materials (expected to complete by June 2023, with the next phase involving the training of new approaches, which will occur between June and October 2023).</p>
<p>Workforce Representation Targets</p> <p>Due for completion by 2024</p>	<p>Ongoing activity to monitor progress against set targets, with targets reported on a regular basis.</p>
Key Performance Indicators	Status
<p>Maintaining broadly equal distribution of male and female colleagues across all bands.</p>	<p>The gender split remains largely stable - currently 59% of the workforce are women.</p>
<p>Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands,</p>	<p>Representation has increased by 5% vs 2022 (29% vs 34%). The plans to address the issue of diversity at senior levels, along with our workforce representation targets are measures we are taking to improve performance in this area.</p>
<p>Year-on-year improvements on the gender and ethnicity pay gaps.</p>	<p>Gender pay gap increased in 2022 (20.8% median; 20.3% mean). Ethnicity pay gap slightly reduced for mean, and slightly increased for median (31.2% median; 34.1% mean). Disability pay gap has reduced substantially vs 2021 (-1.4% median, 18.6% mean) Pay gap analysis, including disability data will be conducted annually, and reported in line with the agreed reporting schedule defined centrally by the GLA.</p>

Improvement in the self-declaration of disability amongst colleagues at LLDC to ensure improved ability to report and more accurate insights on LLDC's position on disability.	Sustained YoY improvement of declared disability rate – currently 9%.  Identified as a core EDI priority for action and will be covered by internal promotion and a cyclic approach to gathering accurate data.
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## **9. FINANCIAL CONSIDERATIONS**

9.1. There are no financial implications arising from this report.

## **10. LEGAL IMPLICATIONS**

10.1. There are no legal implications arising from this report.

## **11. EQUALITIES IMPACT ASSESSMENT**

11.1. All actions or approaches arising from this report are monitored for equal opportunities and our focus on DE&I means that the actions we set are intended to be inclusive by design.

## **12. APPENDICES**

12.1. None

### **List of Background Papers**

Inclusion and Diversity Strategy

**Report originator(s):** Debbie Wooldridge, Acting Director of People and Organisational Development

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**Subject:** Chief Executive Performance Against 2023/24 Objectives  
**Date:** 20 June 2023  
**Report to:** People, Organisation and Culture Committee  
**Report of/by:** Debbie Wooldridge, Acting Director of People and Organisational Development

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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 2023/24 objectives.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

- 2.1. **The Committee is asked to note the update on the performance against the objective for 2023/2024.**

## **3. BACKGROUND**

- 3.1. At the meeting of 7 March 2023 the Committee agreed the 2023/24 objectives for the Chief Executive. These include the following areas:
  - 3.1.1. Development LLDC Land
  - 3.1.2. Construction and East Bank
  - 3.1.3. Stadium and venues
  - 3.1.4. Transition
  - 3.1.5. Equity, diversity and inclusion
  - 3.1.6. Stakeholder management
  - 3.1.7. Sustainability
  - 3.1.8. Financial
  - 3.1.9. Leadership and management
- 3.2. The progress against the objectives to date is set out in Appendix 1 (exempt information).

## **4. FINANCIAL IMPLICATIONS**

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

## 5. LEGAL IMPLICATIONS

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

## 6. LIST OF APPENDICES TO THIS REPORT

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

### List of Background Papers

- Papers for the meeting of the People, Organisation and Culture Committee 7 March 2023

**Report originator(s):**

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