

Meeting of the London Legacy Development Corporation Chair's Committee

Meeting Date: Tuesday 23 July 2019

Time: 1.30 pm

Venue: Marketing Suite, Level 10, 1 Stratford Place, Montifchet Road

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 1.30 pm on Tuesday 23 July 2019 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

Committee Members:

Sir Peter Hendy CBE (Chair)
Sonita Alleyne OBE
Simon Blanchflower CBE
Nicky Dunn OBE
Keith Edelman
Philip Lewis

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 19 March 2019 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 19 March 2019.

4 Matters arising and action list (Pages 5 - 6)

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

5 Annual Review of Committee Terms of Reference (Pages 7 - 12)

The Committee is asked to note update report on the annual review of the committee's terms of reference.

6 People Strategy Update (Pages 13 - 32)

The Committee is asked to note the update on the People Strategy.

7 Chief Executive's Performance against 2019/20 Objectives (Pages 33 - 34)

The Committee is asked to note the update on the Chief Executive's performance against the overarching objectives for 2019/20.

8 Any other business the Chair considers urgent

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

9 Date of next meeting

The next meeting of the Chair's Committee is due to be held on 19 November 2019 at 12pm.

10 Exclusion of the press and public

The Committee is recommended to agree to exclude the public and press from the meeting, in accordance with paragraphs 1&3 of Schedule 12A of the Local Government Act 1972 (as amended), in that the following items of business contain information relating to the financial or business affairs of an individual, organisation or the London Legacy Development Corporation (LLDC).

11 Minutes of the previous meeting held on 19 March 2019 containing exempt information (Pages 35 - 38)

The Committee is asked to agree the minutes of the meeting held on 19 March 2019 that contain exempt information.

12 Matters Arising and Actions List - exempt information relating to the item on Part 1 (Pages 39 - 40)

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

13 Chief Executive's Performance Against 2019/20 Objectives - exempt information relating to the item on Part 1 (Pages 41 - 44)

The Committee is asked to note the appendix containing exempt information on the performance against the overarching objectives for 2018/19.

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MINUTES

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

Date: Tuesday 19 March 2019
Time: 12.00 pm
Venue: LLDC, Marketing Suite, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

Present: Sir Peter Hendy CBE (Chair)
Sonita Alleyne OBE
Simon Blanchflower
Nicky Dunn OBE
Keith Edelman
Philip Lewis

In Attendance: Gerry Murphy, Deputy Chief Executive
Irena Bennett, Senior Human Resources Manager
Rachel Massey, Board Secretary
Sue Riley, Secretariat

1 Apologies for absence

1.1 There were no apologies for absence from members. There were apologies from Lyn Garner, Chief Executive and Andrea Gordon, HR Director.

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 It was noted that Philip Lewis had recently been appointed as Chair of Smeg UK Ltd.

2.3 There were no additional declarations of interest.

3 Minutes of the previous meeting held on 12 February 2019

3.1 It was agreed that the minutes of the meeting of the Chair's Committee held on 12 February 2019 be signed by the Chair as a correct record.

4 Matters arising and action list

4.1 The Committee noted the Actions List.

5 Consultant/Interim Staff costs

5.1 The Senior Human Resources Manager presented the update on consultants and interim staff.

5.2 The Committee noted the report.

6 Diversity Standard Update

6.1 The Senior Human Resources Manager presented the update on the Diversity Standard progress.

6.2 Good progress was being made against each element of the GLA's Diversity and Inclusion Standard, a Board champion had been identified and a number of training initiatives, work experience and apprenticeships progressed.

6.3 The Chair reported that at a recent all staff awayday, diversity and inclusion had been discussed in detail, led by the Chief Executive, including practical measures to improve performance in this area. Improvements to diversity and inclusion of the organisation had also been included in the Chief Executive's objectives for 2019/20.

6.4 The aim was to go beyond the GLA scheme and positively and actively engage with the local community.

6.5 The Committee requested a more detailed note on school work placements.
[Action: Director of Human Resources]

**6.6 The Committee noted the report and progress made, and requested an update report to the next meeting, to include other activities undertaken including Board training, and school work placements.
[Action: Director of Human Resources]**

7 Chief Executive's Performance Against 2018/19 Objectives

7.1 The Human Resources Manager presented the update on the Chief Executive performance against the overarching 2018/19 objectives.

7.2 The Committee noted the update on the performance against the objectives for 2018/19.

8 Chief Executive's Objectives for 2019/20

8.1 The Human Resources Manager introduced the report regarding Chief Executive's objectives for 2019/20.

8.2 The Committee agreed the Chief Executive's objectives for 2019/20.

9 Any other business the Chair considers urgent

9.1 The Chair notified the meeting that he would be admitting to the agenda an urgent item of business, under Part 2 of the agenda, on staff salaries.

10 Date of Next Meeting

10.1 The Committee noted that the next meeting was due to be held on 23 July 2019 at 1.30pm.

11 Exclusion of the press and public

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

12 Minutes of the previous meeting held on 12 February 2019 containing exempt information

12.1 It was agreed that the minutes of the meeting of the Chair's Committee held on 12 February 2019 containing exempt information be signed by the Chair as a correct record, subject to an amendment made at the meeting.

13 Matters Arising and Action List - exempt information relating to the item on Part 1

13.1 The Committee noted the Actions List.

14 Consultant/Interim Staff costs - exempt information relating to the item on Part 1

14.1 The Senior Human Resources Manager presented the appendix containing exempt information, on the update on consultants and interim staff.

14.2 The Committee requested an annual monitoring report on this issue.

[Action: Director of Human Resources]

14.3 The Committee noted the appendix.

15 Chief Executive's Performance Against 2018/19 Objectives - exempt information relating to the item on Part 1

15.1 The Director of Human Resources introduced the report, containing exempt information, updating on the Chief Executive Officer's performance against objectives for 2018/19.

15.2 The Committee agreed the annual appraisal outcome based on the outturn, in line with the performance award criteria, as set out in the report.

16 Chief Executive's 2019/20 objective - exempt information relating to the item on Part 1

16.1 The Director of Human Resources introduced the report, containing exempt information, on the Chief Executive's objectives for 2019/20.

16.2 The Committee agreed the objectives.

17 Any Other Urgent Business

17.1 The Chair submitted an urgent item of business for consideration, which needed to be discussed before 1 April 2019.

17.2 The Committee agreed a recommendation regarding a cost of living increase for staff.

18 Close of Meeting

18.1 The meeting closed at 1.30pm.

Chair

Date

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

Chair's Committee Actions List (reported to the meeting on 23 July 2019)

Actions from last meeting (19 March 2019)

Minute No.	Item/Description	Action By	Target Date	Status/note
6.5	Diversity Standard Update Provide a detailed note on school work placements.	Andrea Gordon	23 July 2019	Complete. This is included in the People Strategy report at this meeting.
6.6	Diversity Standard Update Provide a update at the next meeting, to include other activities undertaken including Board training, and school work placements.	Andrea Gordon	23 July 2019	Complete. This is included in the People Strategy report at this meeting.
14.2	Consultant/Interim Staff costs - exempt information relating to the item on Part 1 Provide an annual monitoring report on this issue.	Andrea Gordon	March 2020	To be added to agenda for March 2020 meeting.

Page 5

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
4.2 (26 June 2018)	Matters arising Schedule park visits for Board members	Rachel Massey	Summer 2019	Ongoing, visits held (3 Mills, Chobham Manor). Further visits to be arranged.

Agenda Item 4

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Subject: Annual Review of Committee Terms of Reference
Meeting date: 23 July 2019
Report to: Chair's Committee
Report of: Lyn Garner, Chief Executive

This report will be considered in public

1. SUMMARY

- 1.1. This report sets out the terms of reference for an annual review.

2. RECOMMENDATION

- 2.1 The Committee is asked to note and comment on the proposed changes to the terms and reference and scheme of delegations 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 to regularly review the LLDC's Committees' terms of reference, LLDC has implemented an annual review of Committee terms of reference. This is the third annual review of the terms of reference.
- 3.2. 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:
- 3.2.1. In July 2014, the terms of reference and membership of the Chair's Committee were revised to enable continued opportunities for board members to contribute their expertise to the Committee.
- 3.2.2. In May 2015, the Board agreed to delegate authority to the Chair's Committee to determine the Chief Executive's annual bonus for future financial years and the terms of reference were amended accordingly.
- 3.2.3. In March 2017, it was agreed that succession planning should be added to the terms of reference.
- 3.2.4. In June 2018, the Board agreed to amendments related to the Committee's role in relation to Diversity and Inclusion.
- 3.2.5. In January 2019, the Board approved changes to the scheme of delegations to give the Chair's Committee a role in monitoring the pay and conditions of all senior staff earning over £100,000. This supported the GLA initiative to enhance control mechanisms related to changes the pay and conditions of senior staff across the GLA Group. The Chair's Committee already had a role in relation to the Chief Executive's appointment, performance assessment, remuneration, and his or her removal from office including any departure terms as well as any settlement on termination of employment to the 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 Chair's Committee agreed with the proposal to amend the remit at their meeting on 4 December 2018.

4. PROPOSED CHANGES

- 4.1. In September 2018, the Board reviewed the terms of reference of the LLDC committees and there was an action to: update the terms of reference as appropriate to reflect the Committees' role in relation to transition arrangements. It is proposed to add "Ensuring that any implications for the implementation of the transition strategy are taken into consideration when taking decisions" to the committee's role. This is set out in Appendix 1.
- 4.2. Subsequent to the Board approval of changes to the scheme of delegations to give the Chair's Committee a role in monitoring the pay and conditions of all senior staff earning over £100,000, a further amendment was proposed that the Committee should also oversee all severance packages which were over contractual terms. The proposed amendments to the scheme of delegations are set out in Appendix 2. These would then be submitted to the Board for approval.

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

Appendix 2 – Proposed extract of the Scheme of Delegations

List of Background Papers:

Papers for the meeting of the Chair's Committee, June 2018
LLDC Standing Orders and Scheme of Delegations

Report originator(s):

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Appendix 1: Chair's Committee terms of reference (proposed changes shown underlined)

- Status:** 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.
- Membership:** The Committee shall be appointed by the Board and shall comprise the Chairs of the Committees and up to two co-opted Board members.
- Chair:** The Chairman of the Corporation or Deputy Chairman shall chair the meeting. In their absence, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting, or the remaining members present shall elect one of themselves to chair the meeting.
- In attendance:** GLA observer
Chief Executive
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.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** 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 ensure effective communication and co-ordination of the Corporation's different committees and to provide advice on specific matters as requested by the Board or Chairman.

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 Chairman or Deputy Chairman or Board.
7. Within the remit of its activities, the Committee shall oversee the Corporation's work on Diversity and Inclusion.

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
<u>v.6.0</u>	<u>July 2019</u>	<u>Amended to include clause related to the transition strategy</u>	<u>Pending Board approval</u>

Appendix 2: Extract from the Scheme of delegations (proposed changes shown underlined)

Type of decision	Delegation	Notes
Appointments and governance	<p>The following decisions are reserved to the Board:</p> <ul style="list-style-type: none"> • The agreement of standing orders, terms of reference for committees, schemes of delegation, and financial regulations; • The appointment of Board members and external members to committees; and • The settlement of any claim against the Corporation involving allegations of discrimination or whistle-blowing. <p>The following decisions are reserved to the Chairman's Committee</p> <ul style="list-style-type: none"> • the appointment of the Chief Executive, the setting of his or her objectives, the assessment of performance against these objectives, his or her remuneration including determining any annual bonus, and his or her removal from office including any departure terms; and • the approval of changes to the remuneration, performance awards or terms and conditions of any member of the Executive Management Team or any staff earning more than £100,000. • the approval of any settlement on termination of employment <u>which are over contractual terms</u>; to members of the Executive Management Team or any member of staff earning more than £100,000 that include more than six months' salary costs, or equivalent. <p>All other settlements on termination of employment <u>at contractual terms</u> that include more than pay in lieu of notice are reserved to the Chief Executive.</p> <ul style="list-style-type: none"> • 	<p>The following matters require the Mayor of London's consent:</p> <ul style="list-style-type: none"> • Approving terms and conditions for appointing staff; • Determining rates and eligibility criteria for staff remuneration, travelling and other allowances, pensions and gratuities; • Appointing non-board members to a committee or sub-committee; • The appointment of a chief executive. <p>The Mayor of London has delegated to the Legacy Corporation responsibility for determining rates and eligibility criteria for Board and staff remuneration, travelling and other allowances, pensions and gratuities, subject to consultation with the Mayor.</p> <p>The Legacy Corporation is required to consult the Mayor before making any significant changes to its standing orders or other rules of procedure, or its scheme of delegations.</p>

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Subject: People Strategy Update
Meeting date: 23 July 2019
Report to: Chairman's Committee
Report of: Andrea Gordon, Director of HR

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update on the People Strategy progress so far and how work will continue to be taken forward during 2019/20.

2. RECOMMENDATION

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

3. BACKGROUND

- 3.1. The People Strategy has been in place for 3 years and significant progress has been made during this time. In 2019 a review will be undertaken to ensure that the priorities of the People Strategy are in line with our emerging priorities as an organisation, particularly as we start to enter into more detailed planning on Transition.

4. PROGRESS

Diversity & Inclusion

- 4.1. The Diversity Standard self-assessment has been updated and current progress is attached at Appendix 1 – this was submitted to the GLA on 8 July and will be followed by a group moderation exercise.
- 4.2. At the last assessment stage in May 2018, LLDC reached base level for Diversity Foundations, Workforce Representation and Inclusive Culture, reached accomplished level for recruitment and exemplary level for Career Development and Reward.
- 4.3. In 2019 we have now moved up to accomplished in Workforce Representation and have made significant increases in the base level for Diversity Foundations and Inclusive Culture.
- 4.4. We will continue to drive forward the actions from this through the D&I Group.
- 4.5. The GLA's Women's Sponsorship programme, Our Time, has just launched its second year and we have four women on the programme in cohort 2:
- Esther Everett; Principal Designed (Development)
 - Sara-Ellen Williams; Head of Events (POV)
 - Sara Dawes; Principal Planner (PPDT)
 - Shireen Rubens; Senior Finance Business Partner (FCCS)
- 4.6. We are also putting forward seven Champions this year who will be paired with participants from other GLA family members.
- 4.7. The first year of Our Time is in its final stages, but the three out of the four women from LLDC in cohort 1 have found new opportunities: one has been promoted within

LLDC, one has secured a secondment with a member of the GLA family in a more senior role, and one has secured a new senior role with a London council.

- 4.8. At the last meeting, the Committee asked for more information about other activities LLDC undertakes outside of the diversity standard. This is summarised at Appendix 2.
- 4.9. In addition, the Committee asked for more information about work experience placements.
 - 4.9.1. Work Experience: As of last year, we updated our website to encourage work experience students to send in requests to us. This has significantly increased our work experience take up. We have worked with regeneration team to ensure that we are listed as an employer who will take work experience students. We have also prepared a document to support students when making the request to think about what departments they would like to work in to ensure that this is a meaningful experience. This year we will have received 5 work experience students with 7 students to come through this summer.
 - 4.9.2. Transitions: Paid work experience for Professionally skilled refugees. We have taken two Transitions candidates, one in Development and one in POV. The POV candidate has gone on to get a full time perm job and has credited his time with us to achieve this role and the POV candidate is still with us undertaking a 6 month extension at a Design Assistant level. We will be looking to undertake this programme again this financial year.
 - 4.9.3. TfL Internship Programme: As part of the TfL Internship Communications Programme, students come to LLDC for two weeks to shadow team members. We have two graduates joining this year.
 - 4.9.4. Schools 21: Schools 21 offer an Engineering GCSE and to support this, students then undertake a project over a number of weeks which is supported by our Engineer in POV. This year, LLDC hosted two students and last year we had four students.
 - 4.9.5. Taylor Bennett: The Taylor Bennett Foundation's award-winning training and mentoring programmes exist to encourage black, Asian and ethnic minority graduates to pursue a career in communications. The Communications, Marketing and Strategy host approximately 4 candidates a year to shadow the members of the communications team.

Learning and Development

- 4.10. We have launched a new Learning and Development Programme for 2019/20, comprising of a number of areas;
 - Management Masterclasses
 - Coaching Programme for senior leaders
 - Coaching across the organisation (and focusing on women on maternity leave)
 - A number of personal effectiveness courses:
 - Influential presenter
 - Creativity for logical thinkers
 - Fast reading and super memory
 - Think before you speak
 - The art of networking
 - Employment law updates
 - Individual career development surgeries
- 4.11. In addition, following our series of Women in Leadership talks last year, we have launched a new Inspirational Leaders series this year. So far, Geoff Thompson (LLDC Board member), Lucy D'Orsi (Deputy Assistant Commissioner of the Met Police) and Baroness Lola Young (Co-Chair of Foundation for London) have given insightful talks which have received excellent feedback from staff. Sally Munday (CEO England

Hockey) is presenting in July and we will be booking more Inspirational Leaders for later in the year.

The Good Work Standard

- 4.12. LLDC has completed its first assessment of the Good Work Standard (Appendix 3). The Mayor's Good Work Standard brings together best employment practice and links to resources and support from across London to help employers improve their organisations. The initiative has been developed in collaboration with London's employers, professional bodies and experts.
- 4.13. The Good Work Standard sets the benchmark the Mayor wants every London employer to work towards and achieve. Organisations able to meet the Good Work Standard criteria can apply for accreditation and recognition as leading employers from the Mayor.
- 4.14. The Good Work Standard provides employers with a set of best employment practices alongside information and resources to help achieve them. They are organised into the below four key areas;
 - Fair Pay and Contracts
 - Workplace Wellbeing
 - Skills and Development
 - Diversity and Recruitment
- 4.15. LLDC has achieved 'achievement level' on all 4 pillars and is at 'excellence level' on Diversity and only a small % off excellence on Skills and Wellbeing
- 4.16. At Pay level there are a few items which we don't offer yet – for example we don't offer help with mortgages for our staff and as a small organisation this is not something that we would necessarily consider.

Pillar 1 Pay	Achievement:	100%
	Excellence:	67%

Pillar 2 Wellbeing	Achievement:	100%
	Excellence:	93%

Pillar 3 Skills	Achievement:	100%
	Excellence:	94%

Pillar 4 Diversity	Achievement:	100%
	Excellence:	100%

- 4.17. The Good Work Standard will be formally launched in July (tbc by GLA).

Development Benchmarking

- 4.18. A verbal update will be provided on the outcome of the implementation of the market supplements for the Development team and the benchmarking for Design and Planning.

5. FINANCIAL CONSIDERATIONS

- 5.1. All financial impact has been agreed at EMT and is within budget.

6. LEGAL IMPLICATIONS

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

7. EQUALITIES IMPACT ASSESSMENT

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

8. APPENDICES

Appendix 1 - Diversity Standard Self-Assessment

Appendix 2 – Summary of LLDC D&I activities

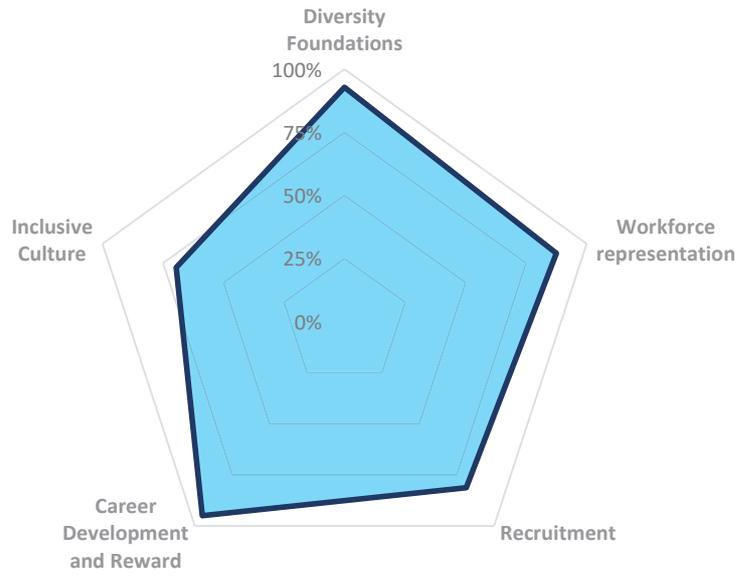
Appendix 3 - The Good Work Standard

List of Background Papers

None

Report originator(s): Andrea Gordon

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Appendix 2: Review of D&I Activity

Culture and Strategy

- LLDC now has a Board Sponsor for D&I and in addition has a D&I steering group. All Management Forum and EMT have clear objectives around D&I.
- LLDC has introduced an Agile Working approach and continue to promote Flexible Working, over 40% of the workforce operating with a formal flexible pattern.
- LLDC actively monitors its equality data, with 100% completion of forms in order to have a clear understanding its workforce make up.

Recruitment & Selection

- The LLDC has improved its external recruitment page to engage with a wider diversity of applicants and all roles advertised as flexible using case studies of employees.
- At the recruitment stage, equality monitoring is undertaken via the equality monitoring form provided to applicants. This information is collated after each recruitment campaign. In addition, LLDC have introduced a 'blind application' process, removing all personal details.
- Use of gender decoder to ensure language used in advertising campaign is neutral.
- **Disability Confident.** The LLDC is a Disability Confident Employer to encourage applications from disabled people, guaranteeing an interview to candidates meeting the minimum criteria.
- LLDC is a **LLW employer**

Bullying, Harassment and Discrimination

- Grievance, HR Equality and Diversity and Bullying and Harassment and Recruitment & Selection policies have all been reviewed and updated and in addition mandatory training provided for all managers on managing bullying and harassment in the workplaces.

Employee Induction and Training

- The induction programme has been updated and reviewed and all new employees undertake an induction programme which includes mandatory training on equality and inclusion including unconscious bias, LLDC policies, behaviours and procedures and our code of conduct.

Employee Learning and Development

Woman's sponsorship

- To further enhance the Our Time programme, all participants have had access to 360 coaching, access to an Everywoman Network.
- Unsuccessful applicants also had personal development plans put in place.
- Launched a series of Inspirational Female Leaders, learn at lunch series, breakfast briefings and leadership events.

D&I Training

- Whole organisation undertook a D&I refresher; Inclusive Leadership training undertaken by of Management Forum and EMT; unconscious bias training undertaken by whole organisation and Board members.
- A BAME lean in circle has been introduced.

Health & Wellbeing

- LLDC achieved Excellence for the Healthy Workplace Charter Awards.
- **Mental Health Training** – Introduction of 12 Mental Health First Aiders. A number of training sessions have been delivered around mental health including, Managing Mental Health Training at Work delivered by MIND, Mental Health First Aid for Managers training, an anxiety workshop and supporting adolescents with mental health.

Action Plans

- To underpin the work LLDC is undertaking, a Gender Pay, Ethnicity Pay and Mental Health Wellbeing Action Plan has been produced. LLDC has developed an action plan for Equality and Inclusion which will further build on the work that has been delivered.

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Self-assessment results

London Legacy
Development Corporation (LLDC)

PILLAR 1 - PAY & CONDITIONS			
1. Pay			
Foundation	1	Pay all workforce at least the National Minimum wage or National Living Wage (which includes apprentices)	Y
	2	Statutory paid leave entitlement (incl annual, sick pay, maternity/paternity leave)	Y
	3	Timely itemised payslip for all employees	Y
	4	Ensure that interns are paid at least National Minimum Wage and receive employment rights they are entitled to, while only genuine work experience placements are unpaid	Y
	5	Provide the statutory notice period, consultation and pay for employees made redundant	Y
Achievement	6	Pay all workers and employees the London Living Wage (including internships) and accredited with the Living Wage Foundation	Y
	7	Set progressive pay levels for apprentices, reaching London Living Wage at completion of their apprenticeship	Y
	8	Pay above statutory minimums for benefits including maternity/paternity pay, holidays, sick pay etc.	Y
	9	Carry out pay audits to ensure your pay policies don't widen the gap between top and bottom	Y
	10	Use workforce dialogue and/or collective bargaining methods to establish and set the optimal levels of pay and benefits for your workforce	Y
Excellence	11	Pay all of your apprentices the London Living Wage as a minimum	Y
	12	Work with your supply chain to sign up to pay the London Living Wage and become accredited.	Y
	13	Publish pay ratios (CEO/Director to median employee remuneration package)	Y
	14	Communicate and make pay levels/bands transparent to raise confidence that pay is fair	Y
	15	Introduce a London Weighting pay policy, revised annually to reflect local pay rates and costs of living in London	N/A



2. Contracts			
Foundation	16	Provide a written statement of employment particulars within 2 months of starting	Y
	17	Provide a GDPR notice separately from contract and review and update regularly	Y
	18	Prepare and publish a Modern Slavery Act statement (if your annual turnover is £36m or more)	Y
	19	Ensure and be able to demonstrate that zero-hour and non-standard contracts are mutually beneficial for both employer and worker (incl. no exclusivity clause for zero-hour contracts)	Y
Achievement	20	Provide a written statement on the first day that includes clear information on pay, conditions, employment status, rights and entitlements	Y
	21	Collect data on size of non-standard/contingent workforce and regularly review use of contracts	Y
	22	Consider requests for stable hours	N/A
	23	Clearly communicate your policies and procedures to your full workforce	Y
	24	Offer guidance and/or training for staff on how to spot the signs of modern slavery and what to do (GWS can provide guidance)	Y
Excellence	25	Avoid, develop limits or guidelines around the use of zero-hour and other non-standard contracts (e.g. no ZHC, max % of workforce, code of practice)	N/A
	26	Offer an option to select regular or guaranteed hours	N/A
	27	Report on the use of zero-hour, short-hours contracts and agency work in annual reports with rationale for using them	N/A
	28	Work towards giving non-standard contract and agency workers the same rights as employees	N/A
	29	Implement due diligence protocols to ensure decent working standards throughout your supply chain	Y



3. Financial Wellbeing			
Foundation	30	Auto enrol workers in a pension scheme and make mandatory minimum contributions	Y
	31	Provide signposting to support financial wellbeing & debt management e.g. credit unions (GWS can provide this for the employer to distribute)	Y
Achievement	32	Provide explicit advice and signposting to people about the value of pensions	Y
	33	Offer and promote a mix of benefits in addition to pay e.g. staff discounts, advice services and support with day-to-day living costs	Y
	34	Offer interest free loans through payroll to help with living costs e.g. childcare and tenancy deposit loans, season ticket loans	Y
Excellence	35	Work towards everyone getting a total pension contribution of at least 15% of wages	Y
	36	Work with local Credit Unions to provide affordable financial services to your workforce	-
	37	Offer a payroll savings scheme	-
	38	Offer support (direct or 3rd party) for housing costs e.g. options to support employees with mortgage finance including preferential lending terms; and/or directly providing high quality rental accommodation	-



PILLAR 2 - WORKPLACE WELLBEING			
4. Workforce Dialogue			
Foundation	39	Consider appropriate requests to set up or change arrangements to inform and consult employees about issues in the organisation (50+ employees)	Y
	40	Consider appropriate requests from trade unions to represent your workforce in collective bargaining	Y
	41	Clearly communicate existing collective consultation arrangements and collective agreements to your workforce and new starters	Y
	42	Set out grievance procedures and share it in writing with all employees	Y
	43	Create methods for regular workforce dialogue at all levels of the organisation (e.g. team meetings, staff forums etc)	Y
	44	Regularly assess through above procedures whether your workforce have the facilities, tools and equipment required to do their job effectively	Y
Achievement	45	Develop a communications and consultation policy for your organisation	Y
	46	Provide reasonable access and facilities to allow your workforce to communicate with trade unions, including hosting induction meetings	Y
	47	Recognise and work with a relevant trade union, agree collective consultation and bargaining arrangements (if relevant to your workforce)	N/A
	48	Use regular staff surveys to obtain workforce feedback on important issues in your organisation	Y
	49	Implement appropriate conflict resolution and mediation methods	Y
	50	Put in place policies and procedures to protect speaking up and/or whistleblowing	Y
Excellence	51	Provide written disciplinary rules and procedures and communicate them to your workforce	Y
	52	Establish arrangements for workforce dialogue or elected workers in executive and senior decision making or company boards	Y
	53	Accredit and work with trade union reps on range of issues e.g. learning, health and safety, equality reps	Y
	54	Set up staff networks and forums to promote underrepresented groups or certain issues as relevant to your workforce	Y
	55	Enhance staff networking opportunities, e.g team volunteer days, team building activities	Y
	56	Enhance your workplace design and technology to encourage open dialogue in your workforce e.g. breakout spaces, team collaboration software	Y



5. Health, Wellbeing and Welfare			
Foundation	57	Identify and manage risks to ensure the health, safety and welfare at work of all your workforce	Y
	58	Publish a Health and Safety Policy (6+ employees)	Y
	59	Conduct risk assessment of the workplace, including for work related stress and lone workers	Y
	60	Consult with employees or employee elected health and safety representatives on health and safety matters	Y
	61	Obtain compulsory employers' liability insurance	Y
	62	Clearly communicate any employee monitoring arrangements and why	Y
	63	Put in place an attendance management policy (e.g. sick leave and pay procedures, early/phased return to work processes and interviews)	Y
Achievement	64	Develop a Health and Wellbeing plan for your organisation and workplace	Y
	65	Obtain the Commitment award for the London Healthy Workplace Charter	Y
	66	Set up a joint health and safety committee and/or trade union health and safety representatives	Y
	67	Implement health and safety precautions for night-time and shift workers	N/A
	68	Sign up to the Women's Night Safety Charter	N/A
	69	Provide training for managers on absence management, including presenteeism, return to work interviews etc	Y
	70	Monitor absence trends in the workplace and take action on issues	Y
Excellence	71	Develop and communicate measures to ensure the safety and avoid risks for lone workers	Y
	72	Obtain the Achievement award for the London Healthy Workplace Charter	Y
	73	Develop a Mental Health strategy and make training accessible to all people in your workforce	Y
	74	Support and promote broader health services	Y
	75	Provide access to an Employee Assistance Programme including access to physiotherapy and counselling	Y
	76	Develop and publish a Violence Against Women and Girls (VAWG) policy	-
	77	Provide greater occupational sick/health leave benefits e.g. menopause, domestic abuse	Y



6. Work-life Balance			
Foundation	78	Employees can request flexible working (after 26 weeks continuous service)	Y
	79	Facilitate shared Parental Leave for eligible employees	Y
	80	Provide unpaid time off (family and dependents, parental leave, emergencies etc)	Y
	81	Ensure part-time and fixed-term workers have same contractual rights as a full-time workers	Y
	82	Abide by 48 hour maximum weekly working hours	Y
	83	Provide adequate rest periods and breaks	Y
	84	Put in place limits and keep records of night workers' working hours to show they aren't exceeding limits	Y
	85	Implement a system of fair scheduling to ensure that shift times and patterns are mutually beneficial for your workforce and the organisation	N/A
Achievement	86	Provide the right to request flexible working to all employees from day one of employment and communicate this effectively	Y
	87	Make a wide range of flexible methods available to your workforce and actively promote it (unless genuine business reason that this isn't possible)	Y
	88	Agree a minimum notice period for allocating and changing shifts (24hrs is recommended)	N/A
	89	Consult with your workforce to ensure shift patterns and times, anti-social working hours, pay premiums are agreed	N/A
	90	Provide support for parents coming back to work (e.g. returnships, improve job adverts etc.)	Y
	91	Provide additional (above statutory) types of paid leave e.g. emergencies involving dependents, caring responsibilities, study leave	Y
Excellence	92	Monitor and prevent excessive working hours, track and address unpaid overtime	Y
	93	Provide compensation for cancelled shifts with little (less than 12 hrs) or no notice (minimum 3 hours pay in lieu and any travel expenses incurred)	N/A
	94	Utilise measures to prevent use of work communications outside of agreed work hours (unless agile working)	Y
	95	Offer paid premature and neonatal baby leave	Y
	96	Implement a right to disconnect clause	N/A
	97	Offer paid time off for family and dependents (e.g. caring responsibilities, schools transition)	Y



PILLAR 3 - SKILLS AND DEVELOPMENT			
7. Management and Leadership			
Foundation	98	Managers are aware of their duty of care and take steps which are reasonably possible to ensure the health, safety and wellbeing of their team members	Y
	99	Ensure that managers understand their roles and responsibilities	Y
	100	Ensure your leaders and managers lead by example and ensure that everyone in the organisation is treated with trust and respect	Y
	101	Set clear objectives and provide regular feedback to their people on progress	Y
	102	Your managers and leaders promote a positive learning environment	Y
Achievement	103	Develop a performance management framework and undertake regular 1:1 conversations with staff	Y
	104	Implement training for managers and leaders on core people management skills e.g. objective setting, coaching, providing feedback, providing support and flexibility to staff	Y
	105	Managers and leaders undergo training across a range of other topics relevant to the organisation e.g. recruitment, workforce engagement etc	Y
	106	People management and development practices in your organisation are enhanced through workforce dialogue methods e.g. staff surveys	Y
Excellence	107	Ensure managers provide regular coaching to the people in their team or business	Y
	108	Ensure your managers and supervisors are trained and knowledgeable in managing conflict/having difficult conversations	Y
	109	Managers undergo regular 360 degree feedback as part of their development and develop action plans as a result	Y
	110	Provide high quality management training for all people managers in the organisations, with suitable accreditation	Y



8. Skills and Development			
Foundation	111	Implement an induction process for new workers	Y
	112	Ensure adequate on the job training for job skills and procedures in order to fulfil the role	Y
	113	Make training and skills development activities take place during paid hours wherever possible	Y
	114	Communicate clear details about pay or time back for travel if needed for skills and training	Y
	115	Make all employees aware of training and development rights, including the right to request time off for training or study	Y
	116	Pay into the apprenticeship levy (if your pay bill is over £3 million)	Y
	117	Ensure apprenticeships you offer last a minimum of 12 months and involve at least 20% off-the-job accredited training	Y
Achievement	118	Offer high-quality internships and apprenticeships as genuine and valuable training opportunities and pathways to employment in your organisation (including flexible working options)	Y
	119	Develop a structured programme of training and development accessible to all your workforce	Y
	120	Develop training and development plans for your workforce based on the skills requirements for the organisation	Y
	121	Recognise informal training such as volunteering in personal development plans	Y
	122	Accredit and work with union learning reps and give employees paid time off to pursue union-led learning opportunities (if requested)	Y
	123	Maximise use your apprenticeship levy allowance (GWS to provide resources and guidance)	Y
Excellence	124	Offer accredited and recognised training that encourages lifelong learning, beyond skills requirements for the job and to improve prospects for career progression	Y
	125	Offer and facilitate skills and career planning to identify future skills and training needs	Y
	126	Sign up to an apprenticeship promotion programme	Y
	127	Offer supported internships to young people with special educational needs and disability	-
	128	Work with local college/training provider to shape training provision to meet industry needs, including insight days.	Y
	129	Provide volunteering leave and promote skills-based Employer Supported Volunteering (ESV) to all workforce	Y



9. In-work Progression			
Foundation	130	Provide clear job descriptions and responsibilities for all people in your workforce	Y
	131	Make development and progression opportunities accessible for all people in your workforce (e.g. including disabled, non-standard workers etc.)	Y
	132	Put in place development plans for all people in your workforce, with regular performance reviews and feedback opportunities	Y
Achievement	133	Develop clear progression pathways and systems for promotions and pay growth through the organisation, accessible to all people in your workforce.	Y
	134	Offer annual career/development reviews focusing on career progression and skills development beyond job requirements	Y
	135	Support the progression of women and other underrepresented or disadvantaged groups through positive proactive programmes (e.g. sponsorship, GLA OurTime initiative)	Y
Excellence	136	Facilitate access to work and other career enhancing roles within the organisation so your staff can gain broader experience	Y
	137	Develop and implement a structured mentoring and coaching scheme with senior and junior members of your workforce	Y
	138	Consult your workforce in the process of job design and workforce planning	Y



PILLAR 4 - DIVERSITY & RECRUITMENT			
10. Equality, Diversity & Inclusion			
Foundation	139	Develop a written policy on ED&I and provide a statement in recruitment material (GWS can provide a template/guidance)	Y
	140	Provide a working environment free from unlawful discrimination and harassment (Equality Act 2010)	Y
	141	Report and publish your gender pay gap (employers with more than 250 employees)	Y
	142	Make reasonable adjustments to ensure workers with disabilities or health conditions aren't disadvantaged when doing their jobs (including adjustments to your recruitment process)	Y
Achievement	143	Develop an action plan to tackle inequality and improve diversity in your organisation	Y
	144	Provide access to ED&I training for all your workforce	Y
	145	Put in place a zero-tolerance approach to all forms of discrimination, harassment and bullying	Y
	146	Actively encourage a diverse leadership team with representation from all groups with protected characteristics	Y
	147	Measure maternity retention rates (e.g. parents who return after maternity/paternity leave)	Y
	148	Gather workforce data to identify and calculate your pay gaps in relation to gender and ethnicity	Y
	149	Gather and analyse workforce data related to disability	Y
	150	Benchmark your workforce data analysis to other organisations	Y
Excellence	151	Voluntarily report and publish your gender pay gap (under 250 employees, unless doing so would lead to the disclosure of pay information on individuals)	Y
	152	Report and publish your ethnicity pay gap (where data allows for statistical significance)	Y
	153	Consider appropriate action for your organisation on disability pay gaps, following government guidance	Y
	154	Develop and actively participate in school and community outreach programmes, including offering short work experience and/or taster days (paid if they are conducting work)	Y
	155	Provide or support English for speakers of other languages (ESOL) workforce learning for workforce during paid work hours (e.g. offer rooms, conversation clubs etc)	N/A
	156	Assign a D&I Champion in every department of your organisation	Y
	157	Put pathways in place to diversify all levels of the organisation e.g. action plans for leadership diversity	Y



11. Recruitment			
Foundation	158	Ensure open and transparent recruitment processes which are free from discrimination (including pregnant women, ex-offenders, disabled & other applications)	Y
	159	Employment and immigration checks clearly stated in recruitment practices	Y
	160	Where references are required due to regulated sector this is made clear	Y
	161	Accept job applications in alternative formats (e.g. electronically/non-electronically)	Y
	162	Record basic workforce data at recruitment	Y
Achievement	163	Use a range of candidate attraction channels to advertise jobs e.g. website, media, job boards, social media, events, job fairs.	Y
	164	Proactively seek and encourage applications from under-represented groups	Y
	165	Make interview panels diverse, both gender and ethnically	Y
	166	Make job adverts accessible and inclusive (e.g. large print, wording, pictures)	Y
	167	Advertise and promote jobs as flexible wherever possible	Y
	168	Ensure a diverse mix of people are represented in all marketing media e.g. website, social media etc.	Y
	169	Record protected characteristics (PC) data	Y
Excellence	170	Collect and monitor workforce data to ensure diversity of the workforce reflects the local area of the organisation (including recruitment process)	Y
	171	Provided feedback for both successful and unsuccessful job applicants	Y
	172	Balance (gender/ethnically) all of your candidate shortlists e.g. the Rooney Rule	Y
	173	Anonymise your recruitment process when shortlisting applicants (e.g. name/school-blind)	Y
	174	Record all protected characteristics data plus socio-economic background	Y

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Subject: Chief Executive Performance Against Objectives
Meeting date: 23 July 2019
Report to: Chair's Committee
Report of/by: Andrea Gordon, Director of HR

This report will be considered in public

1. SUMMARY

- 1.1. This report gives an update on the Chief Executive performance against the overarching 2019/20 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. RECOMMENDATIONS

- 2.1. **The Committee is asked to note the update on the performance against the objective for 2019/20.**

3. BACKGROUND

- 3.1. At their March 2019 meeting, the Committee agreed the 2019/20 objectives for the Chief Executive. These include the following areas:
 - 3.1.1. Ensure that the 10-year plan is on track and report quarterly on progress, particularly in relation to East Bank.
 - 3.1.2. Implement the Housing delivery strategy for existing and remaining sites
 - 3.1.3. Progress Transition planning
 - 3.1.4. Deliver a restructuring /business plan for the Stadium and implement to minimise future losses
 - 3.1.5. Keep budgets on track
 - 3.1.6. Stakeholder management
 - 3.1.7. People leadership including diversity and inclusion
- 3.2. 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 2019/20 (exempt information)

List of Background Papers

- Papers for the meeting of the Chair's Committee 19 March 2019

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