

Meeting of the London Legacy Development Corporation Chairman's Committee

Meeting Date: Tuesday 25 July 2017

Time: 12.00 pm

Venue: LLDC, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ

Members of the London Legacy Development Corporation Chairman's Committee are hereby notified and requested to attend the meeting of the Chairman's Committee of the Corporation at 12.00 pm on Tuesday 25 July 2017 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:

Phillip Lewis (Deputy Chairman)
Nicky Dunn OBE
Keith Edelman
David Gregson
Lord Andrew Mawson OBE

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 28 March 2017 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 28 March 2017.

- 4 Matters arising and action list** (Pages 5 - 6)
- The Committee is asked to note the actions arising from previous meetings.
- 5 Chief Executive's Performance vs 2017/18 Objective** (Pages 7 - 8)
- The Committee is asked to note the report which provides an update on the Chief Executive's performance against his overarching objectives for 2017/18 at the end of Q1.
- 6 People Strategy Update** (Pages 9 - 18)
- The Committee is asked to note the update on the People Strategy.
- 7 Gender Pay Report** (Pages 19 - 26)
- The Committee is asked to note the update on the gender pay.
- 8 Member Suggestions for Future Agenda Discussions**
- The Committee is asked to raise any suggestions for future agenda items.
- 9 Any other business the Chairman considers urgent**
- The Chairman will state the reason for urgency of any item taken.
- 10 Date of Next Meeting: 28 November 2017 at 12pm**
- 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 28 March 2017 containing exempt information** (Pages 27 - 30)
- The Committee is asked to agree the minutes of the meeting held on 28 March 2017 that contain exempt information.
- 13 Matters Arising and Actions List** (Pages 31 - 32)
- The Committee is asked to note the actions arising from the previous meeting that contains exempt information.

14 Chief Executive's Performance vs 2017/18 Objective - Exempt Information
Relating to the Item on Part 1 (Pages 33 - 36)

The Committee is asked to note the appendix containing exempt information on the Chief Executive's performance against this overarching objectives for 2017/18 at the end of Q1.

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MINUTES

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

Date: Tuesday 28 March 2017
Time: 12.00 pm
Venue: LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

Present: Philip Lewis, Deputy Chairman (Chairman for the meeting)
Keith Edelman
David Gregson
Lord Mawson OBE

In Attendance: David Goldstone, CBE, Chief Executive Officer
Andrea Gordon, Director of Human Resources
Tim Somerville, Mayor's Observer
Rachel Massey, Board Secretary
Sue Riley, Secretariat

1 Apologies for absence

1.1 An apology for absence was received from Nicky Dunn.

2 Declarations of interest

2.1 The Chairman 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 9 November 2016

3.1 It was agreed that the minutes of the meeting held on 9 November 2016 be signed by the Chairman as a correct record.

4 Matters arising and action list

4.1 The Committee noted the Actions List.

5 Committee forward agenda and annual review of terms of reference

5.1 The Chief Executive presented the report setting out the forward agenda plan and the terms of reference for review.

5.2 It was agreed that succession planning should be added to the terms of reference and be included as part of the People Strategy update for future meetings.

[Action: Board Secretary/Director of Human Resources]

5.3 The Committee noted the forward plan and approved the terms of reference for submission to the Board.

6 Gender pay report

6.1 The Director of Human Resources introduced the update on gender pay as at 31 March 2017.

6.2 A number of initiatives were underway, including the promotion of flexible working, which had been recently successful in a Head of Department recruitment campaign, job sharing and the use of a blind application process. The small size of the organisation meant limited career or promotion opportunities, which reduced the scope to cut the gender gap. A range of female leadership events were being promoted to help support development

6.3 The actions set out in Appendix 1 to the report would also benefit all under represented groups. An external mentoring programme was also being considered.

6.4 The Committee noted the report.

7 Chief Executive's Objectives Outturn 2016/17

7.1 The Director of Human Resources presented the summary outturn of the Chief Executive's 2016/17 objectives.

7.2 The Committee noted the report.

8 Chief Executive's Objectives for 2017/18

8.1 The Chief Executive was absent for the discussion of this item.

8.2 The Director of Human Resources introduced the report proposing the Chief Executive's objectives for 2017/18.

8.3 The measurements of the success criteria set out in the report included feedback based on a 360 degree staff survey, both internally and externally. It was agreed that this would be made clearer in future reports.

[Action: Director of Human Resources]

8.4 The Committee noted and agreed the Deputy Chairman's recommendation for the Chief Executive's objectives for 2017/18.

9 Recognition Awards Scheme

9.1 The Director of Human Resources introduced the update on the implementation of the new recognition awards scheme as previously agreed by the Committee.

9.2 The Committee noted the report.

10 Executive Management Team update

10.1 The Director of Human Resources updated the Committee on changes in the responsibilities and remuneration of some Executive Management Team members.

10.2 The Committee noted the report.

11 Members suggestions for future agenda items

11.1 Members were updated on the new HMRC (IR35) requirements for contractors and interim workers and the impact on the organisation. There were ten people within the organisation who were required to be 'tested' including three in procurement, but all were outside of the scope of the regulations and they would continue to be paid at their current rate, with no increase to mitigate the increased national insurance and tax costs. A further update would be provided to the next meeting.

[Action: Director of Human Resources]

12 Any other business the Chairman considers urgent

12.1 There was no urgent business.

13 Date of next meeting

13.1 The Committee noted that the next meeting date was due to be confirmed and requested that Members be consulted now on future dates for June 2017.

[Action: Board Secretary]

14 Exclusion of the press and public

14.1 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.

15 Minutes of the previous meeting held on 9 November 2016 containing exempt information

15.1 It was agreed that the minutes of the meeting of the Chairman's Committee held on 9 November 2016 containing exempt information be signed by the

Chairman as a correct record.

16 Matters arising and action list

16.1 The Committee noted the Actions List, containing exempt information.

17 Chief Executive's Objectives Outturn 2016/17 - exempt information relating to the item on Part 1

17.1 The Chief Executive was absent for the discussion of this item.

17.2 The Director of Human Resources introduced the report containing exempt information, summarising the outturn of the Chief Executive's 2016/17 objectives.

17.3 The Committee agreed the Chief Executive's annual appraisal outcome based on the outturn and in line with the performance award criteria as set out in Appendix 3 to the report.

18 Recognition awards scheme - exempt information relating to the item on Part 1

18.1 The Director of Human Resources introduced the report providing further exempt information relating to the Recognition Awards Scheme.

18.2 The Committee noted the implementation of the scheme for the financial year 2017/18.

19 Executive Management Team update - exempt information relating to the item on Part 1

19.1 The Director of Human Resources introduced the report providing further exempt information related to changes in responsibilities and remuneration of some Executive Management Team members.

19.2 The Committee noted the report and agreed the proposals as set out in paragraph 4 of the report.

Close of Meeting

The meeting closed at 12.30pm.

Chairman

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

Chairman's Committee Actions List (reported to the meeting on 25 July 2017)

Actions from the last meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
5.2	Committee forward agenda and annual review of terms of reference	Rachel Massey	25 July 2017	Complete. Added to terms of reference.
	Add succession planning should to the terms of reference Include succession planning as part of the People Strategy update for future meetings.	Andrea Gordon	25 July 2017	Complete. Update included in People Strategy report.
8.3	Chief Executive's Objectives for 2017/18 Ensure that it is clear that the measurements of the success criteria set out in the report include feedback based on a 360 degree staff survey, both internally and externally.	Andrea Gordon	July 2017	Added in to the CEO Objectives for 2017/18
11.1	Members suggestions for future agenda items Provide an update on the new new HMRC (IR35) requirements for contractors and interim workers and the impact on the organisation to the next meeting.	Andrea Gordon	25 July 2017	There is no further update on IR35. We have only a small number of staff who have been required to be 'tested' under the new regulations and all fall outside of the legislation (as reported at last Committee in March 2017). We have not recruited any other Contractors (except one under a services contract which again falls

				outside the regulations)
13.1	Date of next meeting Consult with Members on date of next meeting.	Rachel Massey	June 2017	Complete. 25 July 2017 confirmed.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
4.1 (9 November 2016)	Matters arising Arrange brief visits to Park and venues prior to Board meetings.	Rachel Massey	October 2017	To be scheduled in autumn 2017
5.3 (9 June 2016)	Investors in People update Submit a report on the organisational values and behaviours to the LLDC Board	David Goldstone / Andrea Gordon	Early 2018	This is in progress and will be reported to Board (pending recruitment)



Subject: Chief Executive's performance vs 2017/18 objective
Meeting date: 25 July 2017
Report to: Chairman's Committee
Report of: Philip Lewis, Deputy Chairman

This report will be considered in public

1. SUMMARY

- 1.1. This report gives a Quarter 1 update on the Chief Executive Officer's performance against his overarching 2017/18 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 this report.**

3. BACKGROUND

- 3.1. The Legacy Corporation's performance management system involves the setting of annual objectives for all staff. Performance against set objectives forms the basis for performance assessment during annual appraisal.
- 3.2. The CEO's objective for 2017/18 was set by the Chairman's Committee at its meeting on 28 March 2017 as follows: to ensure that the relevant elements of the Ten Year Business Plan are successfully met. In setting this objective emphasis will be placed on:

Element	Success Indicator
Revenue and Capital Budget Management	On track as set out within the Ten Year Plan
Stakeholder Management	Continued positive engagement with stakeholders
Effective Leadership of the Organisation	Delivery of the People Strategy

- 3.3. The Committee had previously requested at its meeting in February 2015, that quarterly updates were submitted to the Committee on progress against the CEO's objectives. The progress against the objective as defined by the success

indicators for the first quarter of 2017/18 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 Chairman'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 Chairman's Committee under the Scheme of Delegations.

6. LIST OF APPENDICES TO THIS REPORT

- 6.1. Appendix 1 – Update on CEO's Objectives as at Quarter 1 (exempt information)

List of Background Papers

- Papers for the meeting of the Chairman's Committee 28 March 2017
- Papers for the meeting of the Chairman's Committee 4 February 2015
- Ten Year Plan (approved by the LLDC Board March 2016)

Report originator(s): Rachel Massey
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Subject: People Strategy Update
Meeting date: 25 July 2017
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 this will be taken forward during 2017/18.

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 developed to support the implementation of the key priorities identified from the Investors in People accreditation and the findings from the 2016 staff survey. It is focused on building on LLDC's current position and sets out our people and organisational development goals and objectives.

4. KEY STRATEGIC THEMES (PROGRESS):

Reward and Recognition

- 4.1. Rewarding and recognising excellence is integral to the People Strategy and LLDC aims to grow and retain exceptional staff whilst continuing to consider and review new reward initiatives and developments to ensure we fulfil these commitments. To date we have successfully implemented:
- New Recognition Award Scheme launched in April that enables recognition for exceptional performance; the first evaluation of these is took place at the June Monthly EMT and a further report will be shared at the next committee on achievements to date.
 - Relaunched the Inspiring Every Day Awards in May. The new look award scheme enables more awards to be given more often and widens the variety of choice of reward. The awards now have a clear focus on the organisational values.
 - Thank You Cards: these were designed by the Reward and Recognition working group and have been launched as a way of anyone in the organisation acknowledging a colleague who has been helpful or supportive.
 - Raising awareness of staff benefits: The LLDC website (recruitment section) has been redesigned by the HR team to ensure that all our staff benefits are promoted externally with the aim of attracting new talent into the organisation.

- Internally the HR team held a Staff Benefits fair in June, inviting key partners to present to staff and provide advice and information on benefits, pensions and finance.

Health Wellbeing and Engagement

4.2. Health and Wellbeing is recognised as a key enabler of effective individual and organisational performance and LLDC wants to get the best from its staff through integrating health, wellbeing and engagement into our day to day activities.

- We are continuing to encourage flexible working across the organisation to promote a healthy worklife balance for staff, which studies have shown increases productivity and engagement and reduce sickness absence. The flexible working policy has been reviewed and training has been provided to line manager on the "myths of flexible working" to ensure that managers are not wholly relying on presenteeism.
- A full Health and Wellbeing campaign has been designed with a weekly theme to provide staff with information and advice on how to stay fit happy and healthy inside and outside of work.
- A review of the environmental surroundings at 1 Stratford Place and Park Headquarters has taken place and improvements are planned to ensure that staff have a comfortable break out environment to spend time in during lunch breaks etc.
- Learn at Lunch events have been held focusing on Health and Wellbeing including Mindfulness which was extremely popular with staff. In addition we have engaged an organisation to deliver a series of 4 seminars on Energy and Performance, looking at Nutrition, Recovery, Sleep and Energy Capacity; these have also been extremely positively received by staff.
- Engagement has been another key focus of this theme and a session was held with the Management Forum to take stock of where we are with staff engagement, as well as understanding the importance of the role that leaders play in engagement. The session identified some areas of improvement which are being taken forward by Heads of Department across the organisation with support from the HR Director.
- LLDC are in the process of signing up to the London Healthy Workplace Charter (A Mayoral initiative)
- An outcome from the liP Assessment was a requirement to further embed the organisational values and a significant amount of work has been done to ensure that staff are more aware of the behaviours associated with our values;
 - o Values Design created by staff at December Away Day



- o Question about Values asked at all interviews now
- o New Values session incorporated into induction programme
- o Values collateral created to give to new starters/existing staff
- o Thank You postcards designed around Values
- o Inspiring Every Day Awards now Values led

Working Smarter

- 4.3. In order to remain agile and be able to respond to the evolving needs of the workforce, LLDC wants to adopt an approach that aims to achieve greater effectiveness.
- The Working Smarter group are in the process of creating a communication toolkit to enable a consistent approach to the way we work – this includes guidelines and learn at lunch sessions on relevant Business related topics (such as Business Writing Skills, Effectively Chairing a Meeting and Writing effective board papers)
 - We are reviewing and enhancing resources to ensure they are fit for purpose and easy to use, so that we can support our flexible working ambitions.
 - We are moving to more online processes to enable more modern ways of working including the implementation of a new online Recruitment system to provide a better candidate experience and online Learning and Development evaluation.

People Development

- 4.4. LLDC's aim is to encourage and cultivate a learn environment to create capacity and capability to deliver excellence in everything we do. To date we have made significant progress through:
- Creation of a Leadership Development Programme (**Appendix 1**) which is designed on a modular basis, enabling staff to choose which workshops they attend based on their individual development needs. This will start in July and run through to March 2018.
 - An Aspiring Managers programme is also in development which will be implemented later in 2017 and will include a range of practical Manager training sessions (e.g. managing difficult conversations) as well as developmental sessions such as coaching and personal impact.
 - A National Learning Week event was held by HR, to promote and raise awareness of a range of opportunities internally and external to the organisation. This included the launch of our Learning Calendar (**Appendix 2**) which is now online and enables staff to identify and book their training needs for the year ahead.
 - We have taken a proactive approach to learning and development and have analysed the objectives set across the organisation so that we have a holistic view of training requirements which means we can source and provide training in a more effective and efficient way.
 - We are holding a CPD (Continuous Professional Development) week in July which will provide staff with more information through a series of interactive sessions on Mentoring, Professional Memberships and how to take responsibility for your own development. We have invited Major Project Association, Urban Design London and Future London Leaders to this event.
 - We are currently investigating the possibility of setting up an E-Learning portal so that we have an online resource for staff to refer to and retain learning and development materials, documents etc.
 - Through Management Forum we are developing a set of behavioural competencies which will support Management and Leadership development which can also be used as a talent management tool.

Performance Management

- 4.5. LLDC aims to develop an overarching framework to bring together the different parts of the PM process to create a holistic and robust performance management agenda. We have made progress to date through:
- Training for line managers prior to the appraisal and objective setting process at the end of March. This included sessions on Objective Setting, Giving and Receiving Feedback and Continuous Professional Development.
 - We have rolled out a cascade system for objectives this year, with all Directorates using the same format for developing and communicating their overarching objectives. Two sessions were included in the All Staff Briefing so that these could be presented to the organisation to give an overview of key priorities within each area.
 - 360 feedback was introduced for EMT this year which will be further rolled out across the organisation to enable a more meaningful discussion to be had at appraisal time.
 - The Performance Management working group are reviewing the Apprais'd system to take forward some improvements for 2017/18 which will make this more user friendly.
 - Proactive scrutiny was undertaken of the appraisals this year and feedback given at EMT on the process and quality of feedback and assessment. Further work is to be done to ensure a consistent approach across the organisation.
 - The competency framework (point 4.4 above) will be designed to fit into any changes made to the Performance Management Framework and will be ready for use as a pilot at Mid-Year review stage in September/October.
- 4.6. Updates have been provided to all staff on the progress of the implementation of the People Strategy (via All Staff Briefings) and the working groups continue to create and develop new ideas and initiatives to ensure we achieve our goals and objectives.

Succession Planning

- 4.7. Whilst we do not yet have a formal succession planning model in place at LLDC, the Learning & Development Programme for 2017/18 will help to build capability within the organisation. We are also currently reviewing the Performance Management process for LLDC and for 2018/19 aim to have a more formal way of identifying future talent which will be part of this new Performance Management approach.

5. FINANCIAL CONSIDERATIONS

- 5.1. Delivery of People Strategy – Learning and Development is within L&D Budget and further work delivered through non-staffing HR 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 – Leadership and Development Programme

Appendix 2 – Learning Calendar

List of Background Papers

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| <ul style="list-style-type: none">• None |
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LEADERSHIP DEVELOPMENT PROGRAM

Aims/Content:

To deliver a programme focusing on the key leadership skills and attributes, enabling senior managers and leaders in the organisation to establish leadership excellence.

This is as much a Personal Development programme as a Leadership programme.

The programme is modular in nature, and as such staff can attend the sessions which are most relevant to their own development needs

The format will primarily consist of workshops and interactive sessions, but continued reading and further resources will be available on the intranet.

The program includes the following key leadership areas and skill sets:

- Understanding yourself as a leader; your leadership style
- Transition from Manager to Leader
- Building resilience to maximise performance
- How to coach your teams
- Learn to handle the ambiguity and chaos of leadership
- Understanding and implementing change
- Building high performing teams
- Exceptional Conversations

Module 1 - Introduction to the Programme (Learn at Lunch):

These short sessions set the framework for the entire programme, addressing issues such as purpose, process and providing a brief overview of the content of each module.

Module 2 - Understanding yourself as a leader; your leadership style:

Are you aware of the impact that your management and leadership style has on others? Is your style the most appropriate to motivate and enable your staff to work effectively?

In this workshop you will undertake a leadership styles profile questionnaire and have the opportunity to review your results and reflect on your strengths and development needs, which will enable you to show greater flexibility in matching your leadership style to future situations.

Module 3 - Transition from Manager to Leader; what's the difference?

This module explores the difference between management and leadership, and the behaviours required to be successful in both capacities – what makes the transition successful? Managers must adopt a set of changes in their leadership focus and skills; they must learn to move from specialist to generalist, analyst to integrator, tactician to strategist. This workshop will explore how you do this effectively whilst managing and leading your team.

Module 4 – Building Resilience to maximise performance:

Whilst we can't often change our external environment, we can train ourselves to better manage our inner state and build our capacity to thrive in the most difficult situations and emerge healthier and stronger. This workshop will draw on some of these parallels and key lessons learned from the science of performance and elite sport to teach you highly effective, practical techniques which will build capacity, improve decision making and overall performance whilst reducing the impact of stress.

Module 5 – How to Coach your Teams:

Coaching is being used more and more to drive innovation and sustainable organisational performance. Business focused coaching is very effective for delivering agility, efficiency and high performance. This session will help you understand what coaching is and how powerful a tool it can be for leaders and line managers to use within their interactions with people and members of their team.

Module 6 - Learn to handle the ambiguity and chaos of leadership:

Every day that passes, leaders need to deal with an increasing amount of ambiguity. Ambiguity creates complexity and means decision making is difficult; it creates uncertainty and stress. To be successful in the workplace today you need to be good at dealing with ambiguity. This session looks at how well you currently deal with ambiguity and chaos and gives you techniques to enable you to develop the skills to do this in the future, particularly as you progress to more senior positions.

Module 7 - Understanding and leading change:

Leading against a background of ever changing circumstances whilst ensuring that employees are engaged and committed to the change effort can be daunting. This workshop aims to help leaders to understand how to manage change effectively, from articulating a clear vision of the future state, to ensuring employees can fully participate in getting there.

Module 8 - Building high performing teams:

Talking about the importance of teamwork is easy – building a group of individuals, each with their own skills and agendas, into a winning team is more difficult. This session will look at how you as a leader can use various tools to enhance team cohesion, drawing on key lessons and pioneering principles from the world of elite sport for the development of high performance teams in the business world.

Module 9 – Exceptional conversations:

This high energy and practical workshop will offer a range of tools to enable you to maximise your conversations. It is designed to help you have even more meaningful conversations, making interactions more deliberate and more productive and enable you to communicate with impact.

leadership

Learning & Development Calendar 2017/18

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
HR Workshops	17 Equality, Diversity & Inclusion		3-7 CPD Week - Effectively manage your CPD	22 Equality, Diversity & Inclusion	12 The changing Workforce		8 Equality, Diversity & Inclusion 14,22 Mental Health Awareness		TBC Managing Sickness Absence	TBC Performance Management	TBC Appraisal Drop Ins
Learn @ Lunch	31 Company Culture on a Budget (webinar)	22 Writing Effective Board Papers	27 Raising your profile and visibility		19 Volunteering	TBC Handling Complaints.	21 Public Speaking	TBC Using Social Media for CPD		TBC Time Management	
	25 Energy and Performance	6 Energy Renewal: Recovery	20 Energy Renewal: Rest.	17 Risk Management	6 Energy Capacity 11 Sep - 16 Oct Mindfulness Meditation	19 Writing Effective Board Papers			TBC Recruitment & Selection		
Business skills		16 Email Management & Security. 26 Finance for Non-Finance Managers	6 Audit Lessons. 10,11,14,19,25 Information Security	3,4,7,8,17 Information Security	19 Developing a Commercial Strategy (webinar)	TBC Procurement 101 TBC Being an Effective Chair	10 Finance Business Partnering (webinar)			TBC Presentation Skills	TBC Business Writing Skills
Project Management			6 Intro to Project Management		13 Project Contexts & Environments and Structure of Organisations & Modules	17 Project Lifecycle and Governance Structures	28 Communication and Teamwork		8 Planning for Success	20 Procurement & Resource Management	
Leadership & Management		23 & 29 Introduction to Leadership & Management	13 & 20 Your Leadership Style		12 Transition from Manager to Leader	10 Building Resilience to Maximise Performance	15,21 How to Coach your Teams 7,9 Managing Mental Health at Work	7,15 Handling Chaos and Ambiguity TBC Employment Law/Best Practice Updates	16,24 Understanding and Implementing Change	22 Building High Performing Teams	22,29 Exceptional Conversations
External/ Professional Development	18 Global trends in private finance of Major Projects. 25 Understanding Viability (Urban Design)	16 Digital Collaboration in Construction (Building)	18 Projects and Consents, Flexibility VS Planning (MPA) 24 Impact of Home Work on Planning & Development (QRP)		6 Getting behind the benefit cost ratio. (MPA) 20-21 Future Proofing Major Projects		1 Site Visit to Tideway Project. (MPA) 8 Developing Next Generaion of Major Project Leaders				

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Subject: Gender Pay Report
Meeting date: 25 July 2017
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 Gender Pay Report as at 31 May 2017.

2. RECOMMENDATION

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

3. BACKGROUND

- 3.1. The Gender Pay gap is being reviewed on a bi-monthly basis to ascertain if and how LLDC are closing the gap. Previous position:

March 2016

Mean: 31.21%

Median: 29.38%

March 2017

Mean: 23.86%

Median: 22.32%

4. UPDATE AS AT MAY 2017

- 4.1. Below is the indicative snapshot of our position as at 31 May 2017. The total working force is currently 151 (90 woman & 61 men).

Position as at 31 st May 2017				Position as at 31 st March 2016	Position as at 31 st March 2017	Difference since March 2016
	Female	Male	Gap	Gap		
Mean	£ 53,437	£ 68,792	22.32	31.21	23.86	-8.89
Median	£ 46,859	£ 57,656	18.73	29.38	22.32	-10.65

4.2. Reasons for Change

- 4.2.1. Pay Adjustments for 2017/18: One reason for the reduction in the gap is be due to the processing of increments for the new performance year. Of the 33 employees who are at the top of their pay scale, 18 are male and within those 67% are at Band 6 or above. Therefore the new increments will assist in closing the gap.
- 4.2.2. Joiners: Since the 1 April 2017 LLDC appointed two female employees at Band 7 and both these were appointed following campaigns which promoted flexible working. In addition, 3 male employees have joined at Band 3 & 4.

4.2.3. Promotion or change of role and Job Evaluation: 3 employees have successfully had the jobs re-evaluated, all three were female.

4.3. Learning & Development

4.3.1. Unconscious bias training is currently being delivered to all remaining employees who have not previously attended training.

4.3.2. 3 Women in Leadership events have been offered to staff which have been well attended

4.3.3. The leadership and development programme is now finalised and will start in July.

5. FINANCIAL CONSIDERATIONS

5.1. There are no financial considerations arising from this report.

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

8.1. Appendix 1 - Updated Gender Pay Action Plan

List of Background Papers

Papers for the meeting of the Chairman's Committee 28 March 2017

Report originator(s):

Andrea Gordon

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Gender Pay Action Plan

	Action	Measure	Target Date	Owner	Progress (July 2017)
Recruitment & Retention					
1.	Review job titles that are used in all posts to ensure that they are gender neutral with the aim of attracting more females into senior roles.	Review and assess applications for each role by gender followed by the gender split of applicants interviewed and appointed. Make necessary adjustments where appropriate to ensure that posts are advertised with gender neutral job titles.	31 July 2017	BS	This is done at the start of the recruitment campaign for all posts we are advertising now and is an ongoing action.
2.	Review role profiles to check qualifications are still relevant and necessary for the role.	Evaluate whether change (where relevant) to qualifications has attracted a different candidate profile and assess gender split of applicants interviewed and appointed.	31 July 2017	IB/BS	This is done at the start of the recruitment campaign for all posts we are advertising now and is an ongoing action.
3.	Continue to use Kat Matfield's gender decoded to ensure that the language used in recruitment advertising is appealing to both male and female candidates.	Review and assess applications for each role by gender followed by gender split of applicants interviewed and appointed. Make necessary adjustments where appropriate to ensure that posts are advertised with gender neutral wording.	31 July 2017	BS	This is done at the start of the recruitment campaign for all posts we are advertising now and is an ongoing action.

4.	Ensure that all employees have undertaken unconscious bias training as part of the wider Equality and Inclusion training requirement.	All recruiting managers will have undertaken training. Provide quarterly report/analysis to EMT on appointments; i.e. why preferred candidate was chosen.	31 March 2017	BS	There are only 8 number of staff who have yet to attend the training; line managers have been made aware - further training to be provided after the summer.
5.	Use flexible and part time working (where appropriate) as a way to attract candidates at recruitment stage, including case studies on LLDC website of current staff benefiting from flexible working options.	Monitor number of applicants who request flexible working options at application stage and number of candidates that are appointed to flexible working/job-share roles.	30 July 2017	IB/BS	All roles advertised as flexible working – 2 new female staff appointed to senior posts with flexible working arrangements.
6.	Introduce blind applications with new ATS system (trial beforehand) to avoid unconscious bias	Monitor and evaluate the gender split of applicants shortlisted, assessing if there is any change to previous trends.	30 June 2017	BS/IB	Implemented in June – all applications are now 'blind' – too early to assess impact – ongoing action to measure this.
7.	Line managers are to be encouraged to hire more roles as part time (where appropriate), flexible and/or job	Record and monitor reasons/justification for roles not being advertised as flexible/job share. Challenge with Managers/Directors and take	30 April 2017	IB	All roles advertised as flexible working – 2 new female staff appointed

	<p>share. HR will check and challenge line managers when needing to recruit on a full time basis to identify if a job share/flexible option can be advertised or if not what the reasons for not providing flexible options are.</p> <p>HR forms to be amended so that HR can discuss at pre-advert stage if role is suitable for flexible working/job share.</p>	appropriate action to remedy.			to senior posts with flexible working arrangements.
8.	<p>Assess where we are advertising roles, and if appropriate change advertising methods, with the aim of attracting more females candidates to the adverts for senior roles. (e.g. Timewise, Mumsnet, Local Facebook groups)</p>	Report on split of female/male appointments from different advertising methods (quarterly)	31 July 2017	BS	<p>The HR team are advising managers of appropriate media and advertising methods. Upcoming event at GLA in August with Timewise to evaluate how we can work collectively across the group.</p>

9.	Ensure there is a gender mix on all panels with HR as observer/participant for each interview panel	Report on panel make-up (quarterly) alongside analysis of appointed candidates.	31 July 2017	BS	We have done this as far as possible although this is an area for continued improvement.
Leadership and Development					
1.	Provide training, guidance and advice for line managers on the effective management of flexible and part time workers.	All recruiting managers will have undertaken training.	28 February 2017	BS/AG	Completed and further 1:1 guidance given to managers
2.	Establish a Leadership and Management Development programme to establish a talent pipeline for leaders and managers of the future within LLDC. (Part of liP action plan)	Increase in female staff being promoted (or having the opportunity to be) into more senior roles when a vacancy arises.	31 July 2017	AG/IB	Programme designed and delivery started in July.
3.	Promote secondment, work shadowing and other career progression opportunities both internally and externally (within the GLA family) to provide development for individuals.	Increase in female staff being promoted (or having the opportunity to be) into more senior roles when a vacancy arises across the GLA family.	31 July 2017	AG/IB/BS	Still working on across GLA group

4.	Promote across GLA, women's networks and to female employees at LLDC.	Monitor number of opportunities arising from Women's network groups and record the benefits and impact on development and/or promotion opportunities	30 June 2017	AG/IB	In progress – need to do further work with other GLA orgs.
5.	Promote Women's leadership events (external) to females in senior roles and female staff wishing to develop leadership skills	Monitor number of opportunities arising from CPD events and record the benefits and impact on development and/or promotion opportunities	30 June 2017	AG/BS/IB	6 female staff has attended Womens leadership events – very positive feedback – too early to assess impact.
6.	Consider how the use of the Apprenticeship Levy can be used to further develop careers in management and leadership for women.	Monitor Levy spend and analyse outcome/impact on career progression for females across the organisation.	31 March 2018	AG/IB	No action taken yet.

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