

Meeting of the London Legacy Development Corporation Chairman's Committee

Meeting Date: Tuesday 28 November 2017

Time: 12.00 pm

Venue: LLDC Marketing Suite, 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 28 November 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:

Sir Peter Hendy CBE (Chairman)
Nicky Dunn OBE
Keith Edelman
David Gregson
Philip Lewis
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 25 July 2017 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 25 July 2017.

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

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

5 People Strategy update (Pages 7 - 20)

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

6 Appointment of Chief Executive Officer (Pages 21 - 22)

The Committee is asked to note the recruitment timetable for the new Chief Executive and the interim arrangements, agree the interview panel and grant authority to the LLDC Chair to recommend, on the basis of the interview panel's views, a candidate to the Mayor of London for approval and to then formally approve the appointment on behalf of the Legacy Corporation.

7 Chief Executive's performance against 2017/18 objectives (Pages 23 - 24)

The Committee is asked to note the report which provides an update on the Chief Executive's performance against his overarching objective for 2017/18 at the end of Q2.

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

The next meeting of the Chairman's Committee will be held on a date to be confirmed.

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 25 - 26)

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 - exempt information relating to the item on Part 1 (Pages 27 - 28)

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

14 People Strategy - exempt information relating to the item on Part 1 (Pages 29 - 50)

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

15 Appointment of Chief Executive Officer- exempt information relating to the item on Part 1 (Pages 51 - 52)

The Committee is asked to note the report containing exempt information on the recruitment and appointment of a new Chief Executive Officer.

16 Chief Executive's performance against 2017/18 objective - exempt information relating to the item on Part 1 (Pages 53 - 60)

The Committee is asked to note the appendix containing exempt information on Chief Executive's performance against his overarching objective for 2017/18 at the end of Q2.

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MINUTES

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

Date: Tuesday 25 July 2017
Time: 12.00 pm
Venue: LLDC, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ

Present: Sir Peter Hendy CBE, Chairman
Phillip Lewis, Deputy Chairman
Nicky Dunn OBE
Keith Edelman (by phone)
David Gregson
Lord Mawson OBE

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

1 Apologies for absence

- 1.1 There were no apologies for absence. Sir Peter Hendy CBE had been formally appointed as Chairman of the Board by the Mayor on 21 July 2017, after the papers had been published.

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 The Chairman's interests were in the process of being registered on the LLDC website and included Chairman of Network Rail and Board Member at the London Transport Museum.
- 2.3 There were no additional declarations of interest.

3 Minutes of the previous meeting held on 28 March 2017

- 3.1 It was agreed that the minutes of the meeting of the held on 28 March 2017 be signed by the Chairman as a correct record.**

4 Matters arising and action list

- 4.1 The Committee noted the Actions List.**

5 Chief Executive's Performance against 2017/18 Objectives

- 5.1** The Board Secretary introduced the report providing a Quarter 1 update on the Chief Executive Officer's performance against overarching 2017/18 objectives.

- 5.2 The Committee noted the report.**

6 People Strategy Update

- 6.1** The Director of Human Resources presented the People Strategy update.

- 6.2** The Members welcomed the considerable amount of work completed, as set out in the report. An update on the new Recognition Award Scheme would be submitted to the next meeting. **[Action: Director of Human Resources]**

- 6.3** The Health Well Being and Engagement programme had proved successful with staff.

- 6.4** The Performance Management Scheme was being reviewed and modernised, moving towards a more continuous conversational model with less of an end of year focus.

- 6.5** Flexible working practices were also being encouraged and discussed with managers. Business need was the key determinant, and transparency in any arrangement agreed with staff.

- 6.6 The Committee noted the report and the progress made.**

7 Gender Pay Report

- 7.1** The Director of Human Resources presented the update on the gender pay report.

- 7.2** The pay gap was reducing due to natural turnover and pro-active work on behalf of the organisation, reflected in the published Action Plan, in terms of promoting flexible working and changes in recruitment practices.

- 7.3 The Committee noted the report.**

8 Member Suggestions for Future Agenda Discussions

- 8.1** It was agreed that an item on succession planning would be submitted to the next meeting. **[Action: Director of Human Resources]**

8.2 Tours of the Park for all Board Members would be arranged and a list of events and activities within the Park would be circulated to all Members on a regular basis.
[Action: Board Secretary]

9 Any other business the Chairman considers urgent

9.1 There was no urgent business.

10 Date of Next Meeting: 28 November 2017 at noon

10.1 The Committee noted that the next meeting was due to be held on 28 November 2017 at noon.

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 28 March 2017 containing exempt information

12.1 It was agreed that the minutes of the meeting of the Chairman's Committee held on 28 March 2017 containing exempt information be signed by the Chairman as a correct record.

13 Matters Arising and Actions List

13.1 The Actions List containing exempt information was noted.

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

14.1 The Board Secretary presented the appendix to the Chief Executive's performance against 2017/18 objectives containing exempt information.

14.2 The Committee noted the appendix.

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

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Chairman's Committee Actions List (reported to the meeting on 28 November 2017)

Actions from the last meeting (25 July 2017)

Minute No.	Item/Description	Action By	Target Date	Status/note
6.2	People Strategy Update Provide an update report on Recognition Award Scheme to the next meeting.	Andrea Gordon	28 November 2017	Included in the People Strategy update on the agenda for this meeting.
8.1	Members suggestions for future agenda items Submit a report on succession planning to the next meeting.	Andrea Gordon	28 November 2017	Included in the People Strategy update on the agenda for this meeting.
8.2	Members suggestions for future agenda items Circulate a list of events and activities within the Park would be circulated to all Members on a regular basis.	Rachel Massey	28 November 2017	The link to the list of upcoming events will be circulated to Members on a regular basis. www.queenelizabetholympicpark.co.uk/whats-on/events

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	March 2018	To be scheduled in 2018
5.3 (9 June 2016)	Investors in People update Submit a report on the organisational values and behaviours to the LLDC Board	Andrea Gordon	Early 2018	In progress and will be reported to Board (pending Board recruitment) and also covered in Board member inductions.

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Subject: People Strategy Update
Meeting date: 28 November 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.
- 3.2. 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)

Health Wellbeing and Engagement:

- 4.1. LLDC has received accreditation under the Mayor's Healthy Workplace Charter. The Charter provides a framework for action to help employers build good practice in health and work in their organisation and is endorsed nationally by Public Health England. LLDC received 'Achievement Level' which is the intermediate level for organisations that have a more advanced and comprehensive approach to employee wellbeing. The charter standards cover the following areas:
- Corporate support for wellbeing
 - Attendance Management
 - Health and Safety Requirements
 - Mental Health and Wellbeing
 - Tobacco and Smoking
 - Physical Activity
 - Healthy Eating
 - Problematic use of alcohol and other substances
- 4.2. LLDC's Health and Wellbeing campaign which focuses each month on a specific topic has been fundamental in supporting the achievement of this award.
- 4.3. The last quarter of the Health and Wellbeing programme ran specifically focused on physical activity through Cycle September which was successfully delivered through a planned engagement programme across all departments.

- 4.4. This campaign was reinforced with a communications plan promoting the health benefits, directorate cycle champions; inter directorate competitions, cycle training and bike MOT's, an organisational target and quiz's to compete nationally for the National Love to Ride Competition. This resulted in LLDC coming 1st nationally for our organisation size.
- 4.5. As part of the overall H&WB programme we have also focused on mental health Awareness to support staff that may be experiencing problems either in or outside of the workplace. This has included;
- 6 week Mindfulness Course free to staff
 - Information and resources on mental health, stress and anxiety
 - Training for managers on supporting staff through mental health problems
 - Training for staff on how to manage stress and cope with mental health problems
 - LLDC have committed to the 'Time to Change' Pledge (National programme to support mental health)
 - Developing a Mental Health Action plan (Appendix 1)

Reward and Recognition:

- 4.6. Three new initiatives have been brought in to play this year, Recognition Awards, updated Inspiring Everyday Awards and Thank You postcards. These are summarised below:
- Recognition Awards - line managers are able to nominate their employees who have demonstrated exceptional work on a project or task and would need to be sponsored by the Executive Director of that directorate. Successful employees can receive a monetary award and the nominations are evaluated by EMT.
 - Inspiring Everyday Awards – employees can nominate other employees to receive an award. This is linked to the values of the organisation and winning employees are able to choose from a range of vouchers which can be used locally in the Stratford area. These awards are evaluated by the Employee Forum and employees receive public recognition at the monthly all staff meeting.
 - Postcards - postcards have been designed reflecting the values of the organisation, which staff can give to each other to say thank you to each other. If an employee receives a postcard of each value, they will automatically receive an Inspiring Everyday Award.
- 4.7. At the halfway point through this year, we are seeing an increase in nominations for all three initiatives which demonstrates that they are becoming embedded in the culture of our organisation. The trends in the nominations and receipt of awards are being reviewed and monitored. There is further information at Appendix 2 (contains exempt information).

Working Smarter:

- 4.8. 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.
- 4.9. We have delivered a series of business related training seminars and workshops to provide staff with the skills to support the business;
- Writing effective board papers
 - Employment Law for line managers
 - Preparing and managing budgets
 - Finance Business Partnering

- Managing your emails

4.10. Further work will be done over the next few months to look at how we can work smarter to support the flexible working culture we are trying to achieve.

People Development:

4.11. LLDC's aim is to encourage and cultivate a learning environment to create capacity and capability to deliver excellence in everything we do.

4.12. To date we have made excellent progress and since the last report in June 2017 have developed further strategies to increase the culture of learning. A paper was submitted to EMT in September 2017 outlining how we could transition from our current position to one of continuous learning and development.

4.13. The paper reviewed organisational culture, identification of development needs and training delivery with the following recommendations:

- Continue to use the weekly newsletter to engage with employees and promote L&D opportunities both internal and external.
- Make training more accessible by setting up appropriate social media channels and online portals to create on-demand and social learning options.
- Educate managers and employees on the purpose of L&D and how to identify current and future skills gaps and how to ensure that L&D requests are aligned with the strategic goals of the organisation.
- As part of a wider programme, educate our line managers on learning and talent development and how to effectively coach their teams.
- HR will work with Senior Managers to identify longer term development needs and mitigate future skills gaps within the organisation.
- HR to conduct more follow up analysis after training to ascertain that the desired skills and/or behaviours have been learned, are being utilised in the workplace and calculate the return on investment for the organisation.
- Take a blended approach to L&D incorporating different types of learning; Formal, Social, Career and on-demand learning.
- Educate employees on digital technologies and the future of work ensuring that they have the right personal and digital skills for the future.
- To create channels for Employees to access content that has been curated and quality checked by HR.

Identifying Training Needs and Succession Planning

4.14. In addition, Human Resources are proposing that LLDC undertakes an annual Training Needs Analysis (TNA) which will be led by HR with the resultant action plan being monitored by the Management Forum and EMT.

4.15. The TNA will comprise of two parallel processes; one to determine mandatory training and the other for non-mandatory training requirements. The results from these analyses will be used to develop and agree an "LLDC Annual Staff Training Programme" that will be made available to all staff.

4.16. The aim of the TNA is to identify the organisation's priorities for staff training and development for the 2018/2019 financial year and start to provide a vehicle for succession planning.

- 4.17. While many employers aim to attract certain highly-talented individuals from outside the organisation for key or senior positions, this aim is likely to be balanced by a desire to promote widely from the home-grown talent pool.
- 4.18. This will be particularly relevant where there is a high degree of organisation specific knowledge, for example in the case of certain business critical roles in the organisation that may impact on some of our biggest projects.
- 4.19. Research suggests that leaders developed from within tend to be more successful than those brought in from outside. Succession planning can help with keeping talented individuals as they are made aware of internal opportunities available to them to progress their careers.
- 4.20. Succession planning is therefore central to the internal element of our learning and development programmes.
- 4.21. Identifying potential successors within each department will be done as part of the overall departmental TNA and the workforce planning for future years.
- 4.22. While succession planning needs to be owned by line managers, and should be actively led by the Chief Executive (who has a key role in ensuring that its given importance by other senior managers), HR has a critical role in supporting and facilitating the process.
- 4.23. HR will compile all the necessary information on potential candidates through designing and managing assessment processes and information support. HR is of course also heavily involved in giving career advice and information to individuals, and assessing and advising on their development needs.
- 4.24. Those responsible for succession planning need to be knowledgeable about how the business is likely to evolve, and how such change might affect the numbers involved in succession planning and the skills they must possess.
- 4.25. It's important for senior managers to avoid talent tunnel vision where the focus is purely on current skills needs, and to ensure they develop a good understanding of future business needs for leaders, managers and business critical positions.
- 4.26. In January 2018 HR will carry out training for managers on the TNA process, how to identify departmental training requirements and how to succession plan.

Mentoring

- 4.27. LLDC now has a successful mentoring scheme which consists of two parallel programmes; traditional mentoring and "reverse mentoring" where younger members of the workforce mentor someone more senior. At present we have seven mentoring and four reverse mentoring partnerships that have been running since July 2017.

Performance Management:

- 4.28. 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. Since the last report, HR has led a Performance Management workshop with the Management Forum to try to identify how we can make improvements to our performance management process including the use of our current online system.
- 4.29. The outcomes of this workshop are due to be shared with EMT during November and following the staff survey a decision will be made as to how we will take forward any planned changes.

5. GENDER PAY UPDATE

- 5.1. An update of the gender pay statistics is attached at Appendix 3 (exempt information) and the action plan are attached in Appendix 4.

6. STAFF SURVEY

- 6.1. The staff survey will be delivered by an external provider this year and will open towards the end of November/Beginning of December 2017. Survey results will be brought back to Chairman's Committee and an action plan will be developed from the survey which will be communicated to the new CEO in the New Year.

7. EQUALITY AND INCLUSION AGENDA

- 7.1. The Mayor wants a diverse workforce across the GLA group that is representative of London. He is committed to breaking the glass ceiling that stops carers, disabled people, women and BAME employees from reaching leadership positions, especially at board level. BAME and disabled people are currently under-represented across the GLA group at all levels.
- 7.2. The Mayor is focusing on creating inclusive workplace cultures across the GLA group. He wants everyone to feel able to speak up and contribute, especially to suggest fresh ways of working. Inclusive cultures will mean that all our employees, partners and suppliers are treated with dignity and respect and their health and wellbeing is supported.
- 7.3. A common set of standards, known as the Diversity and Inclusion Action Standard has been developed to embed consistency and improvement on diversity and inclusion across the GLA Group organisations. The Standard will act as a benchmark of best practice in diversity and inclusion in employment, provide a developmental tool and enable sharing of good practice. A draft is at Appendix 5 (exempt information).
- 7.4. The Diversity and Inclusion Action Standard is a framework for the GLA Group to drive forward the vision for a diverse workforce and inclusive culture as set out in this Strategy.
- 7.5. The Standard is designed to provide a common framework for all GLA Group organisations to use to measure their progress in this area, set stretching plans for improvement and facilitate best practice to be shared. The Diversity and Inclusion and Action Standard identifies three levels of achievement (Base, Accomplished and Exemplary) across 5 key areas:
- Diversity Foundations
 - Workforce Transparency
 - Recruitment
 - Career Development and Reward
 - Inclusive Culture
- 7.6. There is a big focus on Senior Leader and Board commitment to this Diversity Standard and LLDC will be required to nominate leaders and at least one Board Member as a champion for this agenda.
- 7.7. A Strategic EMT session will be held to identify how we are going to collectively, as an organisation meet the Standard. Consideration needs to be given as to how the Board will support this strand of work.

8. FINANCIAL CONSIDERATIONS

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

9. LEGAL IMPLICATIONS

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

10. EQUALITIES IMPACT ASSESSMENT

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

11. APPENDICES

Appendix 1 – Mental Health Action Plan

Appendix 2 – Reward and recognition analysis (exempt information)

Appendix 3 – Gender Pay Report (exempt information)

Appendix 4 – Gender Pay Action Plan

Appendix 5 – Draft Diversity Standard (exempt information)

List of Background Papers

- | |
|---|
| <ul style="list-style-type: none">• People Strategy |
|---|

Report originator(s):

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Mental Health Wellbeing Action Plan

	Action	Measure	Target Date & Re-evaluation
Data Collection			
1.	Future staff surveys will contain a wider range of questions on Health and Wellbeing including Mental Health Wellbeing, to assess our position as a supportive employer and identify key areas for raising awareness and providing further support	A high % of staff respond positively to the survey and state that they feel supported and informed on Mental Health issues by LLDC.	November 2017
2.	Sickness Absence statistics are regularly monitored to identify if there are any cases of stress (work or otherwise) where employees can be supported by LLDC.	EMT Monthly reports on sickness absence	Ongoing 2017/18
3.	Turnover:- Exit interviews are conducted consistently and outcomes reviewed to identify if any leavers state wellbeing issues or stress as a reason for leaving	Interventions throughout the year should mean that 0% staff report reason for leaving as related to wellbeing and/or stress	March 2018
Physical Environment			
1.	Review facilities for staff to ensure there is opportunity to take restful breaks during the day (e.g. to eat lunch); enforce 'no meeting regime' in breakout area between 12pm and 2pm so that staff are enable to take 'time out'	Regular monitoring of breakout area / more staff will use this to take lunch breaks rather than working lunch at desk	May 2017
2.	Review physical facilities to ensure that breakout areas are comfortable and creates a dedicated space to unwind and switch off during lunch break	Regular monitoring of breakout area / more staff will use this to take lunch breaks rather than working lunch at desk	June 2017

Wellbeing Activity/Benefits			
1.	Promotion of Employee Assistance Programme and Mental Health (Supporting Time to Change)	Data from EAP on take up of counselling services	May 2017
2.	Healthy You Campaign: Mental Health Week (8 May): <ul style="list-style-type: none"> ✓ NHS "How are you feeling toolkit" ✓ Promotion of Benenden Counselling ✓ Ten ways to help your Mental Health ✓ Depression ✓ Stress and Anxiety; all in the mind 	Staff survey 2017 will show that higher % of staff have an increased awareness of Mental Health issues and how to access help	May 2017 (campaign) November 2017 (SS)
3.	Benefits Fair to promote; H&WB offers to staff, Benenden Counselling and support in attendance EAP	A good number of staff attend Benefits Fair and engage in discussion with Benenden /EAP	June 2017
4.	Introductory Mindfulness Course (available to all staff) through Stretching the City	High number of staff take up and positive evaluation of course	June 2017
5.	Mental Health Awareness week(s) as part of 'Healthy You' Campaign – 23/30 October <ul style="list-style-type: none"> ✓ Stress Awareness Day/Online Stress Test ✓ Stretching the City onsite massage ✓ When to seek help ✓ Destress at work 	Staff survey 2017 will show that higher % of staff have an increased awareness of Mental Health issues and how to access help	October 2017

6.	National Work/Life Week (2 nd October) ✓ Go Home on time day ✓ Encouraging exercise ✓ Promote flexible working	Staff survey 2017 will show that higher % of staff have an increased awareness of Mental Health issues and how to access help and feel more supported in the workplace – higher % of staff with a good worklife balance	November 2017
7.	Promotion of flexible working opportunities across the organisation to create a better worklife balance for staff – training for managers on how to manage flexible working staff (busting the myths of flexible working)	More uptake of flexible working across the organisation. Managers are more adaptable to allowing staff to work from home or have flexible working arrangements on a more informal basis	March 2017 (and ongoing)
Learning and Development			
1.	Inclusion of Mental Health in Equality and Inclusion training (mandatory for all staff)	Evaluation of training	December 2017
2.	Energy Seminars (wellbeing inc. recovery and rest) from Beyond the Barriers ✓ Energy IN ✓ Energy Recovery ✓ Energy Rest ✓ Energy Capacity	Evaluation of training	May – September 2017
3.	Leadership Development Programme to include key modules which will help managers become more resilient and deal with change more effectively; ✓ The ambiguity and chaos of leadership ✓ Managing and leading change ✓ Building resilience (reducing the impact of stress)	Evaluation of training and assessment of future performance of leaders and managers	July 2017 – March 2018

4.	Training for managers through MIND – “Managing Mental Health at Work”	Evaluation of training and assessment on case by case basis of how managers deal with issues in the workplace	November 2017
5.	Learn at Lunch sessions (Beyond the Barriers) ✓ Confidence ✓ Worklife Balance	Evaluation and number of staff attending courses	December 2017
Other			
1.	Commit to ‘Time to Change’ Employer Pledge	Submission of Action plan and pledge approval	June 2017
2.	Healthy Workplace Charter Assessment	Submission of evidence and accreditation	June 2017

Gender Pay Action Plan 2017/18



Appendix 4

	Action	Measure	Target Date & Re-evaluation
Recruitment and 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.	Ongoing
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.	Ongoing
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.	Ongoing
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 2018

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.	Ongoing
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.	Ongoing
7.	Line managers are to be encouraged to hire more roles as part time (where appropriate), flexible and/or job 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. HR forms to be amended so that HR can discuss at pre-advert stage if role is suitable for flexible working/job share.	Record and monitor reasons/justification for roles not being advertised as flexible/job share. Challenge with Managers/Directors and take appropriate action to remedy.	Ongoing
8.	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)	Report on split of female/male appointments from different advertising methods (quarterly)	31 March 2018
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.	Ongoing

10.	Introduce Childcare Deposit Loan Scheme for staff returning to work after maternity /shared parental leave.	Take up of loan has been a contributing factor in returning to work	31 March 2018
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.	31 March 2018
2.	Deliver 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 March 2018
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 March 2018
4.	Work with the wider GLA family to promote women's networks 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	31 March 2018

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	Ongoing
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
7.	Review the data from the employee engagement survey on female staff experience to identify and address any issues	Satisfaction levels are at least equal to that of male staff members	31 December 2017
8.	Introduce mentoring scheme (including reverse mentoring) for staff, expanding the internal programme and further reporting on internal opportunities	Monitor number of opportunities arising from mentoring and record the benefits and impact on development and/or promotion opportunities	31 March 2018
9.	HR to produce regular updates as part of EMT report on take-up of development opportunities by gender. Include breakdown by permanent/fixed term contracts to see if staff fixed term contract are not adversely affected.	Stats to show that opportunities are being taken up by at least the same number of male/female staff in the organisation.	31 March 2018
10.	Introduce a workshop for staff returning from long term leave (after a period of maternity/shared parental leave, secondment or sabbatical) on adapting back to the workplace, identifying transferable skills gained during the period of leave, renewing relationships with stakeholders, managing well-being and career planning.	Feedback and take up of workshops	31 March 2018



Subject: Appointment of Chief Executive Officer
Meeting date: 28 November 2017
Report to: Chairman's Committee
Report of/by: Andrea Gordon, Director of HR

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update on the recruitment process for the Chief Executive Officer, following the announcement that the current Chief Executive, David Goldstone, is to leave the organisation at the end of the November 2017.
- 1.2. Under the Legacy Corporation's Scheme of Delegations, the appointment of the Chief Executive is a decision reserved to the Chairman's Committee. The Mayor of London's prior consent to the appointment is also required under paragraph 4.1 of the London Legacy Development Corporation Governance Direction 2013.
- 1.3. A report, outlining details of the applicants, is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 1 of Schedule 12A in that it contains information relating to an individual(s).

2. RECOMMENDATIONS

2.1 The Committee is asked to:

- 2.1.1 Note the recruitment timetable;
- 2.1.2 Delegate authority to the LLDC Chair, Sir Peter Hendy, to shortlist the candidates for interview;
- 2.1.3 Agree that an interview panel consisting of Peter Hendy, Andrea Gordon, Nicky Dunn, David Bellamy and Jules Pipe undertake the interviews;
- 2.1.4 Agree that the LLDC Chair be granted authority, on the basis of the interview panel's views, formally to recommend a candidate to the Mayor of London for approval and to then formally approve the appointment on behalf of the Legacy Corporation; and
- 2.1.5 Note the interim arrangements being put in place that the current Deputy Chief Executive has been appointed to act as interim Chief Executive until a permanent Chief Executive is in post.

3. BACKGROUND

- 3.1. The current Chief Executive, David Goldstone is due to leave his post at the end of November 2017. Following the announcement that he was stepping down, Green Park were engaged to manage the recruitment process.

- 3.2. The timescales for the recruitment process is as follows:
- Advert closes – 13 October 2017
 - Long listing – 1 November 2017
 - Short listing – 21 November 2017
 - Fireside Chats (with Peter Hendy) – 27 November 2017
 - Media Assessment Tests (before end of November)
 - Final Panel Interviews – 5 December 2017
 - Mayoral approval – January 2018
 - Offer made to successful candidate – January 2018
 - New CEO in place March/April 2018 (subject to candidate's notice period)
- 3.3. The Chair has notified the Board of the interim arrangements being put in place that Gerry Murphy has been appointed to act as interim Chief Executive from 30 November 2017 until a permanent Chief Executive is in post.

4. LEGAL IMPLICATIONS

- 4.1. This appointment is subject to approval of the Chairman's Committee in line with the Legacy Corporation's scheme of delegations.
- 4.2. The Mayor of London's prior consent to the appointment is also required under paragraph 4.1 of the London Legacy Development Corporation Governance Direction 2013. Under paragraph 3(2) of Schedule 21 of the Localism Act 2011, the Corporation appoints its chief executive, although there is provision for its powers to appoint its first chief executive to be exercised by the Mayor.

5. LIST OF APPENDICES TO THIS REPORT

- 5.1. None

List of Background Papers

- Scheme of delegations
- London Legacy Development Corporation Governance Direction 2013

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Subject: Chief Executive's Performance vs 2017/18 Objectives
Meeting date: 28 November 2017
Report to: Chairman's Committee
Report of: Sir Peter Hendy, Chairman

This report will be considered in public

1. SUMMARY

- 1.1. This report gives a Quarter 2 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. RECOMMENDATION

- 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 second 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& 2 (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)

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