

**Subject:** Investors in People update  
**Meeting date:** 9 June 2016  
**Report to:** Chairman's Committee  
**Report of:** Sally Hopper, Head of Human Resources

---

**This report will be considered in public**

---

## **1. SUMMARY**

- 1.1. This report provides an update to the Chairman's Committee on Investors in People (IiP) Bronze award being achieved by London Legacy Development Corporation (LLDC).
- 1.2. Achieving IiP accreditation was part of the One Organisation (OO) programme which was developed following the 2015 Employee Opinion survey. The Committee received an update on the OO programme, including the work towards achieving IiP at their meeting in March 2016.

## **2. RECOMMENDATION**

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

## **3. BACKGROUND**

- 3.1. During the early part of 2016, LLDC went through the IiP process. This involved two Investors in People assessors overseeing an all staff survey as well as interviewing approximately 15 staff, engaging with an IiP Working Group and interviewing the Chief Executive Officer and Head of HR.
- 3.2. Following this assessment the Assessors were delighted to be able to recommend LLDC for recognition for IiP and this is an impressive achievement for any organisation, with only 25% of organisations achieving the standard at first assessment stage. The Assessors were keen to congratulate the leadership team and staff across the whole organisation for this significant achievement.
- 3.3. The Assessors full report is available upon request and an Executive summary is outlined in Appendix 1.

## **4. NEXT STEPS**

- 4.1. The IiP Assessors will be supporting the HR team to take the areas for continuous improvement forward and a plan of action will be agreed and communicated to the whole workforce. The HR Advisor has been heavily involved in gaining IiP giving continuity to the project and valuable support to the new Head of HR.

## **5. FINANCIAL IMPLICATIONS**

- 5.1. For LLDC to work towards the standard of IiP, this would involve a one off cost of £10,142 and the accreditation is valid for three years. This cost has been met within the existing Learning and Development budget.

## **6. EQUALITIES IMPACT**

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

## **7. LEGAL IMPLICATIONS**

- 7.1. There are no legal implications from this report.

## **8. LIST OF APPENDICES TO THIS REPORT**

Appendix 1: Executive Summary of the Investors in People report on the London Legacy Development Corporation

### **List of Background Papers**

Papers to the meeting of the Chairman's Committee 2 March 2016  
(One Organisation update)

Papers to the meeting of the Chairman's Committee 13 October 2015  
(Employee Opinion Survey update)

**Report originator(s):**

Sally Hopper

**Telephone:**

020 3288 8893

**Email:**

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

## **Investors in People report on the London Legacy Development Corporation - Executive Summary**

The Assessors are delighted to be able to recommend LLDC for recognition as Investors in People. This is an impressive achievement for any organisation. Congratulations are due to the Leadership Team and staff across the whole organisation for this significant achievement.

LLDC have worked hard to be a good employer. This is an intelligent workforce who have been well-managed, developed and rewarded resulting in low staff turnover and strong employee engagement levels. LLDCs' leaders recognise that the way in which people are led, managed and developed is central to maintaining performance and its continued success. The leadership team have worked diligently to create a high-performing workplace. The organisation is now investing in learning and development and along with buying skills in, this has helped create a talented team of experts that are highly regarded in the industry.

This outcome represents a real tribute to the work that all the staff in the organisation have delivered. The assessment findings reaffirm the progress that the organisation has been striving to achieve. It is clear that the Investors in People philosophy fully matches the people-centred approach of LLDC and the Assessors were impressed by the dedication, professionalism and commitment shown by the workforce.

There is no sense of complacency and improvements continue to be made to the ways of working, communication and delivery of learning and development opportunities. LLDC has successfully built up a strong culture of performance management, learning and development and continuous improvement that is very worthy of Investors in People recognition.

### **Areas of Strength**

Everyone acknowledges that LLDC is a good place to work and that staff are well looked after. The organisation provides a good working environment, competitive package, learning and development opportunities and a social side. All of this helps to retain people.

Very high levels of fulfilment from the work. Many described the work as inspiring and felt proud to be involved in the transformation of an area and the positive impact this is having on people's lives.

It was apparent that the work on One Organisation had improved LLDC as a place to work over the last 18 months. Many staff commented on how significantly better LLDC was now with more collaboration and integration.

A clear and practical Business Strategy for the whole organisation that sets out a set of priorities, strategies, and success criteria to track progress. People reported liking the simplified strategic narrative that is now in place and there the sharper purpose in place.

The organisation has developed a set of values. These are displayed around the offices and many felt them to be engrained. Values have been linked to behaviours and people can only gain a pay increment if they have achieved objectives and behaviours as measured in the performance review process.

Everyone reported that communication has improved in recent times using the framework of meetings. There is a good range of meetings now ensuring that everyone has the opportunity to contribute ideas and views and remain up-to-date.

There is an emerging culture of support and development throughout the organisation. All employees acknowledge the level of accessibility exhibited by senior and middle leaders. This is supported by a well-regarded HR team.

Excellent work recently on developing staff in line with the aspirations of the organisation. This has been a focus of the last year with longer-term resource planning with the board having been conducted. There were good examples of people developing their skills while at LLDC. Most staff described themselves as 'constantly learning'.

An effective range of meetings (briefings, away days, all-staff meetings, team meetings) are used to energise staff at all levels and are used to consult and present the vision, business updates and priorities. Staff described a more transparent and open culture in the last year.

Most people felt valued by colleagues and leaders and there are high levels of mutual trust and respect. Inspiring Everyday awards are presented at all-staff meetings and these awards are linked to the values.

People felt that most managers had found a good balance in managing people which was both supportive yet gave people sufficient autonomy and empowerment. This is a high demand environment but initiatives do help staff to achieve a work-life balance in most cases. There is a social side to work with the Get Social Get Involved committee in place and working well.

There are good listening and consultative forums in place including an Employee Forum and a Felt Fair Panel.

Most people felt that the organisation was in the best shape it had been. While there is still a way to go, teams are working better together now and morale has steadily improved in the last year.

Not only was the interview evidence largely positive, the online assessment (survey) element also demonstrated that LLDC is operating at a level above the industry (government) average on all indicators.

## ■ Opportunities for Continuous Improvement

In some cases it felt that LLDC had all the processes in place but they are not being maximised. 'We've got the pack but aren't fully utilising it' was one quote that applied to the change management framework but could equally have applied to the performance review process, the training budget and one-to-ones in some team. This review is not suggesting that LLDC lack necessary processes and procedures more that it needs to use its existing people processes more consistently and more effectively so that every individual working at LLDC can have a positive working experience. The following recommendations will help focus LLDC on areas that will help boost employee engagement from this point forward.

1. Long-term ambitions and KPIs are in place, but there is a lack of shorter term objectives and KPIs that focus individual performance. This can make it easy to hide under performance against future achievements. Continue to work on the cascading of objectives from the overall strategy to function to team to individuals. While some managers do this very diligently, others tend to just carry over objectives year on year.

2. Keep on working at structuring work to encourage collaborative ways of working that shares information and expertise across the business. For some, horizontal or cross-function communication remains a frustration. It boiled down to behaviours and willingness to cooperate with colleagues. While work is delivered through projects, the business is seen as departmentalised, and some senior managers as focused on their teams, allowing for disconnects and lack of collaboration.

3. Awareness of the values was reasonable but not very high, despite them being writ large on the kitchen wall. Ensure that everyone knows, understands and behaves in line with the values. There were reports of management behaviours 'returning to type' when under pressure. Some suggested that the organisation avoided confrontation and did not tackle poor behaviours. There is patchy application of the values in thinking and performance review process. Seek more creative ways of getting people to think of them in the context of how they work internally.

4. While most people (not all) were aware of the many learning and development opportunities open to them, some seek a more proactive approach to staff development from line managers. People reported 'passive' line management around development. Some managers are not holding regular one-to-ones with their reports, and staff feel at times they have to ask for constructive feedback and request a discussion about development when it should be more forthcoming. This is making them doubt the commitment of LLDC to their career development.

5. Ensure learning activities are evaluated to judge value and impact. Establishing success criteria upfront in a Learning & Development Plan is the easiest way to evaluate impact of training spend.

6. Improve the induction process. Consider spacing it out to allow for better absorption of information. Ensure teams have an appropriate process and support in place. Advertise job roles on more websites. The LLDC could do more to reach out and generate a more diverse pool of applicants.

7. Pay and reward would benefit from a relook. Everyone recognised the great strides that were made to achieve pay harmonisation. Now review how effective the approach is around rewarding high performance. There were reports of roles that don't fit neatly within the bands. This is an issue for people. Upon reaching the top of the band and with no new roles they can reach peak which in turn affects motivation.

8. There are inconsistencies in line management effectiveness, some of which is not challenged in the view of staff. It is important that new managers are trained properly on promotion or at induction stage. More development of middle and junior managers to manage effectively is part of the solution, but also look at how well LLDC reviews managers on their effectiveness as people managers. Does it really challenge how well managers develop their people for example?

9. Work-life balance was a recurring theme throughout the interviews. Review the strategies in place to support work-life balance and ensure these are applied throughout the organisation. The risk is high levels of stress and burn out and the impact this could have on retention and ability to sustain high performance. Some described it as a 'high burn' organisation and did not anticipate still being at LLDC in two years' time.