

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

This report will be considered in public

1. SUMMARY

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

2. RECOMMENDATION

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

3. BACKGROUND

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

4. PROGRESS

Diversity & Inclusion

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

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

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

Learning and Development

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

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

The Good Work Standard

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

Pillar 1	Achievement:	100%
Pay	Excellence:	67%

Pillar 2	Achievement:	100%
Wellbeing	Excellence:	93%

Pillar 3	Achievement:	100%
Skills	Excellence:	94%

Pillar 4	Achievement:	100%
Diversity	Excellence:	100%

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

Development Benchmarking

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

5. FINANCIAL CONSIDERATIONS

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

6. LEGAL IMPLICATIONS

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

7. EQUALITIES IMPACT ASSESSMENT

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

8. APPENDICES

Appendix 1 - Diversity Standard Self-Assessment

Appendix 2 – Summary of LLDC D&I activities

Appendix 3 - The Good Work Standard

List of Background Papers

None

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