

## Meeting of the London Legacy Development Corporation People, Organisation and Culture Committee

**Meeting Date:** Tuesday 5 November 2024

**Time:** 2.00 pm

**Venue:** LLDC, Small Auditorium 2-3, Floor 10, 5 Endeavour Square, Stratford, London, E20 1JN/Teams

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Members of the London Legacy Development Corporation People, Organisation and Culture Committee are hereby notified and requested to attend the meeting of the People, Organisation and Culture Committee of the Corporation at 2.00 pm on Tuesday 5 November 2024 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](http://www.london.gov.uk/sites/default/files/openness-in-meetings.pdf)

The press and public wishing can also follow the proceedings online via link available on the website [here](#)

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### Committee Members:

Suki Kalirai (Chair)  
Simon Blanchflower CBE  
Sukhvinder Kaur Stubbs  
Jamie Kerr

### 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 11 June 2024** (Pages 1 - 6)
- The Committee is asked to agree the minutes of the meeting held on 11 June 2024.
- 4 Matters arising and Action List** (Pages 7 - 8)
- The Committee is asked to note the actions arising from previous meetings.
- 5 People Strategy Update** (Pages 9 - 10)
- The Committee is asked to note the People Strategy update.
- 6 Consultants and Interim Engagements - Annual Update** (Pages 11 - 12)
- The Committee is asked to note the report.
- 7 Diversity, Equity and Inclusion Update** (Pages 13 - 18)
- The Committee is asked to note the report and its appendices.
- 8 Transition Update - People and Culture Workstream** (Pages 19 - 20)
- The Committee is asked to note the report and exempt appendix.
- 9 Chief Executive Handover Plans** (Pages 21 - 22)
- The Committee is asked to note the update on the handover plans to the new LLDC Chief Executive and delegate to the Chair to agree the new Chief Executive's objectives for the remainder of 2024/25 and report these to the next Committee meeting.
- 10 Chief Executive's Performance Against 2024/25 Objectives** (Pages 23 - 24)
- The Committee is asked to note the update on the performance against the objectives for 2024/2025.
- 11 Any other business the Chair considers urgent**
- The Chair will state the reason for urgency of any item taken.
- 12 Date of Next Meeting**
- The date of the next meeting in February 2025 is to be confirmed.

### **13 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 & 4 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).*

### **14 Minutes of the Previous Meeting Held on 11 June 2024 containing exempt information** (Pages 25 - 28)

The Committee is asked to agree the minutes of the meeting held on 11 June 2024 that contain exempt information.

### **15 Matters Arising and Action List containing exempt information** (Pages 29 - 30)

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

### **16 Consultants and Interim Engagements - Annual Update - exempt information relating to item on Part 1** (Pages 31 - 32)

The Committee is asked to note the appendix on the use of consultants/ interim contractors and temporary agency workers containing exempt information.

### **17 Diversity, Equity and Inclusion Update - exempt information relating to item on Part 1** (Pages 33 - 86)

The Committee is asked to note the appendix on Diversity, Equity and Inclusion containing exempt information.

### **18 Transition Update - People and Culture Workstream - exempt information relating to item on Part 1** (Pages 87 - 116)

The Committee is asked to agree the recommendations in the transition update containing exempt information.

### **19 Chief Executive Handover Plans - exempt information relating to item on Part 1** (Pages 117 - 118)

The Committee is asked to note the update containing exempt information on the arrangements for handing over to the new LLDC Chief Executive.

**20 Chief Executive's Performance Against 2024/25 Objectives - exempt information relating to item on Part 1 (Pages 119 - 124)**

The Committee is asked note the October 2024 position of the Chief Executive Officer's performance against her 2024/25 objectives containing exempt information.



## DRAFT MINUTES

### Minutes of the Meeting of the London Legacy Development Corporation People, Organisation and Culture Committee

**Date:** Tuesday 11 June 2024

**Time:** 10.00 am

**Venue:** LLDC, Floor 10, Small Auditorium 2-3, 5 Endeavour Square,  
Stratford, London, E20 1JN

**Present:** Peter Hendy (Chair)  
Simon Blanchflower  
Jamie Kerr

**In Attendance:** Lyn Garner, Chief Executive  
Bola Ogundeji, Director of People and Organisational Development  
Rachel Massey, LLDC Board Secretary  
Saleha Fazal, GLA Secretariat (online)

#### **1 Apologies for Absence**

- 1.1 Sukhvinder Kaur-Stubbs was expected to join the meeting late but sent her apologies and was unable to attend. The meeting was quorate.

#### **2 Declarations of Interest**

- 2.1 The Chair noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.
- 2.2 There were no additional declarations of interest.

#### **3 Minutes of the Previous Meeting Held on 5 March 2024**

- 3.1 It was agreed that the minutes of the meeting of the Committee held on 5 March 2024 be signed by the Chair as a correct record.

#### **4 Matters Arising and Action List**

- 4.1 The Committee noted the Actions List.

## **5 People Strategy Update**

- 5.1 The Director for People and Organisational Development presented an update on the People Strategy.
- 5.2 It was noted that the organisation had experienced a busy period due to significant internal changes. In response, the procurement process had been streamlined to enable more agile resourcing options to manage the increased activity. The resourcing plans and strategy were designed to be agile, ensuring continuity of service while addressing employees' health and well-being. A decision had been made to recruit new staff on fixed-term contracts ahead of transition to mitigate the risk of redundancies among existing employees.
- 5.3 The Chair emphasised the importance of being fully prepared for this busy period and observed that the change management process was progressing effectively.
- 5.4 There had been no significant increase in employee turnover over the past six months. Most employees remained committed to the organisation's goals, with some taking on secondment opportunities both internally and externally, which the organisation actively encouraged.

### **5.5 The Committee noted the report and its appendices.**

## **6 Transition Update - People and Culture Workstream**

- 6.1 The Director for People and Organisational Development presented an update on the progress of the people-related elements of the change programme in preparation for LLDC's upcoming evolution.
- 6.2 The recruitment campaigns for the Chief Executive and the Chair were progressing in accordance with the timetable. Organisational changes to internal structures were anticipated during the transition process. A comprehensive equality impact assessment would be conducted to ensure the organisation was prepared to address any gaps or unforeseen challenges.
- 6.3 There had been positive engagement with employees and staff networks during phase two of the formal consultation.

### **6.4 The Committee noted the report.**

## **7 Diversity, Equity and Inclusion Update**

- 7.1 The Director for People and Organisational Development presented the update on progress made against LLDC's Diversity, Equity, and Inclusion (DEI) Strategy and action plan.
- 7.2 Officers continued to monitor the DEI targets, acknowledging that the transition would inevitably impact the numbers. The recently submitted pay gap data showed

some year-on-year improvements. The Committee would receive further updates on the impact of the transition on the DEI targets at the next meeting.

- 7.3 In response to a query from the Chair, officers informed the Committee that the anniversary of George Floyd's death was mentioned in this year's stakeholders' newsletter, with signposting to encourage employees to seek support where needed. Due to its emotional significance, the Committee requested that this event be added to the organisational calendar.

**[Action: Director for People and Organisational Development]**

- 7.4 The DEI Strategy would be reviewed next year, incorporating some national calendars into the organisation's processes.
- 7.5 LLDC had joined the GLA Collaborative Group to review the pay gap, ensuring consistency across the GLA group and aligning with best practices. This collaboration provided the LLDC with the opportunity to learn from larger organisations within the GLA group. Reviewing the DEI strategy was a priority for LLDC, focusing particularly on ethnicity, gender, and disability pay gaps to align with future directions.
- 7.6 The Committee noted the work undertaken to promote employee well-being, including facilitating discussions and supporting employees in declaring disabilities or requesting reasonable adjustments.
- 7.7 A forward-look was in place to ensure that LLDC maintained a proper focus post-transition to continue supporting DEI initiatives. The oversight of these matters would move from the People, Organisation and Culture Committee to the main Board.
- 7.8 The Committee inquired about LLDC's response regarding the current situation in Gaza. Staff had written balanced blogs about the situation, which had not raised internal issues. The organisation communicated through weekly staff messages and fortnightly webcasts, maintaining a neutral and balanced approach.
- 7.9 The Chair applauded the weekly messages for addressing issues within the local community and wider society in a non-confrontational manner. He also commended the organisation's efforts to provide development opportunities for its employees.

**7.10 The Committee is asked to note the report and appendices.**

**8 Chief Executive's Performance Against 2024/25 Objectives**

- 8.1 The Director of People and Organisational Development presented the update on the Chief Executive's performance against 2024/25 objectives.
- 8.2 The Committee noted the updated.**

## **9 Any other business the Chair Considers Urgent**

- 9.1 It was noted that the current governance structure would remain in place until March 2025, with the final Committee meeting scheduled for February 2025. The Chair requested a summary of the approach to the People and Culture related agenda from April 2025 at the final Committee meeting.

**[Action: Director for People and Organisational Development]**

- 9.2 There was no urgent business.

## **10 Date of Next Meeting**

- 10.1 The Committee noted that the next meeting was due to be held on Tuesday 5 November 2024 at 2pm.

## **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&4 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 5 March 2024 containing Exempt Information**

- 12.1 It was agreed that the minutes of the meeting of the Committee held on 5 March 2024 containing exempt information be signed by the Chair as a correct record.

## **13 Matters Arising and Action List containing Exempt Information**

- 13.1 The Committee noted the Actions List containing exempt information.

## **14 Transition Update - People and Culture Workstream - Exempt Information relating to item on Part 1**

- 14.1 The Director for People and Organisational Development presented the update on transition arrangements containing exempt information.

- 14.2 The Committee noted the update.



**15 Diversity, Equity and Inclusion Update - Exempt Information relating to item on Part 1**

15.1 The Director for People and Organisational Development presented the Diversity, Equity and Inclusion update containing exempt information.

**15.2 The Committee noted the appendix.**

**16 Chief Executive's Performance Against Objectives for 2024/25 - Exempt Information relating to the item on Part 1**

16.1 The Director for People and Organisational Development presented the report on the Chief Executive's performance against objectives for 2024/25, containing exempt information.

**16.2 The Committee noted the report.**

**17 Any Other Business containing Exempt Information**

17.1 The Committee made note of an item of other business containing confidential information.

**18 Close of Meeting**

18.1 The meeting closed at 11.07am.

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Chairman

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Date

**Contact Officer:** Rachel Massey, LLDC, Floor 9, 5 Endeavour Square, London, E20 1JN. Email: [rachelmassey@londonlegacy.co.uk](mailto:rachelmassey@londonlegacy.co.uk)

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## People, Organisation and Culture Committee Actions List (reported to the meeting on 5 November 2024)

### Actions from last meeting (11 June 2024)

Minute No.	Item/Description	Action By	Target Date	Status/note
7.3	<b>Diversity, Equity and Inclusion Update</b> Add the anniversary of George Floyd's death to the DEI organisational calendar.	Bola Ogundeji	August 2024	Complete. Added to internal DEI comms calendar.
9.1	<b>Any other business the Chair considers urgent</b> Bring a summary of the approach to the People and Culture related agenda from April 2025 to the final Committee meeting.	Bola Ogundeji	February 2025	Will be included in the reports for the next meeting.

### Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
18.2 (5 March 2024)	<b>Diversity, Equity and Inclusion Update - containing exempt information relating to item on Part 1</b> Prepare a lessons learnt report capturing LLDC's progress and key steps in diversity and inclusion so these lessons can be embedded into the future organisation.	Bola Ogundeji	June 2024	Complete. We are now moving towards the DEI strategy relaunch which will reflect the lessons learnt which have informed our vision and strategy on DEI.
6.5 (1 March 2022)	<b>Inclusion and Diversity Strategy</b> Review the diversity targets regularly in relation to Transition workforce planning.	Lyn Garner	November 2024	Complete. This is covered in the workforce representation data that is in the pack as an appendix to the DEI report.

4.2 (26 June 2018)	<b>Matters arising</b> Schedule park visits for Board members	Rachel Massey	Ongoing	Visits to be scheduled.
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**Subject:** People Strategy Update  
**Meeting date:** 5 November 2024  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Bola Ogundeji, Director for People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides updates on Organisational and Leadership Development work and our progress in reviewing our Good Work Standard accreditation. The paper also provides a forward look of activity over the coming period.

## **2. RECOMMENDATION**

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

## **3. ORGANISATIONAL AND LEADERSHIP DEVELOPMENT**

- 1.2. As part of the focus on the future of the organisation, work is being developed around the requirements for organisational and leadership development into the future. This will include a review of our organisational values, as well as enabling the focus on both the organisational structures and systems and the development of new, emerging and senior leaders.
- 3.1. With reduced functions and governance, the People and Organisation Development team will focus on key culture and inclusive leadership initiatives, centred on holistic, human-focused approaches to driving meaningful change. This will help build organisational development capabilities, ensuring people remain at the heart of ongoing organisational changes, while guiding LLDC's leadership to address emerging cultural shifts in a comprehensive manner. The intention is to co-partner with external consultants to help to build and deliver this work, and to ensure that we have external check and balance to the final work outcomes.
- 1.3. The work is in early stages at present, however a Working Together Board has been established internally, consisting of future senior leaders and subject matter experts, which will guide, steer and develop the work in this area. The Board will initially help steer and shape three key workstreams: a revised DEI Strategy, a Values Inquiry, and Leadership Development, all supported by a robust engagement strategy. A further update will be provided on the progress of this work at the next committee meeting.

#### **4. GOOD WORK STANDARD ACCREDITATION**

- 4.1. LLDC was one of the first of the GLA organisations to receive accreditation under the Good Work Standard. The accreditation is reviewed every four years, and the most recent accreditation has been reviewed since the last Committee meeting.
- 4.2. Evidence has been provided for consideration at the panel meeting at the end of October 2024, but the initial assessment shows LLDC has achieved the accreditation at the highest level, achieving scores above 90 per cent in each of the four categories.
- 4.3. Once the accreditation is finalised and outcomes are notified, this will be communicated both internally and externally, and consideration will be given to how we utilise it to showcase our Employer Value Proposition moving forward.

#### **5. FORWARD LOOK**

- 5.1. The activities that the people and organisational development team will focus on over the coming months include:
  - 5.1.1. Continued delivery of the activities outlined in the people & organisational development team priorities and workplan;
  - 5.1.2. Continued delivery of the outputs of organisational change;
  - 5.1.3. Continued delivery of the Insights Discovery programme;
  - 5.1.4. Progressing with next steps of future organisational and leadership development activities, alongside internal and external stakeholders; and
  - 5.1.5. Continued activity within the GLA collaborative professional community (CPC).

#### **6. FINANCIAL CONSIDERATIONS**

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

#### **7. LEGAL IMPLICATIONS**

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

#### **8. EQUALITIES IMPACT ASSESSMENT**

- 8.1. All actions or approaches arising from this report are monitored for equal opportunities and our focus on Diversity, Equity and Inclusion means that the actions we set are intended to be inclusive by design.

#### **9. APPENDICES**

- 9.1. None

##### **List of Background Papers**

Papers for the meeting of the People, Organisation and Culture Committee, 11 June 2024

**Report originator(s):**  
**Email:**

Bola Ogundeji  
[BolaOgundeji@londonlegacy.co.uk](mailto:BolaOgundeji@londonlegacy.co.uk)



**Subject:** Consultants and Interim Engagements – Annual Update  
**Date:** 5 November 2024  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Bola Ogundeji, Director of People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides an update on consultants/interim contractors and temporary agency workers.
- 1.2. One 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 Committed is asked to note the report and exempt appendix.**

## **3. BACKGROUND**

- 3.1. Generally, LLDC's approach is to undertake direct recruitment without the need to have interim resource. Where we use temporary workers, they are paid via PAYE through the relevant agency.
- 3.2. Where unavoidable, LLDC engages with temporary workers or consultants via temporary or interim contracts to cover time limited projects and to provide flexibility in workforce management. The appendix in Part 2 containing exempt information summarises the overall attributable costs and time frames for continued engagement.

## **4. PROGRESS**

- 4.1. The Committee has challenged LLDC to ensure the continued review of temporary resource utilisation, and in particular the use of interim contractors and consultants, which can incur significant cost.
- 4.2. In the last annual report provided in December 2023, the Committee was reminded that we had introduced a new provider of contingent labour under a cross GLA group contract, which was led by TfL for procurement purposes and was launched at LLDC from the beginning of September 2021. The expectation was that this would allow us to source temporary and interim labour requirements moving forward in an efficient, cost effective and compliant manner.
- 4.3. We currently have one temporary agency worker in place, who was sourced via the Reed partnership contract. The use of temporary arrangements has fluctuated since the date of the last report, however has not exceeded more than four temporary agency workers in place at any given time and predominantly arrangements have been utilised in the same roles consistently to cover periods of extended unplanned

absence or to provide contingent support whilst the permanent role is recruited (this has been particularly relevant for highly technical roles where external talent is scarce).

- 4.4. Outside of temporary agency resource via our Reed partnership, the organisation has been focussed on reducing our legacy interim and consultant contract arrangements. At the point of the last Committee report in December 2023, we had three interims, which has since increased to six. Three existing interims are expected to be removed by the end of 2024, with the remaining three interim expected to be removed ahead of the establishment of the evolved organisation from April 2025 onwards.
- 4.5. Diversity across our interim and temporary resources has largely remained stable since the last report to the Committee. 67 per cent of this area of the workforce is Female (previously this was 50 per cent) and 50 per cent are Black, Asian or Minority Ethnic (which has remained stable since the last report).
- 4.6. Interim and temporary resource is receiving continued challenge and, where appropriate, direct recruitment will be undertaken rather than temporary or interim resource engagements. That notwithstanding, the contract with Reed does mean that we can provide cost effective, compliant and low risk temporary resource where required, for example for short term unplanned absences or to provide short term cover during the period over which a recruitment campaign is run.

## **5. FINANCIAL CONSIDERATIONS**

- 5.1. The financial implications are outlined in the appendix in Part 2 (contains exempt information).

## **6. LEGAL IMPLICATIONS**

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

## **7. APPENDICES**

- 7.1. Appendix 1: Current Interim and Temporary Assignments (exempt information).

<b>List of Background Papers</b>
None

**Report originator(s):** Debbie Wooldridge  
**Email:** [DebbieWooldridge@londonlegacy.co.uk](mailto:DebbieWooldridge@londonlegacy.co.uk)





**Subject:** Diversity, Equity and Inclusion Strategy  
**Date:** 5 November 2024  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Bola Ogundeji, Director of People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides an update on progress made against LLDC's Diversity, Equity and Inclusion (DE&I) Strategy.
- 1.2. Two appendices are 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 the report and its appendices.**

## **3. BACKGROUND**

- 3.1. At the most recent Committee meeting of 11 June 2024, the Committee noted an update on the intended review of the Diversity, Equity and Inclusion strategy and a summary of other key highlights in the previous period.
- 3.2. The existing DE&I Strategy has five strategic themes, of which the four internally focussed strategic themes are covered in the Action Plan (inclusive culture; recruitment; supporting talent from within; and leadership). The fifth strategic theme is more externally focused through our work in the local community and is led by the Regeneration and Communities Partnerships directorate and overseen by the Regeneration and Communities Committee. Our work continues to be informed by external challenge and best practice, including through work with Inclusive Employers and external networks.

## **4. PAY GAP REPORTING**

- 4.1. LLDC's Gender, Ethnicity and Disability Pay Gap Report has been drafted and shared shared with the Mayor's Chief of Staff ahead of publication.
- 4.2. The original intention was that the GLA and all GLA bodies would publish their reports in a coordinated fashion on 4 October 2024, however delays within other GLA bodies has meant that the publication date has been delayed, however it is expected that the reports will be published by the end of the year.
- 4.3. Once reports are ready to publish the outputs of the pay gap reports will be shared with all colleagues via our established internal fora and colleague networks and other organisational communication channels.

- 4.4. In the interim, LLDC's draft Pay Gap Report has been included at Appendix 1 (contains exempt information). There are some positive movements in our Ethnicity and Disability pay gaps, however our Gender pay gaps have increased, albeit slightly. The median and mean outputs have been updated to reflect the latest figures in the table later in this paper.

## 5. RESPONSE TO UK RIOTS

- 5.1. Over the summer, the UK saw awful rioting and violence across the country and LLDC provided some drop-in sessions to enable colleagues the opportunity to speak up, seek solace and peer support and share their experiences of the impact of the riots.
- 5.2. Various communications were provided following the riots, and two separate non mandatory drop-in sessions were arranged for colleagues, hosted by an EMT member and the Head of People and Organisational Development. The outputs from these sessions were anonymised and provided to EMT and core internal stakeholders for transparency and awareness. There were also some lessons learned identified through this process which were also fed back to and discussed by EMT and senior leaders.

## 6. OTHER KEY HIGHLIGHTS

- 6.1. Following the initial scoping work, the Director of People & Organisational Development has been working alongside internal and external stakeholders to create a revised Diversity, Equity and Inclusion strategy, which will feed in to the future organisational and leadership development work over the coming 12 months. This work will be built in partnership with our internal colleague networks, including the Race, Culture and Equity network, the LGBTQ+ network and our Inclusive Access and Disability network. It will also take in to account the changing nature of the organisation. The revised strategy will be presented at a future Committee meeting.
- 6.2. The People Dashboard for the period June to September was produced and is included at Appendix 2 (contains exempt information). The People Dashboard continues to be shared across the organisation, to ensure transparency and highlight our progress.
- 6.3. A cross representative team of individuals have a calendar marking national and international awareness and celebration days, which are being used to build communication and engagement plans and ensure proactive promotion of DE&I connected activity, both internally and externally. Some of the recent awareness and celebration events have included:
- 6.3.1. Our LGBTQ+ Forum completed a great summer of events and in doing so raised £850 for their chosen charity, East London Out Project (ELOP) who offer a range of social, emotional and support services to LGBT communities. LLDC also celebrated London Pride's during June, supporting the 2024 Campaign: **#WeAreEverywhere**. The campaign shone a light on the presence of London's LGBTQ+ community, and the power they have to be drivers of change by living authentically and without apology. LLDC provided Pride 2024 pin badges, attended the London Pride march, ran an internal 'Bake it Pink' event to raise money for LGBTQ+ charities and highlighted activities via the internal all colleague webcast. LLDC also hosed GLA social drinks at 'Tina We Salute You' **within** the Park, and two of our LGBTQ+ forum members starred in **campaigns for TfL** and helped launch the renamed London Overground line. LLDC also celebrated UK Black Pride, where the some of our colleagues hosted the LLDC stand.

- 6.3.2. We marked National Inclusion Week, and the Inclusive Access and Disability Forum ran their first internal event – a Cake and Talk that sought to offer colleagues the opportunity come and talk about any disability or access based issues. The event also allowed the for a to share some insight and learning about some hot topics, including colour blindness, dyslexia awareness, menopause awareness and migraine awareness.
- 6.3.3. Throughout October 2024 LLDC is celebrating Black History Month and this year's theme **Reclaiming Narratives**. The theme signifies a dedication to addressing historical inaccuracies and seizing control of narratives by highlighting stories, allegories and histories. The Race, Culture & Equity forum are running a taste and talk, showcasing the cuisines of Africa, Asia and the Caribbean. Our partners, Inclusive Employers, also offer a sizeable range of learning opportunities, which are being promoted internally. There are various other events happening across the park and within the GLA family, which are being promoted internally.
- 6.3.4. There has been continued focus on colleague health and wellbeing initiatives, including regular communications through the internal newsletter Making it Happen and via the intranet about health and wellbeing resources and activities. Once again colleagues have been offered the opportunity have a free flu jab.
- 6.4. Priorities in the next period also include:
- 6.4.1. The continued review of the DE&I strategy, the creation of connected governance and the establishment of a project plan and agreed approach to DE&I for the organisation both ahead of and post Transition, which will be co-created with our internal colleague networks. There will also be a focus on how our internal colleague networks will be chaired and operate beyond April 2025. Progress on the development of this strategy and related items will be shared with the Committee in the next meeting.
- 6.4.2. Further activities developed and delivered by our internal networks, and regular communications delivered through our internal channels.

## 7. KEY PERFORMANCE INDICATORS AND MILESTONES

- 7.1. The Committee previously agreed how the Committee and Board would receive regular updates on progress on DE&I through regular reports and updates on the Corporate Dashboard which goes to each Board. KPIs and milestones are set out below, with references to other sections of the agenda for this meeting.

Milestone	Progress
Workforce Representation Targets  Due for completion by 2024	<p>Whilst the organisation has significantly improve its ethnic diversity, the ambitious target set in relation to workforce representation targets by mid 2024 was achieve 38% representation for colleagues from a Black, Asian and Minority Ethnic background, and to at least maintain gender representation at 59%. The organisation has 35% of its workforce from a Black, Asian and Minority Ethnic background and female representation is at 62%.</p> <p>It is recognised that the upcoming period of organisational change present potential risks to maintaining or</p>

	<p>improving our levels of representation, however this is being actively monitored through the change programme delivery.</p> <p>The refresh of the Diversity, Equity and Inclusion strategy and governance will consider how we can continue to maintain focus on improving workforce representation and will consider what new targets may appropriate to set moving forward.</p>
Key Performance Indicators	Status
Maintaining broadly equal distribution of male and female colleagues across all bands	The gender split remains largely stable - currently 62% of the workforce are women.
Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands	LLDC currently reports that 35% of colleagues are from a Black, Asian and Minority Ethnic background. The plans to address the issue of diversity at senior levels through increased internal talent mobility, along with our workforce representation targets, are measures we are taking to improve performance in this area.
Year-on-year improvements on the gender and ethnicity pay gaps	<p>The Gender, Ethnicity and Disability pay gap reports for 2024 have been produced and are due to be published before the end of 2024, alongside the broader GLA bodies. The outputs from the 2024 data, collected as at 31 March 2024, were:</p> <p>Gender – median was 19% (up by 1.1%) and mean was 16.2% (up by 0.4%).</p> <p>Ethnicity – median was 28.8% (down by 4.8%) and mean was 30.3% (down by 3.1%).</p> <p>Disability – median was -9.1% (down by 8%) and mean was 15% (up by 0.8%).</p>
Improvement in the self declaration of disability amongst colleagues at LLDC to ensure improved ability to report and more accurate insights on LLDC's position on disability.	Identified as a core DE&I priority for action and will be covered by internal promotion and a cyclic approach to gathering accurate data. There will be an opportunity to further increase this through the introduction of the new people management system, wherein the People, Organisational Development team will be conducting a refresh of individual personal data, including equal opportunities information. The latest update is that self declaration has

	increased to 64%, which is a positive upwards movement.
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## 8. FINANCIAL CONSIDERATIONS

8.1. There are no financial implications arising from this report.

## 9. LEGAL IMPLICATIONS

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

## 10. EQUALITIES IMPACT ASSESSMENT

10.1. All actions or approaches arising from this report are monitored for equal opportunities and our focus on DE&I means that the actions we set are intended to be inclusive by design.

## 11. APPENDICES

Appendix 1: Draft Pay Gap Report and Action Plan 2024 (contains exempt information)

Appendix 2: People Dashboard (contains exempt information)

### List of Background Papers

Inclusion and Diversity Strategy

**Report originator(s):**

Bola Ogundeji

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**Subject:** Transition Update – People and Culture Workstream  
**Meeting date:** 5 November 2024  
**Report to:** People, Organisation and Culture Committee  
**Report of:** Bola Ogundeji, Director for People and Organisational Development

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**This report will be considered in public**

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## 1. SUMMARY

- 1.1. This report provides updates on the progress of the people elements of the change programme relating to the upcoming evolution of LLDC.
- 1.2. A further report is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 3 and 4 of Schedule 12A in that it contains information relating to the financial or business affairs of the London Legacy Development Corporation (LLDC) and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority and employees of the authority.

## 2. RECOMMENDATION

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

## 3. TRANSITION UPDATE

- 3.1. The People and Culture workstream of the Transition Programme has continued since the last report to the Committee on 11 June 2024.
- 3.2. For context, the high-level strategic focus for LLDC from April 2025 was agreed in principle by the GLA and by the Board in November 2022 and is summarised below:

*From April 2025 LLDC will be a smaller organisation without planning functions, however it will be no less ambitious in its objectives. It will focus on advancing excellence and equity at Queen Elizabeth Olympic Park: driving growth and inward investment to east London; overseeing world-class venues and the long-term estate and commercial management of the Park; realising the ongoing delivery of legacy and inclusive economy aims; and driving delivery of high standard residential developments, including through two joint venture partnerships which will operate for the next ten years.*

- 3.3. This strategic focus informed development of the Future LLDC organisational change proposal for a restructure of LLDC from 1 April 2025. This proposed the following core functions to reflect the amalgamation of some current teams and roles, and the reduction of resource in some areas in line with the nature and scale of objectives to be delivered:

- **Development** – overseeing the ongoing delivery of developments at East Wick and Sweetwater, Hackney Wick, Stratford Waterfront, Bridgewater, Pudding Mill Lane, and Rick Roberts Way, through development agreements and two joint ventures which will operate over the next ten years.

- **Estate and Neighbourhoods** – overseeing the estate, neighbourhood and commercial management of QEOP, promoting the Park, and driving income generation.
  - **Regeneration and Partnerships** – providing strategic oversight to deliver of legacy and inclusive economy aims, oversight of the Shift programme, and working with partners to drive growth and investment to east London.
  - **Corporate Services** – providing finance and procurement, IT, people and organisational development, programme management and governance, insurance, and corporate affairs and communication support to the organisation.
- 3.4. A streamlining of the senior executive structure was also proposed in line with the reduction in the complexity and size of the organisation and its governance, including reviewing salary levels of very senior posts and removing a number of director level posts across the organisation.
- 3.5. As noted previously, the organisation is continuing to consider how the potential changes over the coming years will impact on diversity across teams, and our succession planning work will continue to evolve to enable the leadership teams to further consider how diversity can be maximised and equity and inclusion maintained as we move through a period of instability and change. This will also include continuing to reference internal diversity data and completing regular impact assessments against progress to ensure diverse talent pipelines are maintained or, wherever possible, improved.
- 3.6. There is further information on the People and Culture workstream in the Part 2 report (contains exempt information).

#### **4. FINANCIAL CONSIDERATIONS**

- 4.1. There are no financial implications arising from this report.

#### **5. LEGAL IMPLICATIONS**

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

#### **6. EQUALITIES IMPACT ASSESSMENT**

- 6.1. All actions or approaches arising from this report are monitored for equal opportunities and our focus on Diversity, Equity and Inclusion means that the actions we set are intended to be inclusive by design.

#### **7. APPENDICES**

- 7.1. None

#### **List of Background Papers**

Papers for the meeting of the People, Organisation and Culture Committee, 11 June 2024

**Report originator(s):**  
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**Subject:** Chief Executive Handover Plans  
**Date:** 5 November 2024  
**Report to:** People, Organisation and Culture Committee  
**Report of/by:** Bola Ogundeji, Director of People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report gives an update on the handover plans to the new LLDC Chief Executive.
- 1.2. A report 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:**

- 2.1.1. **Note the update on the handover plans to the new LLDC Chief Executive.**
- 2.1.2. **Delegate to the Chair to agree the new Chief Executive's objectives for the remainder of 2024/25 and report these to the next Committee meeting.**

## **3. BACKGROUND**

- 3.1. April 2025 will mark the beginning of a new and exciting phase of LLDC. Part of the planned evolution has been for new leadership should take the organisation forward – at both Chair and Chief Executive level. Recruitment for these roles commenced earlier this year so that successful candidates could be identified in good time to allow for a smooth handover as LLDC evolves.
- 3.2. The new leadership team for LLDC was announced in August 2024, with Shazia Hussain as the new Chief Executive and Suki Kalirai as the new Chair, subject to a London Assembly Confirmation Hearing. The Confirmation Hearings Committee was held on 3 September 2024 and agreed unanimously to recommend that the Mayor should proceed with the Chair's appointment and Suki Kalirai was appointed on 10 September 2024.
- 3.3. It was also announced in August that LLDC and its leadership will no longer have the strategic responsibility for London Stadium through its subsidiary E20 Stadium LLP. From April 2025, this company will sit outside of LLDC and will be a subsidiary of GLA Holdings which is a wholly owned company of the Greater London Authority. The Mayor has announced his intention to appoint, Lyn Garner, as Chair of the business from April 2025.
- 3.4. Shazia Hussain will take up her role as Chief Executive on 4 November 2024 and will undertake a detailed induction including a comprehensive handover from the outgoing Chief Executive Lyn Garner.

- 3.5. It has been agreed that Lyn Garner will retain responsibility for East Bank through to early 2025 overseeing the completion of the final building. She will also work alongside the Deputy Chief Executive to oversee the transfer of the London Stadium to GLA Holdings. In her new role as Interim Executive Director – Transition Projects, she will report into the new Chief Executive Shazia Hussain and through her be accountable to the Board for East Bank. Separately, Lyn Garner will continue the Mayor’s appointed Senior Professional Lead for Housing leading a collaborative programme of work across the various development entities under the Mayor’s control.
- 3.6. There is further information about the handover arrangements in the report in Part 2 of the agenda (exempt information).

#### **4. Chief Executive Officer Objectives**

- 4.1. It is proposed that the Chair and the new Chief Executive discuss objectives for the remainder of 2024/25 during November and December and that the Chair, under a delegation from the Committee, agree these with her by January 2025 and report them to the next Committee in 2025.
- 4.2. As part of the revised governance structure for LLDC post 2025, functions of the People, Organisation and Culture Committee are transferring back to the Board and therefore from 1 April 2025, the setting of the Chief Executive’s objectives will be a matter reserved to the Board.
- 4.3. It is proposed that the Committee considers the Chief Executive’s draft 2025/26 objectives at its last meeting being scheduled for February 2025, for approval by the LLDC Board in April 2025.

#### **5. FINANCIAL IMPLICATIONS**

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

#### **6. LEGAL IMPLICATIONS**

- 6.1. The 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 People, Organisation and Culture (formerly Chair’s) Committee under the Scheme of Delegations.

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

- 7.1. None

<b>List of Background Papers</b>
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**Report originator(s):**

Rachel Massey

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**Subject:** Chief Executive Performance Against 2024/25 Objectives  
**Date:** 5 November 2024  
**Report to:** People, Organisation and Culture Committee  
**Report of/by:** Bola Ogundeji, Director of People and Organisational Development

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report gives an update on the Chief Executive performance against the overarching 2024/25 objectives.
- 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 the update on the performance against the objectives for 2024/2025.**

## **3. BACKGROUND**

- 3.1. At 5 March 2024 meeting, the Committee agreed the 2024/25 objectives for the Chief Executive. These include the following areas:
  - 3.1.1. Development of LLDC Land;
  - 3.1.2. Construction and East Bank;
  - 3.1.3. Stadium and venues;
  - 3.1.4. Transition;
  - 3.1.5. Diversity, equity and inclusion;
  - 3.1.6. Stakeholder management;
  - 3.1.7. Sustainability;
  - 3.1.8. Financial; and
  - 3.1.9. Leadership and management.
- 3.2. The progress against the objectives to October 2024 is set out in Appendix 1 (exempt information).
- 3.3. A new Chief Executive, Shazia Hussain will be starting on 4 November 2024 and there is a separate item on the agenda relating to the handover plans including the process for setting her objectives for the remainder of 2024/25. Lyn Garner will be moving to a new role from 4 November 2024.

#### **4. FINANCIAL IMPLICATIONS**

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

#### **5. LEGAL IMPLICATIONS**

- 5.1. The Committee's terms of reference state that "The Committee will take decisions in accordance with the Scheme of Delegations". The setting of the Chief Executive's objectives and the assessment of performance against these objectives is one of the decisions reserved to the Chair's Committee under the Scheme of Delegations.

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

- 6.1. Appendix 1: Update on performance against Objectives 2024/25 (exempt information)

##### **List of Background Papers**

- Papers for the meeting of the People, Organisation and Culture Committee 11 June 2024

**Report originator(s):**

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