

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

**Meeting Date:** Tuesday 11 June 2024

**Time:** 10.00 am

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

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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 10.00 am on Tuesday 11 June 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:

<https://www.london.gov.uk/moderngov/lldc/ieListDocuments.aspx?CIId=320&MIId=6434&Ver=4>

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### Committee Members:

Lord Hendy CBE (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 5 March 2024** (Pages 1 - 6)
- The Committee is asked to agree the minutes of the meeting held on 5 March 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 - 12)
- The Committee is asked to note the People Strategy update.
- 6 Transition Update - People and Culture Workstream** (Pages 13 - 14)
- The Committee is asked to note the transition update.
- 7 Diversity, Equity and Inclusion Update** (Pages 15 - 18)
- The Committee is asked to note the update on Diversity, Equity and Inclusion.
- 8 Chief Executive's Performance Against 2024/25 Objectives** (Pages 19 - 20)
- The Committee is asked to note the update on the Chief Executive's performance against objectives for 2024/25.
- 9 Any other business the Chair considers urgent**
- The Chair will state the reason for urgency of any item taken.
- 10 Date of Next Meeting**
- The next meeting of the Committee is due to be held on Tuesday 5 November 2024 at 2pm.
- 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&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).*

**12 Minutes of the Previous Meeting Held on 5 March 2024 containing exempt information** (Pages 21 - 24)

The Committee is asked to agree the minutes of the meeting held on 5 March 2024 that contain exempt information.

**13 Matters Arising and Action List containing exempt information** (Pages 25 - 26)

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

**14 Transition Update - People and Culture Workstream - exempt information relating to item on Part 1** (Pages 27 - 36)

The Committee is asked to note the Transition Programme updates containing exempt information.

**15 Diversity, Equity and Inclusion Update - exempt information relating to item on Part 1** (Pages 37 - 44)

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

**16 Chief Executive's Performance Against Objectives for 2024/25 - Exempt information relating to the item on Part 1** (Pages 45 - 48)

The Committee is asked to note the report on the Chief Executive's performance against the objectives for 2024/25, containing exempt information.

**17 Any Other Business containing exempt information**

The Chair will state the reason for urgency of any item taken.

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## DRAFT MINUTES

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

**Date:** Tuesday 5 March 2024

**Time:** 10.00 am

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

**Present:** Lord Hendy CBE (Chair)  
Simon Blanchflower CBE (via Teams)  
Sukhvinder Kaur Stubbs

**In Attendance:** Bola Ogundeji, Director of People and Organisational Development  
Rachel Massey, LLDC Board Secretary  
Sue Riley, GLA Secretariat

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

- 1.1 An apology for absence was received on behalf of Jamie Kerr. Simon Blanchflower CBE was attending the meeting via Teams. The Chief Executive Officer had also given her apologies. 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 1 December 2023**

- 3.1 It was agreed that the minutes of the meeting of the Committee held on 1 December 2023 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 the updates on progress relating to work within the remit of the Committee.

5.2 The Chair welcomed the report. It was agreed that the Director for People and Organisational Development would write to individual Board Members inviting them to take part in the GLA mentoring scheme, formally or informally, including any one-off discussions and support for LLDC staff during the transition phase.

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

5.3 Individual learning budgets had been devolved to Directorate teams for greater flexibility and local decision making. The Insights Discovery scheme was being used as a leadership management tool for both individuals and teams and to inform future coaching.

5.4 The Director for People and Organisational Development would consider employee representation at future Committee meetings, despite the current Employee Forum being temporarily paused during the transition consultation.

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

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

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

6.1 The Director for People and Organisational Development presented updates on progress of the elements of the change programme relating to the upcoming evolution of LLDC.

**6.2 The Committee noted the report.**

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

7.1 The Director for People and Organisational Development presented the update on progress made against LLDC's Diversity, Equity and Inclusion Strategy.

7.2 It was noted that the pay gap report was a snapshot of employee data as of 31 March 2023, and did not reflect current staffing or improving trends within the organisation.

7.3 The transition process, which included employees on Fixed Term Contracts, would also impact future pay gap reporting.

7.4 It was important that a clear narrative accompanied the data publication.

7.5 The Committee stressed the importance of transparency through the change management process, particularly in relation to internal appointments. The Executive Management Team were reviewing the Diversity, Equity and Inclusion

strategy at an away day in April 2024 and would ensure there were no invisible barriers were in place.

7.6 It was hoped that the disability pay gap data would be further reduced through an improved self-declaration processes, which should be simple and non-bureaucratic.

7.7 Members were assured that the Diversity, Equity and Inclusion had been built into the scope of the executive search agency for the upcoming Chair and Chief Executive Officer recruitments.

7.8 The Committee noted that best practice would be applied to all appointments, including the most senior and that diversity and inclusion was a key focus of the Mayor's office. The Chair would also monitor this.

**7.9 The Committee noted the report and appendices.**

## **8 Annual Pay Review for 2024/2025**

8.1 The Director for People and Organisational Development presented the update on the pay review.

**8.2 The Committee noted the report.**

## **9 Chief Executive Performance Against 2023/24 Objectives**

9.1 The Director for People and Organisational Development presented the update on the Chief Executive's performance against the overarching objectives for 2023/24.

**9.2 The Committee noted the update on the performance against the objectives for 2023/24.**

## **10 Chief Executive Objectives for 2024/25**

10.1 The Director for People and Organisational Development presented the update on the Chief Executive's objectives for 2024/25.

**10.2 The Committee noted the report.**

## **11 Any Other business the Chair Considers Urgent**

11.1 There was no urgent business.

## **12 Date of Next Meeting**

**12.1 The Committee noted that the next meeting was due to be held on 11 June 2024 at 10.00am.**

### **13 Exclusion of the Press and Public**

- 13.1 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.**

### **14 Minutes of the Previous Meeting containing exempt information**

- 14.1 The minutes of the meeting held on 1 December 2023 were approved to be signed by the Chair as a correct record.**

### **15 Matters Arising and Action List containing exempt information**

- 15.1 The Committee noted the Actions List containing exempt information.**

### **16 People Strategy Update - exempt information relating to item on Part 1**

- 16.1 The Director for People and Organisational Development presented the update on the People Strategy, containing exempt information.**
- 16.2 The Chair welcomed that the Director for People and Organisational Development had adequate resources to implement the strategy.**
- 16.3 The Committee welcomed the risk register, which was aligned with the corporate risk processes and enabled deep dive analysis.**
- 16.4 The Committee noted the appendix.**

### **17 Transition Update - People and Culture Workstream- exempt information relating to item on Part 1**

- 17.1 The Director for People and Organisational Development presented the Transition update (People and Culture Workstream) containing exempt information.**
- 17.2 The Director for People and Organisational Development confirmed she would check that employees would be offered the option of a face to face meeting for career transition support.**

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

- 17.3 The Committee noted the update and agreed the recommendations as set out in the report.**



**18 Diversity, Equity and Inclusion Update - containing exempt information relating to item on Part 1**

18.1 The Director for People and Organisational Development presented the appendices containing exempt information related to the Diversity, Equity and Inclusion update.

18.2 It was agreed that a lessons learnt document capturing LLDC's progress and key steps in diversity and inclusion be drafted so these lessons could be embedded into the future organisation.

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

**18.3 The Committee noted the appendices.**

**19 Annual Pay Review for 2024/25 - exempt information relating to item on Part 1**

19.1 The Director for People and Organisational Development presented the update on the annual staff pay review.

**19.2 The Committee approved the recommendation as set out in the report.**

**20 Chief Executive Officer's Performance Against Objectives 2023/24 - exempt information relating to item on Part 1**

20.1 The Director for People and Organisational Development presented the appendix containing exempt information, in relation to the Chief Executive Officer's performance against her 2023/24 objectives.

**20.2 The Committee noted the appendix and agreed the recommendation as set out in the report.**

**21 Chief Executive's Objectives 2024/25 - exempt information relating to item on Part 1**

21.1 The Director for People and Organisational Development presented the appendix containing exempt information, in relation to the Chief Executive Officer's objectives for 2024/25.

**21.2 The Committee agreed the Chief Executive's 2024/25 objectives as set out in the report, subject to clarification of an objective under Transition.**

## 22 Close of Meeting

22.1 The meeting closed at 11.17am.

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Chair

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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)

## People, Organisation and Culture Committee Actions List (reported to the meeting on 11 June 2024)

### Actions from last meeting (5 March 2024)

Minute No.	Item/Description	Action By	Target Date	Status/note
5.2	<b>People Strategy Update</b> Write to individual Board Members inviting them to take part in the GLA mentoring scheme, formally or informally, including any one-off discussions and support for LLDC staff during the transition phase.	Bola Ogundeji	April 2024	Complete
5.4	<b>People Strategy Update</b> Consider employee representation at future Committee meetings while the Employee Forum is temporarily paused during the Transition consultation.	Bola Ogundeji	April 2024	Closed. Following consideration this is not being progressed given the Employee Forum is planned to be reinstated in the autumn after the Transition consultation has closed and following an internal review of staff fora.
17.2	<b>Transition Update - People and Culture Workstream-exempt information relating to item on Part 1</b> Check that employees would be offered the option of a face to face meeting for career transition support.	Bola Ogundeji	April 2024	Complete. Both online and in-person options are available.
18.2	<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	In progress. EMT discussed progress to date on the DEI strategy, reflections and next steps at their April away day. An update will be provided at the June meeting.

## Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
13.2 (15 November 2022)	<b>People Strategy Update - exempt information relating to item on Part 1</b> Show the video “Park of Possibilities” at a future Board meeting.	Rachel Massey	Spring 2024	Closed. Will be shown at a suitable opportunity.
6.5 (1 March 2022)	<b>Inclusion and Diversity Strategy</b> Review the diversity targets regularly in relation to Transition workforce planning.	Lyn Garner	June 2024	In progress. An update will be provided at the meeting.
4.2 (26 June 2018)	<b>Matters arising</b> Schedule park visits for Board members	Rachel Massey	Ongoing	In progress. Visits to be scheduled.



**Subject:** People Strategy Update  
**Meeting date:** 11 June 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 recommendations made to increase agility in resourcing during the current period of change, the progress of work relating to the implementation of Insights Discovery, a brief update on the delivery of the annual Pay Review/Cost of Living process, and an overview of some changes within the People and Organisational Development team. The paper also provides a forward look of activity over the coming period.

## **2. RECOMMENDATION**

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

## **3. AGILITY IN RESOURCING**

- 3.1. Recommendations were provided to the Executive Management Team (EMT) in April 2024 regarding potential options for enabling more agile resourcing processes during the upcoming change period, thereby increasing speed to market when required, and reducing the impact of resourcing gaps on colleagues and the organisation alike. Several outcomes were agreed:
- 3.1.1. A 'procurement lite' approach was agreed for obtaining agency support, to ensure that for short term or immediate need resource could be obtained more efficiently, whilst still meeting our governance requirements;
  - 3.1.2. The approach to 'signing off' on resource requests was streamlined, removing the amount of requests escalated to EMT, which are often unnecessary and increase the time required to recruit for and fill vacant roles;
  - 3.1.3. An agreement that talent pools would be created and utilised for candidates who were unsuccessful for roles but had narrowly missed out on being appointed, thereby creating a group of candidates that could be canvassed and potentially appointed quickly where future needs arise for the same or similar roles.

## **4. INSIGHTS DISCOVERY**

- 4.1. At the last Committee it was noted that a follow on programme to the Strengths, Opportunities, Awareness, Resilience and Reaching Out leadership development programme had been devised and was being prepared for roll out across LLDC. The follow-on programme consists of Insights Discovery profiling - a psychometric tool based on Jungian psychology, which uses a four-colour model to highlight key personality preferences and associated behaviours. The intention of the programme is to further bolster and build upon leadership and management development activity,

which is considered a critical element for the organisation's future success, particularly in the context of organisational change.

- 4.2. LLDC has therefore created a group of internally accredited Insights Discovery practitioners, who will work together to deliver the programme across the organisation over the coming year. The Committee previously noted the tailored groups that had been identified within the organisation to enable efficient delivery. Since that report, Insights Discovery has already been delivered to the Executive Management team and the People and Organisational Development (POD) team, both of which were completed during April 2024. This is being further bolstered by individual one to one coaching at EMT level, and a mixture of compulsory and optional one to one coaching for the POD team. Feedback from each of these groups has been positive, and the learnings are already being utilised to enable improved communication and collective leadership activity.

## **5. PAY REVIEW/COST OF LIVING**

- 5.1. Following the approval of the cost of living increase of 4.5 per cent in line with the rest of the GLA, LLDC effected the annual pay review process during March/April 2024.
- 5.2. A full communication cascade was completed, and colleagues received letters confirming the outcome of the pay review process. The process was effected smoothly and efficiently, and there were no errors recorded.

## **6. PEOPLE AND ORGANISATIONAL DEVELOPMENT TEAM CHANGES**

- 6.1. The Interim Head of People Operations has secured a permanent opportunity elsewhere, and as such has been replaced by another interim – a full handover is being completed during May 2024. The purpose of the resource remains as it was previously, which is to bolster the resilience of the team during the period of organisational change as it reaches a peak over the coming months. The interim will be in place until August 2024, and has defined objectives to achieve during the contracted period.
- 6.2. The POD Partner employed on a fixed term contract to cover a period of maternity also secured a permanent contract externally. Their replacement started on 16 May 2024, and will continue through for a period of six months to ensure a robust period of handover to the maternity returner.

## **7. FORWARD LOOK**

- 7.1. The activities that the people and organisational development team will focus on over the coming months include:
  - 7.1.1. Continued delivery of the activities outlined in the people & organisational development team priorities and workplan;
  - 7.1.2. Continued preparation and delivery of the upcoming organisational change programme;
  - 7.1.3. Continued delivery of the Insights Discovery programme;
  - 7.1.4. Defining and progressing with the next steps for future organisational development activity, alongside internal and external stakeholders; and
  - 7.1.5. Continued activity within the GLA collaborative professional community (CPC).

## **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 Diversity, Equity and Inclusion means that the actions we set are intended to be inclusive by design.

## **11. APPENDICES**

None

### **List of Background Papers**

Papers for the meeting of the People, Organisation and Culture Committee, 5 March 2024

**Report originator(s):**

Bola Ogundeji

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**Subject:** Transition Update – People and Culture Workstream  
**Meeting date:** 11 June 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 5 March 2024.
- 3.2. 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.
- 3.3. The evolution in April 2025 will mark the beginning of a new and exciting phase of LLDC and it has long been LLDC's view, and plan, that fresh leadership should take the organisation forward – at both Chair and Chief Executive level. The recruitment processes are underway, so that successful candidates can be identified in good time, and to allow for a smooth handover as LLDC evolves.
- 3.4. 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**

None

### **List of Background Papers**

Papers for the meeting of the People, Organisation and Culture Committee 5 March 2024

**Report originator(s):**

Bola Ogundeji

**Email:**

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



**Subject:** Diversity, Equity and Inclusion Update  
**Date:** 11 June 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. 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 Committee is asked to note the report and its appendices.**

## **3. BACKGROUND**

- 3.1. At the most recent Committee meeting in March 2024, the Committee noted an update to the Pay Gap reporting outputs, an overview of some Diversity, Equity and Inclusion training activity and a summary of other key highlights in the previous period.
- 3.2. The 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. STRATEGIC REVIEW**

- 4.1. At the beginning of April 2024, the Executive Management Team (EMT) met to review the current Diversity, Equity and Inclusion strategy, and to begin scoping the future strategic requirements. This meeting was also attended by a representative of the Race, Culture and Ethnicity network and the preparatory work invited reflections from the other networks. Recognising that we are on a journey, LLDC's commitment to DEI as a strategic enabler for its future plans was reinforced by these three statements:
  - DEI remains a strategic priority for LLDC and an important focus for us.
  - We will prioritise ethnic diversity given the data on the ethnicity pay gap during and post transition.

- We will continue to champion equity and commit to an inclusive culture.
- 4.2. Following the initial scoping work, the Director of People and Organisational Development is working 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.

## **5. OTHER KEY HIGHLIGHTS**

- 5.1. The People Dashboard was produced and is included at Appendix 1 (exempt information). The People Dashboard is being shared across the organisation, to ensure transparency and highlight our progress.
- 5.2. The Pay Gap outputs were collated and cascaded to all colleagues, via various internal channels, as well as being discussed in our internal networks and via the all colleague webcast. An action plan is in place, however this is likely to be further reviewed as the DEI strategy is reviewed and an overarching delivery plan is redefined.
- 5.3. 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:
- 5.3.1. The recognition of Neurodiversity week and promotion of various events to mark the week, which included panel discussions and inspirational speakers from a range of backgrounds and professions. The discussions all focussed on key neurodiversity topics, with the aim of educating whilst inspiring positive conversations about neurodiversity.
  - 5.3.2. The delivery of a colleague created blog to highlight and mark the Jewish festival of Passover.
  - 5.3.3. The recognition and celebration of Eid, with individual contributions from several colleagues.
  - 5.3.4. 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. This has included marking Mental Health Awareness week with a series of blogs and webcasts, focussing on topics like sleep, mindfulness and walking for wellness.
- 5.4. Priorities in the next period also include:
- 5.4.1. The 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. This will be shared with the Committee in due course.
  - 5.4.2. Further activities developed and delivered by our internal networks, and regular communications delivered through our internal channels.

## 6. KEY PERFORMANCE INDICATORS AND MILESTONES

- 6.1. The Committee previously agreed how the Committee and LLDC 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
<p>Workforce Representation Targets</p> <p>Due for completion by 2024</p>	<p>The organisation remains on track to achieve stated workforce representation targets by mid 2024. The commitment was to achieve 38% representation for colleagues from a Black, Asian and Minority Ethnic background, and to at least maintain gender representation at 59%.</p> <p>There continues to be ongoing activity to monitor progress against set targets. It is recognised that the upcoming period of organisational change present potential risks to maintaining or improving our levels of representation, and this is being actively monitored through the change programme delivery.</p>

Key Performance Indicators	Status
Maintaining broadly equal distribution of male and female colleagues across all bands	The gender split remains largely stable - currently 63% of the workforce are women.
Increased representation of Black, Asian and Minority Ethnic colleagues at senior bands	LLDC currently reports that 32% 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 2023 have been produced and were published in March 2024, alongside the broader GLA bodies. The outputs from the 2023 data, collected as at 31 March 2023, were:</p> <p>Gender – median was 17.9% (down by 0.9%) and mean was 15.8% (up by 0.9%).</p> <p>Ethnicity – median was 33.6% (up by 2.4%) and mean was 33.4% (down by 0.8%).</p>

Key Performance Indicators	Status
	Disability – median was -1.1% (down by 0.3%) and mean was 14.2% (down by 4.4%).
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 59%, which is a positive upwards movement.

## 7. FINANCIAL CONSIDERATIONS

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

## 8. LEGAL IMPLICATIONS

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

## 9. EQUALITIES IMPACT ASSESSMENT

9.1. 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.

## 10. APPENDICES

Appendix 1: People Dashboard (contains exempt information)

### List of Background Papers

Inclusion and Diversity Strategy

**Report originator(s):**

Bola Ogundeji

**Email:**

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



**Subject:** Chief Executive's Performance Against 2024/25 Objectives  
**Date:** 11 June 2024  
**Report to:** People, Organisation and Culture Committee  
**Report of/by:** Debbie Wooldridge, Acting 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 the 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
  - 3.1.9. Leadership and management
- 3.2. The progress against the objectives to date 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 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**

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

<b>List of Background Papers</b>
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Papers for the meeting of the People, Organisation and Culture Committee 5 March 2024
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