

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

Meeting Date: Tuesday 5 March 2024

Time: 10.00 am

Venue: LLDC, Floor 10, 5 Endeavour Square, Stratford, London, E20 1JN

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 5 March 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

The press and public wishing can also follow the proceedings online via link available on the website here:

<https://www.london.gov.uk/moderngov/ldc/ieListDocuments.aspx?CId=320&MId=6433&Ver=4>

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 1 December 2023 (Pages 1 - 6)

The Committee is asked to agree the minutes of the meeting held on 1 December 2023.

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 - 42)

The Committee is asked to note the report and appendices.

6 Transition Update - People and Culture Workstream (Pages 43 - 44)

The Committee is asked to note the report.

7 Diversity, Equity and Inclusion Strategy (Pages 45 - 50)

The Committee is asked to note the report and its appendices.

8 Annual Pay Review for 2024/2025 (Pages 51 - 52)

The Committee is asked to note the report.

9 Chief Executive Performance Against 2023/24 Objectives (Pages 53 - 54)

The Committee is asked to note the update on the performance against the objective for 2023/2024.

10 Chief Executive Objectives for 2024/25 (Pages 55 - 56)

The Committee is asked to note the report.

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 next meeting of the Committee is due to be held on 11 June 2024 at 10am.

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 containing exempt information
(Pages 57 - 60)

The Committee is asked to approve the minutes of the LLDC People, Organisation and Culture Committee held on 1 December 2023.

15 Matters Arising and Action List containing exempt information (Pages 61 - 62)

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

16 People Strategy Update - exempt information relating to item on Part 1
(Pages 63 - 76)

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

17 Transition Update - People and Culture Workstream- exempt information relating to item on Part 1 (Pages 77 - 110)

The Committee is asked to agree the recommendations as set out in the report.

18 Diversity, Equity and Inclusion Update - containing exempt information relating to item on Part 1 (Pages 111 - 134)

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

19 Annual Pay Review for 2024/25 - exempt information relating to item on Part 1
(Pages 135 - 136)

The Committee is asked to agree the recommendations as set in the report containing exempt information.

20 Chief Executive Officer's Performance Against Objectives 2023/24 - exempt information relating to item on Part 1 (Pages 137 - 144)

The Committee is asked to approve the recommendations as set out in the report containing exempt information.

21 Chief Executive's Objectives 2024/25 - exempt information relating to item on Part 1 (Pages 145 - 148)

The Committee is asked to review and agree the Chief Executive's 2024/25 objectives containing exempt information.

22 Any Other Urgent Business Containing exempt information

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



DRAFT MINUTES

Minutes of the London Legacy Development Corporation People, Organisation and Culture Committee Advisory Panel

Date: Friday 1 December 2023
Time: 10.00 am
Venue: Online Only via Microsoft Teams

Present: Lord Peter Hendy, CBE (Chair)
Simon Blanchflower CBE
Sukhvinder Kaur Stubbs
Jamie Kerr

In Attendance: Lyn Garner, Chief Executive Officer (for part)
Bola Ogundeji, Director of People and Organisational Development
Adam Adesina, Chair of Employee Forum
Rachel Massey, LLDC Board Secretary
Sue Riley, GLA Secretariat

1 Apologies for Absence

- 1.1 There were no apologies for absence.
- 1.2 Due to a re-scheduling of the original date, the meeting was being held as an Advisory Panel under the delegation conferred by LLDC's Remote Decision-Making Scheme 2021, which was available on the LLDC website.
- 1.3 The Chair would formally take the necessary decisions under a delegation conferred by the Scheme, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel.

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.

There were no additional declarations of interest.

3 Minutes of the Previous Meeting Held on 20 June 2023

- 3.1 Following consultation with available Members of the Advisory Panel, it was agreed that the minutes of the meeting of the People, Culture and Organisation Committee held on 20 June 2023 be signed by the Chair as a correct record.**

4 Matters Arising and Action List

- 4.1 Following consultation with available Members of the Advisory Panel, the Chair noted the Actions List.**

5 People Strategy Update

- 5.1 The Director for People and Organisational Development presented the update on work relating to the people-related elements of the Transition programme, progress with the rollout of the Leadership Development Programme, a summary of the output of a recent policy review project, and updates on movements and changes within the People and Organisational Development team.
- 5.2 The Chair welcomed Bola Ogundeji, Director of People and Organisational Development, to her first meeting of the Committee.
- 5.3 Members welcomed the SOARR Leadership Development Programme and acknowledged the challenge of the transition stage of the organisation, the potential impact on staff morale, recruitment and retention.
- 5.4 Members sought assurances that there would be equitable approach to outplacement and redeployment opportunities. The Director of People and Organisational Development noted that these would be targeted at those at risk and would be kept under review. An equality impact assessment would be undertaken to see if there were any adverse effects.
- 5.5 Staff engagement continued to be high, and the provision of wrap-around services for health and well-being continued to be promoted by LLDC. Staff network groups were also utilised for communication and engagement.
- 5.6 Next year would be critical to the organisation in terms of retention and employee relations due to the potential impact of change and the need to continue with business as usual. The potential loss of critical staff was a risk. Succession planning and regular workforce planning meetings were held to mitigate any impacts.
- 5.7 The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, noted the report and the exempt appendices.**

6 Diversity, Equity and Inclusion Strategy

- 6.1 The Director for People and Organisational Development presented the update on progress made against LLDC's Diversity, Equity and Inclusion (DE&I) Strategy.
- 6.2 Disability targets continued to be challenging, as they relied on staff self-declaration. Members did not want officers to be driven by targets at this stage but remain focused on the well-being of staff, the promotion of talent from within, and equipping staff for the future.
- 6.3 All vacancies below band 7 (Head of Service) were advertised internally to allow for as many development opportunities for existing staff, particularly for those at risk from redundancy, including any opportunities across the GLA family, such as secondments and mentorships. Members asked that hiring managers be encouraged to recruit internally and have an open mind beyond traditional skills
- 6.3 An update on the reinstatement of a Diversity and Inclusion Steering Group would be provided at a future meeting following a review into current arrangements and future plans. The current Employee Forum was in the process of being paused during the transition consultation period when there was a statutory requirement to have elected representatives in place. This would avoid confusion and duplication. All actions from the previous Employee Forum would be closed out and the Forum would be reinstated after the consultation period.
- 6.4 Members asked that their thanks to the Chair and members of the Employee Forum be recorded.
- 6.5 **The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, noted the report.**

7 Consultants and Interim Engagements - Annual Update

- 7.1 The Director for People and Organisational Development presented an update on consultants/interim contractors and temporary agency workers.
- 7.2 **The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, noted the report and the exempt appendix.**

8 Chief Executive Performance Against 2023/24 Objectives

- 8.1 The Director for People and Organisational Development provided an update on the Chief Executive's performance against the overarching 2023/24 objectives.
- 8.2 **The Chair, following consultation with available Members of the Committee Advisory Panel, noted the update on the performance against the objectives for 2023/2024 and the exempt appendix.**

9 Date of Next Meeting

- 9.1 The Committee noted that the next meeting was due to be held on 12 March 2024 at 2pm.**

10 Any other business the Chair considers urgent

- 10.1 There was no urgent business.**

11 Exclusion of the Press and Public

- 11.1 It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraphs 1&3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt papers. Each of these papers contained information relating to the financial or business affairs of a person or authority.**

12 Minutes of the Previous Meeting Held on 20 June 2023 containing exempt information

- 12.1 Following consultation with available Members of the Advisory Panel, it was agreed that the minutes of the meeting of the People, Culture and Organisation Committee held on 20 June 2023 be signed by the Chair as a correct record.**

13 Matters Arising and Action List containing exempt information

- 13.1 Following consultation with available Members of the Advisory Panel, the Chair noted the Actions List containing exempt information.**

14 People Strategy Update - exempt information relating to item on Part 1

- 14.1 The Director of People and Organisational Development presented the exempt appendix on the People Strategy Update.**

- 14.2 The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, noted the appendix.**

15 Consultants and Interim Engagements - Annual Update - exempt information relating to item on Part 1

- 15.1 The Director of People and Organisational Development presented the exempt appendix relating to the annual update on consultants and interim engagements.**

- 15.2 The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel noted the appendix.**

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

16.1 The Director of People and Organisational Development presented the the appendix containing exempt information, on the Chief Executive Officer's performance vs 2023/24 objectives.

16.2 The Chair, following consultation with available Members of the People, Organisation and Culture Committee Advisory Panel, noted the current position of the Chief Executive Officer's performance against her 2023/24 objective.

17 Any Other Business containing exempt information

17.1 There was urgent business containing exempt information.

Chair

Date

Contact Officer: Rachel Massey, LLDC, Floor 9, 5 Endeavour Square, London, E20 1JN. Email: rachelmassey@londonlegacy.co.uk

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

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
13.2 (15 November 2022)	People Strategy Update - exempt information relating to item on Part 1 Show the video “Park of Possibilities” at a future Board meeting.	Rachel Massey	Spring 2024	To be scheduled at a future meeting.
6.5 (1 March 2022)	Inclusion and Diversity Strategy Review the diversity targets regularly in relation to Transition workforce planning.	Lyn Garner	March 2024	An update will be provided at the meeting.
4.2 (26 June 2018)	Matters arising Schedule park visits for Board members	Rachel Massey	Ongoing	Visits to Stratford Waterfront in September 2023, UCL East in November 2023. 3 Mills visit to be rescheduled

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Subject: People Strategy Update
Meeting date: 5 March 2024
Report to: People, Organisation and Culture Committee
Report of: Bola Ogundeji, Director for People and Organisational Development

This report will be considered in public

1. SUMMARY

- 1.1. This report provides updates on the progress of work relating to our learning and development programme, an update on the roll out of the GLA-wide mentoring programme and changes within the people and organisational development team. the paper also provides a forward look of activity over the coming period.
- 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 3 of schedule 12a in that it contains information relating to 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. LEARNING AND DEVELOPMENT PROGRAMME

- 3.1. The organisation wide leadership development programme (SOARR), which was noted at the previous Committees in March, June and December 2023, has now completed. Alongside the Director of People & Organisational Development, the Talent, Learning and Development Partner has devised a proposed follow-on programme that takes account of the feedback and themes that have emerged from the original SOARR programme.
- 3.2. One of the key elements of the follow-on programme will be a focus on 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 tool is an industry recognised behavioural science practice, which focusses on leadership and individual development, and will seek to empower colleague, managers and leaders in their careers and leadership journeys. There will be several internal colleagues who will be trained and accredited so that the programme can be delivered internally to all identified groups. The accreditations will be complete by March 2024, and will be deployed thereafter.
- 3.3. Internally there will be a comprehensive programme of learning and coaching, intended to provide all colleagues with dedicated support for managing their professional development. This also progresses our original plans to develop a coaching culture and a culture of learning. The provision will include one to one coaching sessions and action learning sets, which will be supported by a broad range of collated resources.

- 3.4. The learning and development offering will focus on various distinct groups as LLDC enters into the formal consultation period to ensure that colleagues and managers alike continue their development journey, receive appropriate support during a period of change and continue to benefit from the learnings from the original SOARR programme in managing their approaches and responses to change. These groups have been devised as follows:
- 3.4.1. Executive Management Team (EMT): will receive a personally tailored Insights Discovery profiling and externally delivered one to one coaching.
 - 3.4.2. Emerging/Future Leaders (identified as non-EMT Directors and Heads of business): will also receive a personally tailored Insights Discovery profiling, and either internal or external supported one-to-one coaching.
 - 3.4.3. People and Organisational Development team: will receive Insights Discovery profiling and either internal or externally delivered coaching, some of which will be compulsory.
 - 3.4.4. Management Forum/Line Management: will be supported with optional action learning sets and able to take advantage of internally delivered one on one coaching.
 - 3.4.5. All Colleagues: optional internal one to one career or general coaching will be available to all. These will be delivered alongside a broad programme of Learning & Development offerings.
 - 3.4.6. Network/Fora Leads and Chairs – will receive insights discovery profiling and external one to one coaching – this will be effected once the fora review is complete.
 - 3.4.7. New Board Members may be offered optional coaching from January 2025 to support a successful onboarding journey.
- 3.5. Alongside the above, individual learning budgets will be doubled during 2024, to support all colleagues with their individual learning needs.
- 3.6. The above approaches will be further supported by:
- 3.6.1. Increased individual learning budgets (doubled in 2024);
 - 3.6.2. The GLA wide mentoring programme (see section 4 below);
 - 3.6.3. Job shadowing opportunities that our Learning & Development colleagues will assist with matching;
 - 3.6.4. Optional action learning sets for managers;
 - 3.6.5. An optional Coaching Community of Practice;
 - 3.6.6. Our LinkedIn Learning provision, which will be promoted internally;
 - 3.6.7. Offerings from our core membership partners, which will be promoted internally;
 - 3.6.8. A broad range of internally delivered courses and activity, including a Managers Hub on our intranet;
 - 3.6.9. Career Development support, guidance and specific coaching;
 - 3.6.10. Learning & Development clinics, offered by our internal team, to discuss individual development needs and identify / signpost appropriate resources;
 - 3.6.11. Outplacement support where appropriate.

4. GLA MENTORING PROGRAMME AND PLATFORM

- 4.1. Working in collaboration, a new GLA wide mentoring programme has been developed, which is accessible to all nine organisations in the GLA group.
- 4.2. A new GLA Group Mentoring Hub portal has been created to enable the searching, matching and provision of support for mentoring. This has been developed with an experienced external supplier, who have developed similar systems across the entire NHS and have a broad portfolio of other clients.
- 4.3. The Mentoring Hub is also bolstered by development support, resource materials and guidance about mentoring and getting the most from mentoring relationships. There are GLA shared resources, which are also further supported by internal collated resources within LLDC that showcase mentoring and will promote the programme. The co-created mentoring toolkit is included alongside this report at Appendix 1.
- 4.4. Internally, our Talent, Learning and Development Partner has been working proactively alongside GLA colleagues to test and develop the system before it went live, and involving internal colleagues who expressed an interest in mentoring. This has helped to refine the system ahead of go live, and LLDC had the strongest uptake during the testing phase.
- 4.5. The programme and platform were formally launched with a cross group engagement session in January 2024, held at Palestra, and attended by the Mayor's Chief of Staff as well as representatives from across the GLA group.
- 4.6. Following the formal launch, a series of engagement sessions are being rolled out, which will showcase the programme to colleagues. This will be a particularly valuable tool as LLDC enters into a period of change.
- 4.7. The mentoring programme enables all individuals to sign up to be a mentor, a mentee or both, and will ask that a profile is completed to outlines areas of potential support, whether this is support they can provide or support they are looking for. The system algorithms will provide a list of potential available matches, which mentees can then shortlist and get in touch with to arrange 'chemistry' sessions. If both parties are in agreement to commence the mentoring arrangement, this will go ahead, and mentees will be able to see availability for their mentor to arrange sessions. The recommended relationship length is six to nine months, with a mentoring meeting every four to six weeks.
- 4.8. The programme will be regularly evaluated and monitored for progress, with regular reporting on uptake and user feedback utilised to continuously improve the offering.

5. PEOPLE AND ORGANISATIONAL DEVELOPMENT TEAM CHANGES

- 5.1. A new interim People Lead will join the team for a limited six-month period at the end of February 2024. They will join the team as an independent contractor. The purpose of the resource is to bolster the resilience of the team during the period of organisational change as it reaches a peak over the coming months.
- 5.2. The refreshed priorities for the People and Organisational Development team over the coming 18 months through to March 2025 were refreshed for clarity around existing workplans and alignment with the organisation's direction and emergent priorities. They have also been communicated internally to the Executive Management Team (see Appendix 2 – exempt information).
- 5.3. Various other changes have occurred during the People and Organisational Development team, including:
 - 5.3.1. The appointment and start of a People and Organisational Development Partner on a fixed term basis covering a period of maternity leave, who started at the end of October 2023.

- 5.3.2. Workplace Experience Manager moved to a secondment with Transport for London, which is anticipated to extend for a further six month period beyond the original arrangements. The activities that were originally redistributed for this period will continue to be so.
- 5.3.3. The Workplace Experience Coordinator who was on secondment to the GLA returned to LLDC early. The fixed term appointment covering this individual has been retained in an effort to both support the expected heavy volume of traffic and scheduling requirements relating to upcoming change, as well as to ensure resilience in the support of facilities and building related activities given the extension of the secondment for the Workplace Experience Manager as noted above.

6. FORWARD LOOK

- 6.1. the activities that the people & organisational development team will focus on over the coming months include:
 - 6.1.1. delivery of the activities outlined in the people & organisational development team priorities and workplan;
 - 6.1.2. continued preparation and delivery of the upcoming organisational change programme;
 - 6.1.3. continued build out and delivery of the agreed programme of activities following the completion of the soarr leadership development programme, including the delivery of insights accreditation and deployment more broadly across the organisation;
 - 6.1.4. refining and finalising the next steps for future organisational development activity, alongside internal and external stakeholders and beginning related activity; and
 - 6.1.5. continued activity within the GLA collaborative professional community (CPC) for hr, which will include the promotion of the newly devised cross GLA mentoring project, the continued development of the shared talent portal and the agreement and roll out of the operational / practical approach to GLA redeployment pilot.

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

10. APPENDICES

Appendix 1: Mentoring Toolkit (GLA Collaboration)

Appendix 2: People & Organisational Development Priorities (exempt information)

List of Background Papers

Papers for the meeting of the People, Organisation and Culture Committee, December 2023

Report originator(s):

Bola Ogundeji

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Mentoring Toolkit

Welcome

Welcome to the GLA Group Mentoring Programme. This exciting programme aims to enable colleagues from across the nine GLA Group of organisations to connect with each other to provide mentoring development.

Hopefully you will have completed your profile, as a mentor, mentee or both. This toolkit aims to support you in making the most of your relationship. Other support and development can be found in the 'Resources' section of the GLA Group Mentoring hub. Please also consider undertaking the short e-learning 'Introduction to Mentoring'.

This interactive workbook will introduce you to mentoring and will help you to understand:

- **What Mentoring is**
 - What it means to be a Mentor and Mentee
 - Benefits
 - What Mentoring is Not
- **Guidelines and expectations for an effective mentoring relationship**
- **Making the most of your mentoring**
 - Getting started with your mentoring relationship - Chemistry calls
 - Objective setting
 - First session guidance
 - Structuring session
- **Skills and approaches to effective mentoring**

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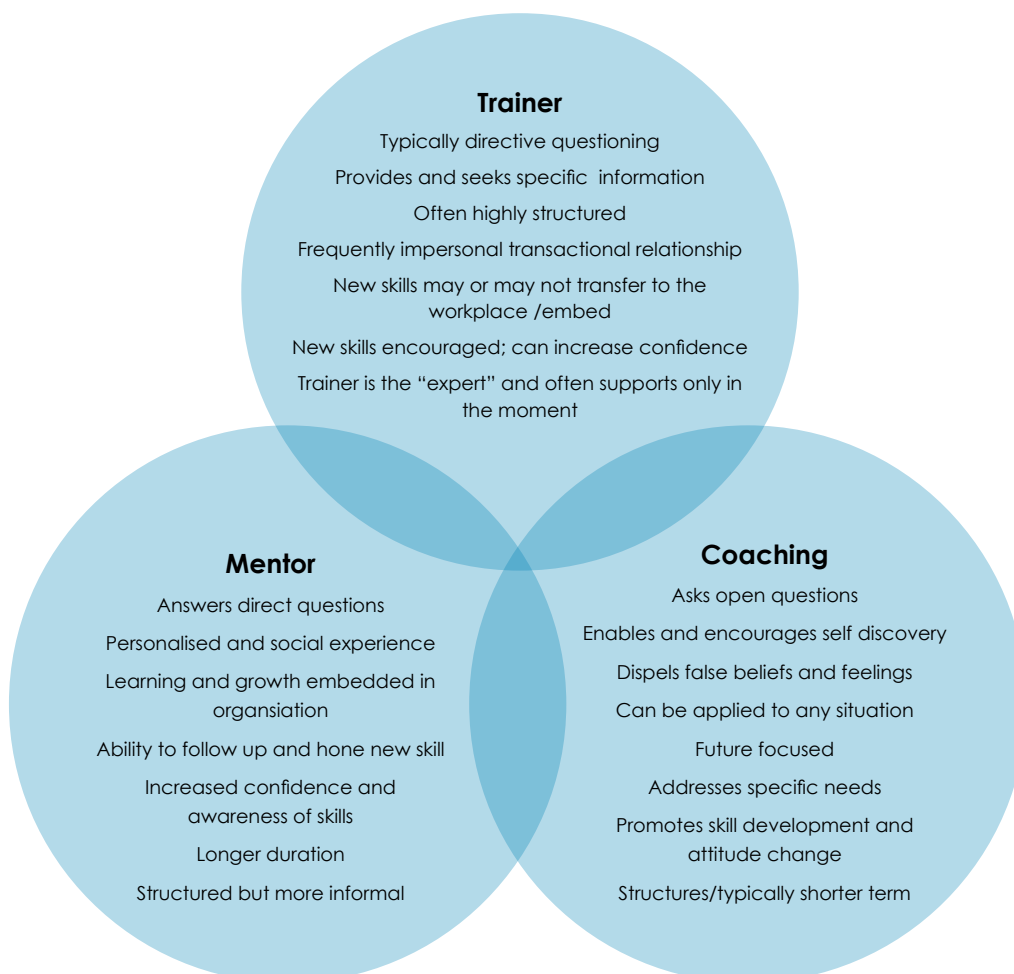
What is mentoring and how does this differ from training and coaching?

Mentoring is one of the best options to solve multiple issues underlying employee turnover and organizational growth. The mentor primarily serves as a sounding board for the mentee, offering guidance and direction, but not dictating the goal. This is why mentoring is typically unique from other types of learning engagements.

***A mentor is not someone who walks ahead of us to show us how they did it.
A mentor walks alongside us to show us what we can do.***

- Simon Sinek

There are many overlaps between coaching, mentoring, and training and all can be seen as transformational. Please see below for the basic key concepts:



Mentoring

Can be seen as a learning conversation . It is about imparting knowledge, advice, and guidance from a place of experience to enable less experienced individuals to become more competent in their roles. It calls on the skills of questioning, listening, clarifying, and reframing that are also utilised in coaching. A coaching framework in mentoring can encourage the mentee to develop their own wisdom which enhances learning. Mentoring relationships tend to be longer term and require the mentor to have knowledge and or experience in what the mentee requires.

Coaching

Unlocking an individual's potential to maximise their own performance through a facilitated, structured, confidential conversation. Coaches use their experience and knowledge to facilitate a coaching conversation, to assist the coachee to reach their own solutions and conclusions. Coaching often focuses on specific skills and goals, although it may also have an impact on individuals' personal attributes, such as confidence or motivation. The process is structured and typically lasts for a defined period of time. For more information on the differences between mentoring, coaching and training, please visit the GLA Group Mentoring programme e-learning -

Training

The process of increasing the knowledge and skills of a person for a specific job or situation . It seeks to improve the job performance or behaviours of those trained . Using a coaching approach in training can increase the level of which information is retained and mentoring and coaching can increase impact longevity.

There are 3 factors which are considered necessary for success and empowerment. These are Belief, Opportunity, Ability (BOA):

- Belief: Motivation, right attitude, confidence, focus and drive
- Opportunity: Time, permission, space, situation, being trusted.
- Ability: the right knowledge, skills, ability or talent, Resources, support, equipment.

Consider how mentoring can help with these 3 factors?

Notes:



What it means to be a mentor

No two mentoring relationships are the same, yet the role of the mentor is consistent.

Since the aim of mentoring is to build capability of the individual mentee, mentors should respond to their mentees' needs in a way that enables the individual to find their own solutions. Mentors are in a good position to spot and develop talent. Mentors can work with their mentee to build their confidence, and develop their skills and career.

There are many benefits to being a mentor, in addition to the satisfaction of supporting a colleague's personal development. You can develop your own skills and capabilities, including your inclusive leadership skills through learning from your mentees experience as well as your coaching and communication skills generally.

Two key elements are critical for mentoring to be successful: Trust and Accountability:



Trust

Mentoring relationships are a mutual process. Trust in each other's character, ability, strength, maturity, and truthfulness increases productivity.



Accountability

Needed for effective mentoring relationships. It will ensure you plan deliberately, keep agreements, and honestly assess your actions and attitudes. Accountability supports commitment. If a lack of honest commitment exists, then there will be fewer interactions between the mentee and mentor than are required to produce positive results from the relationship.

What mentoring is not

Sometimes what something isn't, is just as important as what it is. So, in the interest of clarification, here are 5 things that mentoring is not.

Mentoring is not coaching or training

In a coaching scenario, learning is directed by the coach rather than the student. Within a mentor-mentee relationship, the expectation falls to the mentee to cultivate and drive the relationship.

Mentoring is not a passive endeavour

Requires conscious effort, commitment, goal-setting, and consistent communication from all parties.

Mentoring is not therapy

While mentors provide advice on professional challenges, it is not a substitute for therapy. There should be a constant undercurrent of positivity and progress. Avoid an excessive focus on personal issues.

Mentoring is not a one-way street

Traditionally it was hierarchical, but now a two-way street. Both mentors and mentees contribute valuable information and skills.

Mentoring is not a cure-all

Can positively impact organisations and individuals, but it is not a sole solution. Success depends on applying advice and knowledge through personal efforts.



The benefits of mentoring

Business mentoring can bring about a range of benefits, including:

Leadership Development

Mentoring helps groom future leaders by providing guidance, sharing experiences, and fostering leadership skills.

Confidence Boost

Mentoring builds confidence in mentees, empowering them to take on new challenges and responsibilities.

Improved Organisational Culture

Mentoring contributes to a positive workplace culture by promoting collaboration, communication, and a sense of community.

Career Advancement

Mentoring can accelerate career growth by providing insights, networking opportunities, and strategic advice.

Enhanced Talent Recruitment and Retention

Effective mentoring programs attract and retain top talent, as employees value opportunities for professional development.

Knowledge Transfer

Seasoned mentors share valuable industry knowledge, expertise, and insights with mentees.

Promotion of Diversity and Inclusion

Mentoring can foster diversity by providing support and guidance to individuals from various backgrounds.

Networking Opportunities

Mentoring relationships often open doors to new professional connections, expanding mentors and mentees' networks.

Increased Employee Retention

Employees with mentors are often more engaged and satisfied, leading to higher retention rates.

Adaptation to Change

Mentors guide mentees through professional transitions, helping them adapt to changes in the business landscape.

What can you role model?

Role modeling is crucial in mentoring as it provides a tangible and inspiring example for mentees to emulate, fostering skill development and professional growth. Mentees also need to adopt and role model some key behaviours to make the most of the opportunity. Look at the following table for more...

Mentor /Coach	Behaviour	Mentee/Coachee
Be non-judgemental; be aware of your already listening Be aware of the impact you may have on others	Compassion Self-Aware	Develop awareness of strengths and development needs Reflect
Be curious about others Be present	Self-less	Recognise their impact on others , consider from other perspectives i.e. what would ... do?
Be conscious of others and explore how they actually feel , what's their experience been ; don't compare to yours unless asked	Empathy	Have compassion for self and for others Reduce negative self-talk and stories
Awareness of own bias and judgements Commitment to making service accessible to all Recognise unique challenges people have	Togetherness Inclusive	Raise awareness of any fixed mind set and thoughts What assumptions are held?
What does this mean to you? What can you learn? How can you facilitate?	Teamwork	What part do they play in the team? What perspective do they bring?
Facilitate learning Support discovery of mentees' self-awareness Support discovery of power	Empowers and coaches	Self-discovery Open to challenge Willing to do the work
Contract, permissions, and boundary setting What are you responsible for(not fixing)?	Accountability Ownership	Personal responsibility , what can I control? Adhering to boundaries and contract Responsible for own situation
Punctual , appropriate language, adhere to contract, records , data protection	Professional	Punctual , appropriate language, adhere to contract, records , data protection What does professional look like?
Goal and objective setting, not counselling Action driven	Forward Looking	Showing up Committed to action, steps forward

Pre-mentoring contracting and agreements

Mentor matching

When searching for a mentor, we suggest mentees think about approaching someone who can best meet their development needs. It's not always appropriate to go for the most senior person, but rather someone who has more recent experience of the challenges the mentee is facing or the position they want to aspire to. Generally, as a guide and depending on the needs, we suggest the mentee looks for someone who is either the same level or one or two levels more senior. Once mentees have shortlisted mentors that match their need, they are encouraged to message potential mentors requesting an initial call or 'Chemistry session'. Below is some guidance on making the most of that call...

Chemistry call:

When starting a mentoring relationship it's recommended that you have a chemistry call. This is a short 15–30-minute conversation to see if the chemistry feels right between you, to explore expectations and to see if you both feel comfortable. It's important to point out that if you don't feel OK or comfortable this is completely OK and not personal on either side.

Please see below for some ideas to discuss at your chemistry call if you are unsure:

- Introductions
- Mentee to share what they would like to get from the relationship and if they have had any previous experiences with a mentor, (find out what did they find most useful and what did not work so well)
- Mentor to share why they have put themselves forward to be a mentor and any previous mentoring experiences they have had (either as a mentor or a mentee)
- Share some of your work history and experience and if relevant some of your outside interests
- Both share your expectations around scheduling sessions (i.e. frequency, durations) alongside behavioural expectations (i.e. see if they are OK to be challenged, are they willing to do possible out of session research and learning, is there anything that might get in the way for you both, how committed are they)

Pre-mentoring contracting and agreements

Boundary setting:

Before embarking on a mentoring relationship, please familiarise yourself with GLA Group Mentoring Programme: Code of Ethics and Mentoring Principles.

This Mentoring Agreement establishes clear expectations for mentees and mentors, emphasising principles such as trust, honesty, and respect. It outlines boundaries, including the focus on work-related issues, referral for personal advice, and the avoidance of preferential treatment.

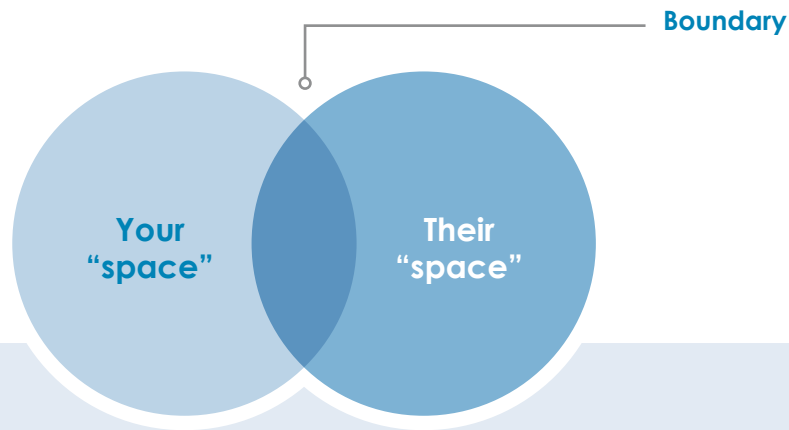
The document highlights the importance of confidentiality, integrity, and professional conduct, addressing potential conflicts of interest and the need for open communication. The agreement includes provisions for contracting, specifying the duration, frequency, and review of the mentoring relationship. It also encourages feedback for continuous improvement of the mentoring program. A full copy of that agreement can be found on page ??

Having an agreement contract helps maintain boundaries, sets expectations, and builds trust. Consider:

- How often will you meet and for how long?
- Who will have responsibility for arranging meetings and setting the agenda (you should not be doing the “heavy lifting”)?
- What level of challenge is agreeable? How will feedback be given/received?
- Time management. How will you manage punctuality, cancellations etc?
- What does appropriate language /behaviour mean to you both?
- How will you both maintain the productivity of the sessions?
- What are the expectations around what will be achieved?
- Confidentiality and data protection
- What is the commitment level even when things may get challenging?
- How will you know when the mentoring relationship is ready to end and how will you both go about this?

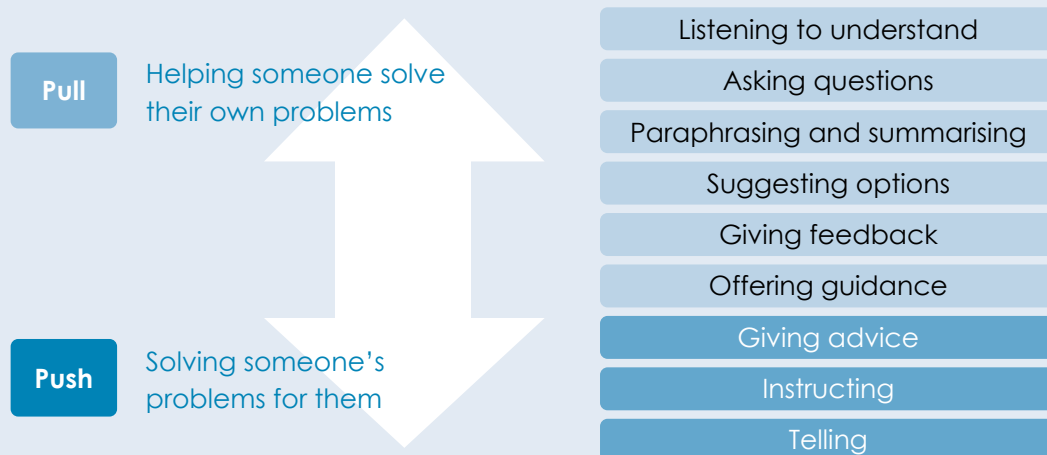
Mentoring styles and techniques

In mentoring, a directive style of conversation involves giving specific guidance and solutions, while a non-directive style focuses on asking questions and guiding the mentee to find their own solutions.



Directive vs non-directive style:

Consider whether a directive or non-directive style is useful. We often think that a push style (directive) is the best approach, but a pull style (non-directive) can often help mentees solve their own problems.



Often, we find it easier to be directive (push style), if you would like to try the 'pull style' try asking these questions:

- What do you know about already?
- Has anyone you know already experienced this? What would you advise someone else in this position?
- What I have seen work for others is what do you think?

Coaching skills that can be effective in mentoring

Coaching skills can be effective in mentoring by facilitating self-discovery, empowering mentees to set and achieve goals, and fostering a collaborative and growth-oriented relationship. Consider and try out some of the skills below.

Encourage how to think rather than what to think

Coaching skills:



Listen to Understand



Ask Powerful Questions



Challenge & Support



Establish Next Steps & Accountability

- Be present for your mentee
- Actively listen to understand not solutionise
- Be reflective, what answers do they already know?
- Be curious about your mentee, what's their reality?
- Create an open space for them to speak
- Be accountable and forward looking – what are the aims , objectives , goals?

Coaching questions for mentee objectives:

- What would be different if our mentoring is successful- how will you know?
- How would you know mentoring was worth the effort?
- How can I best hold you accountable?
- What should I say if you don't take action on the goals you set for yourself?
- How can I best support you to help you obtain the results you want to achieve?
- How will you know our conversation today has been useful?
- When we are finished speaking in around an hour, what do you want to be different?

Tools and techniques to support you with your mentoring sessions

Scaling/scoring questions:

Scaling/scoring questions in mentoring sessions are helpful as they provide a tangible and measurable way for mentees to express and track their progress, promoting self-reflection and goal-oriented discussions.

You can use numbers, categories (strongly agree / agree / disagree) or get people to mark on a line how they feel about things. However, be mindful not to overuse this.

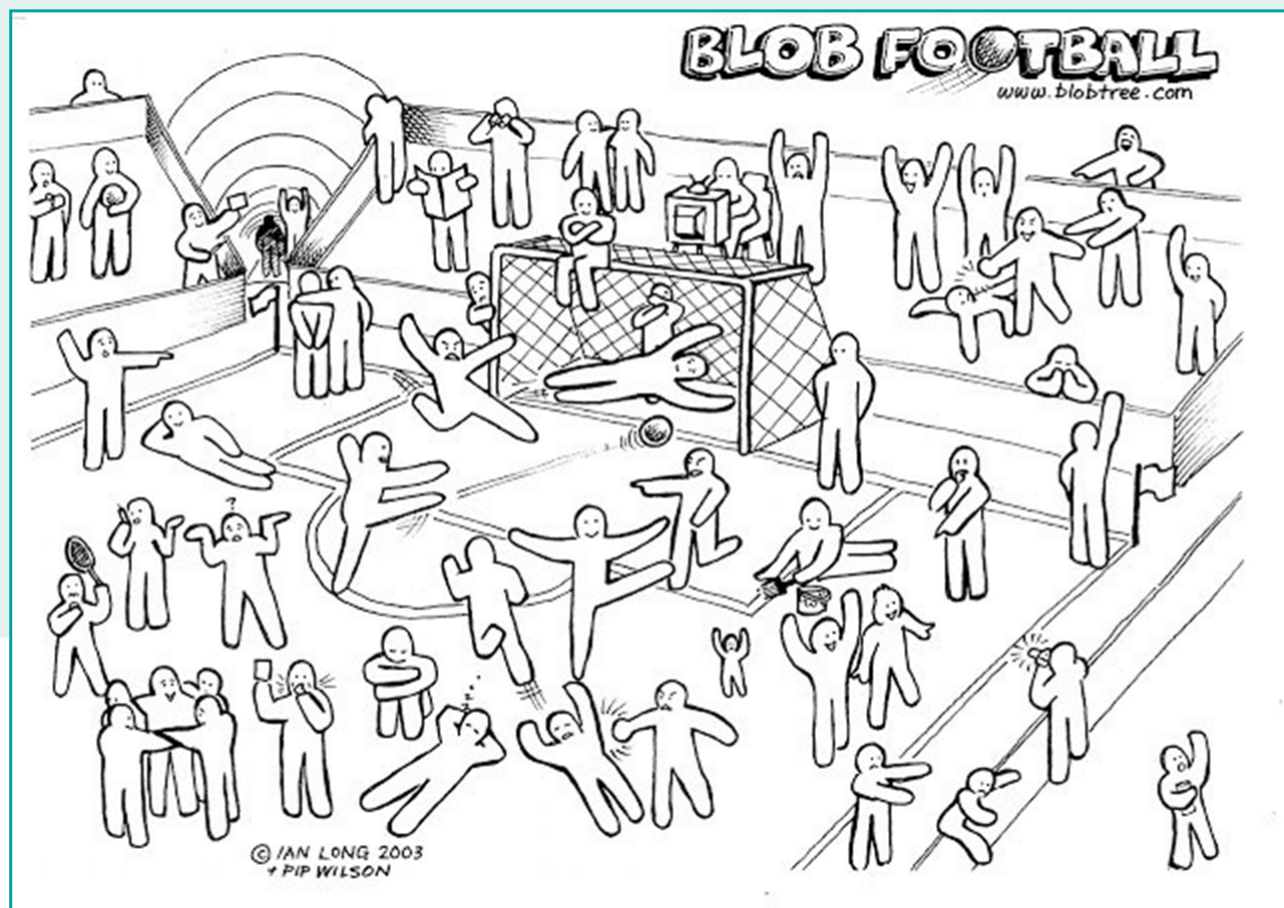


Practical ways you can use scaling and scoring:

- Track progress from session to session and allow for gentle challenge if needed, "how confident do you feel aton a scale of 1-9?" , "how would you rate your knowledge of ..."
- Find ways forwards "How can you get yourself from a 5 to a 5 ½?"
- Opportunity to reframe/challenge negative thoughts and stories
- Promote discussion, "why is that a 4 and not a 9?", "what would 6 look and feel like?"
- Recognise strengths and development needs , "what do you do that's a 6 and not a 3?"
- Helping find motivation, "how important is ...on a scale of 1-5?"

Visual aids:

Sometimes a visual aid can really help to get the conversation going. The picture below can be used to discuss where the mentee is at in their current situations, where they would like to be or even how they feel in general.



Possible questions:

- Which character (blob) do you most relate to and why?
- Which blob would you most like to be, why?
- Which blob reflects how you feel about the goal/objective you have brought to mentoring?
- How might your teammates view you? Is there a difference to how you view you?
- What blob do I represent to you as a mentor?
- What do you think is going on for (pick a blob)?

Active thought showering

Active thought showering in mentoring involves generating a free-flow of ideas and solutions, fostering creativity and diverse perspectives to address mentees' challenges and goals.

This can be used as a conversation starter in session or be given as a homework exercise to be discussed at a next session. This will help you clarify, guide discussion (you can probe as to why and how they have filled in the boxes), as well as form part of possible action plans. However, this is not an exercise for the mentor to prescribe their own action plan.

Write down what your goal is in the space below and then fill in the table below of what you can stop doing, do less of, keep doing, do more of and start doing to bring you closer to your goal. Remember to keep ideas measurable so you can track your progress.

Goal:

STOP Doing	Do LESS of	KEEP Doing	Do MORE of	START doing

Acronym models

Below are some acronym models that can be useful to support you with structuring conversations while mentoring. They can help with goal setting or generally to give direction in sessions. Be mindful the models are flexible and can be adapted or done in different order to get the same results.

GROW model:

This is one of the most popular structures for coaching and can be useful when mentoring. This model places a focus on starting with the end goal in mind: What does the mentee want? What is the vision, the dream? You can then work backwards?



Helpful GROW questions:

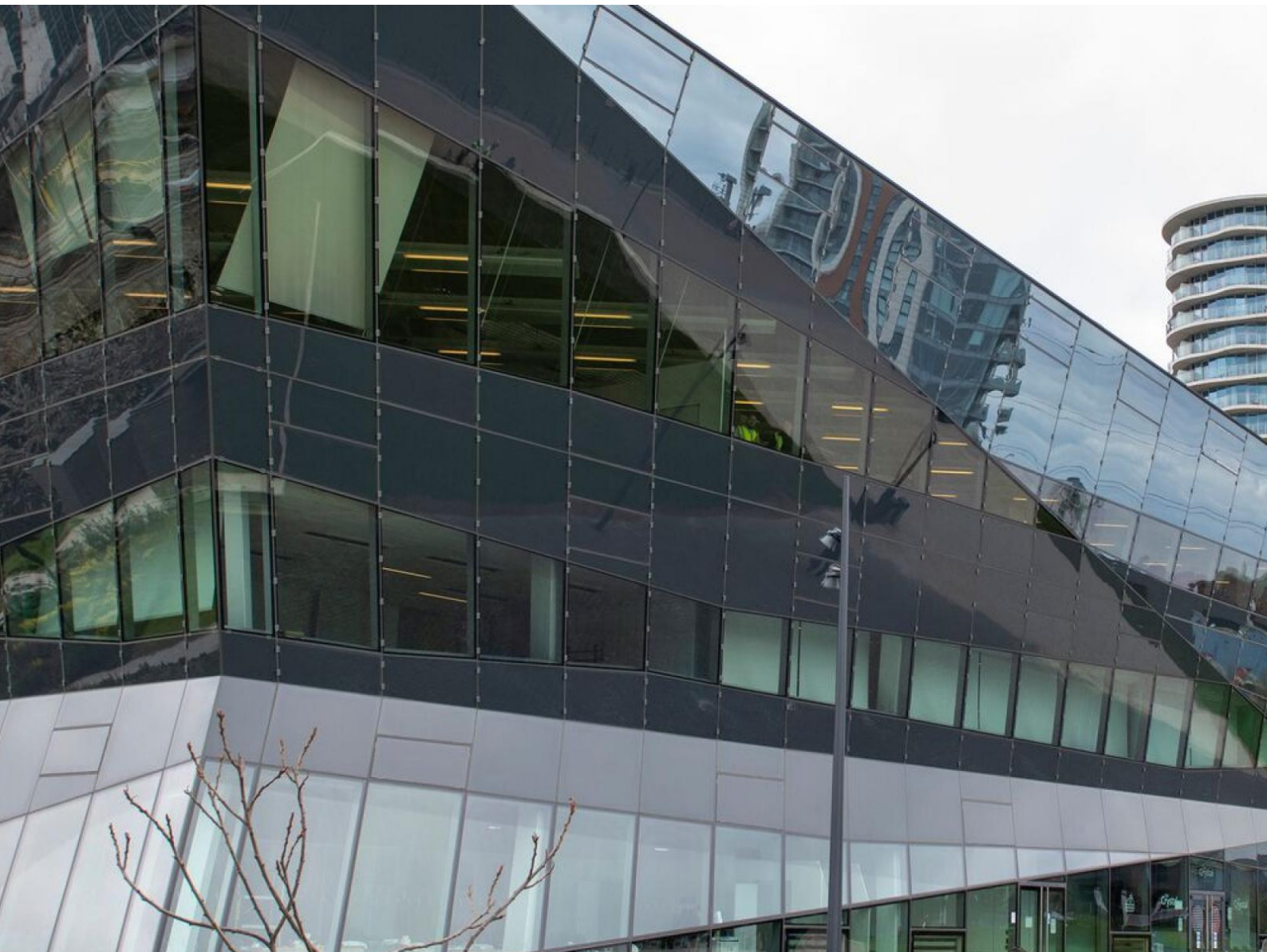
Goal	Reality	Options/Obstacles	Will/way forward
What would you like to focus on in this session?	Where are you at in relation to your goal?	What can you do to change the situation?	What are your next steps?
What do you want the outcome of this session to be?	What's going on for you at the moment?	What else might/could you do?	What are you committed to doing?
What do you want to achieve from this session?	What's working right now?	If anything were possible what would you do?	When will you start?
What is important to you for this session?	What's getting in the way?	What might others (someone you admire) do in this situation?	What resources / support do you need?

Tips:

- Don't fix/collude or try to resolve. Instead summarise, reflect be non-judgemental.
- Allow space for mentee to think and explore their answers, challenge gently where necessary

Some helpful challenging questions:

- What makes you say that?
- How do you know that this is accurate?
- When has that happened?
- Could that mean anything else?
- Is there any chance you are wrong?
- How have you come to that conclusion?
- You said your most important values are..... but I'm hearing..... why is that?
- What is your definition of.....?



Tools for raising self-awareness and encouraging feedback

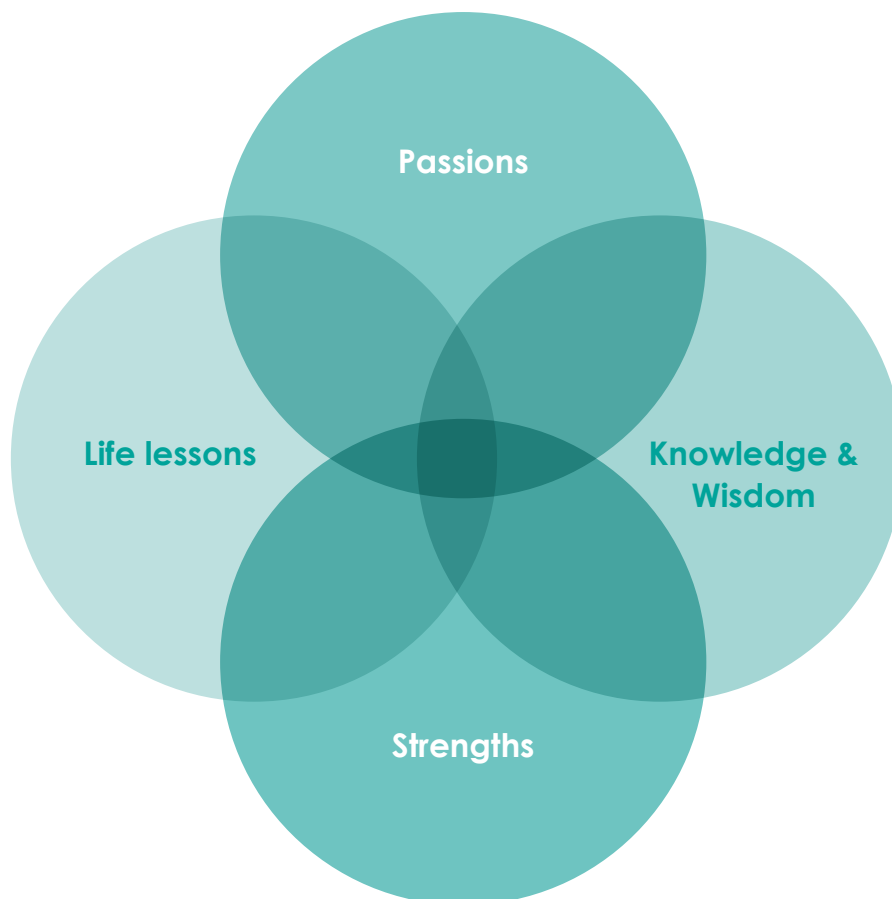
What motivates you exercise:

Part 1: What is your mastery?

Helping someone find their purpose, discover their strengths, and recognise their development needs is one of the greatest gifts of being a coach or mentor. You can only truly authentically take someone as far as you yourself are prepared to go. You can do the below exercises yourself or with clients.

What value and experience are you bringing?

- What are you passionate about? I.e. adventure, health, feeling alive, helping, teaching
- What have your biggest life lessons been? i.e. relationship breakdowns, loss of a loved one, accidents, illness, career move, successes, failures
- Knowledge and wisdom: what have you learnt, what have you studied or experienced?
- Do you know your strengths, and do you give yourself permission to use them? What's your unique selling point?
- Where these all overlap is your mastery, your specialism



Part 2: What motivates you? (Exercise for Mentor)

Which of the below motivators resonate with you the most when you think about your reasons for wanting to mentor /support others?

- Making a difference (want to see actual change)
- Recognition (often seen by those in the public realm; want their message heard)
- Leaving a legacy (authors, Oprah , The Queen, Nelson Mandela)
- Passion and joy (can be double edged,if you need a quick fix , can lead to addictions)
- Time freedom (like to utilise time and fill time effectively, not be in time constraints)
- Growth and evaluation (want to learn and grow)

***All of the above can be healthy or unhealthy if balance is lost ***

As mentors and coaches we most often align with those that are on similar journeys to us, we are just further along down the road (this could be as simple as people want to progress and develop like you).

Consider:

- What are you working towards, why is it important? Is this the most important thing to you?

People will calibrate to your energy (they will match it). Everything is energy.

- How do you hold yourself and your space, how do you lead yourself well (i.e. with your health, in relationships, how you handle money, in your work, what would the fly on the wall see?)
- Where do you try and fix rather than facilitate change in others?
- Are you the same person behind closed doors? Would a fly on the wall see the same as you present in public?
- Where are you not in integrity?
- Who do you attune to?

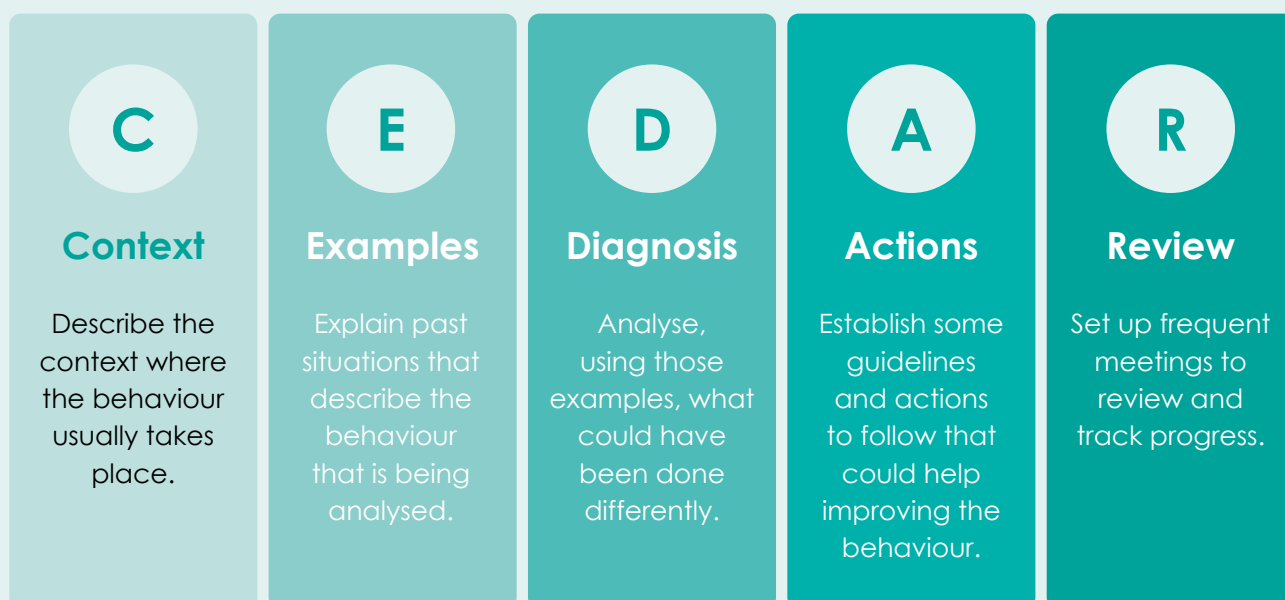
*“..integrity is telling yourself the truth;
honesty is telling the truth to others “*

Feedback

Giving feedback constructively is crucial when developing people through mentoring. If not done correctly it can demotivate, alienate and upset those on the receiving end. It is important a culture is created where giving and receiving feedback is the norm.

CEDAR feedback model:

The CEDAR feedback model can be effective in taking a more collaborative approach.



- Context/Clarify – What is the performance expectation? How do they think they are doing?
- Examples /Explain -What are you actually seeing? How do you think they are performing?
- Diagnosis /Discuss – Jointly discuss why you think there is a difference between the two . Listen as well as contribute
- Actions/Agree- What steps could be taken to bridge the gap- collaborate don't solutionise – Discuss and agree together
- Review – How will you review , timelines and dates to check progress – agree together -propose timeline if needed and why



Possible homework exercises:

Giving homework in mentoring is important as it encourages mentees to actively apply and reflect on what they've learned, enhancing skill development and driving progress. Here are some ideas...

Rocking chair life visionary exercise (20 minutes):

Imagine you are 90 years old, you're blissfully happy and healthy and sitting in a rocking chair looking back over your life

Consider the following and write down:

- Who are you as a person, how do people value and view you?
- What have you achieved that has made you feel proud?
- What has made you fulfilled?
- How did your life unfold in regard to family, significant others, and friends?
- What is your emotional, spiritual (if relevant) and physical health like?
- What did you do for fun and leisure throughout your 90 years, what are you doing now?
- What did you do in regard to service, leadership, and your community?
- What can you see around you? What are you feeling like in your rocking chair? What can you hear? What shows you that you are truly happy?

Let the pen or thoughts flow, do not restrict. Come back and look at what you have written and work backwards to see if there is anything missing in the present, which might threaten anything that you have written. You can use the active brainstorming sheet to help guide you.

Vision board exercise:

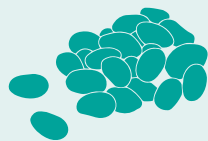
You can create a picture board of what a successful life looks like to you. Consider adding pictures which represent what makes you happiest, your dream job, where you want to be in your career and what you do to positively look after yourself. Refer to it frequently to keep intention alive.

Priority management exercise:

Priority management is important if we are to achieve balance. If you fill your jar with sand and pebbles (daily tasks and life) first, you have no room to add big rocks which are life priorities, and you end up feeling overwhelm or too full.



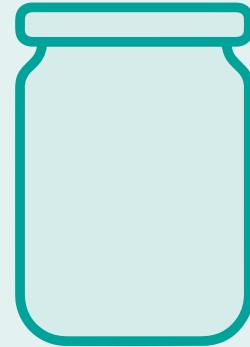
Sand



Pebbles



Rocks



Jar

Create space in your jar, think about what zaps your energy or takes your time that you don't want:

Can you do anything to reduce these?

Consider what action you need to take to bring these to life.

Now consider what is truly important to you, what could you not stop doing without significant impact (your top 3-4 priorities). These will represent your big rocks and need to go in your jar first

- Rock 1
- Rock 2
- Rock 3
- Optional Rock 4

What are your pebbles? These are thing that's need doing but are not critical?

- Pebble 1
- Pebble 2
- Pebble 3
- Optional Pebble 4

Can you do anything to reduce the pebbles?

Lastly what is your sand? These are the nice to do's that you may not always get time for but make you feel good.

- Sand 1
- Sand 2
- Sand 3
- Optional Sand 4

Being clear on your rocks and pebbles allows you to know how much sand and even water you can add to your jar.

Intentions exercise:

A follow up exercise to encourage you to consider what supportive daily habits could you introduce to reduce stress which are in line with your top priorities?

Which 3 habits will you commit to (be specific with when you will start)?

I will start... (insert habit)

on... (insert date)

Consider:

- Who/what do I need to make sure I implement and maintain the habits?
- When will I review the habits?

Tips:

- Be specific – look at your home, personal and work life. You know where you sabotage yourself.
- Remember it takes between 21-30 days to implement a new habit, so ensure they are practical and achievable.
- Some ideas: 5 minutes of silence each day to meditate, start work at 8am, do not finish later than 7pm, do 30 minutes of exercise each day, eat lunch away from the desk, make a to-do list each day and tick off as you complete.

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Coaching and mentoring are not just models or theories. It's important to spread the coaching mind-set; listen to understand, promote better conversations, ask powerful questions, challenge, and support, shift unwritten rules, reframe, and reflect.

Use the skills everywhere. Look for transformation and a shift of a paradigm (way of thinking).

*"The world is changed by your example
not your opinion"*

Paulo Coelho



GLA Group Mentoring Programme: Code of ethics and mentoring principles

Purpose

This Mentoring Agreement aims to ensure mentees and mentors develop a mutual understanding of expectations from the beginning of their relationship. It acts as a guide to how to conduct.

Mentoring principals and code of ethics

Context

- All mentors and mentees when working in these roles agree to conduct themselves in accordance with this agreement
- The mentoring relationship is based on mutual trust, honesty, respect, and freedom of expression
- Mentors approach the relationship with positive regard for their mentee and work on their agenda

Boundary management

- The agenda for mentoring is work-related issues. For more personal and specialist advice, the mentor will refer the mentee to seek the help of another professional as appropriate (e.g. counsellor, occupational health, doctor)
- Mentoring or any individual mentoring scheme is not intended as a way of fast tracking or offering preferential treatment in offers or selection for employment or secondments
- Both parties respect each other's boundaries, cultural customs, and religious beliefs
- If the mentor has concerns for the mentee's safety and well-being, or that of any other person, they will inform the mentee who they will need to disclose it to beforehand. Your organisation's Mentor Lead can help if needed or contact (insert email address)
- If either mentor or mentee feels there is a conflict of interest within the mentoring relationship, they should discuss this at the outset, and decide how to proceed
- If either the mentor or mentee feels the relationship is not working, they should discuss it together in the first instance. If they are unable to resolve their difficulties, they should agree to stop and ensure that no blame is attached to either party

Integrity

- All discussions between mentor and mentee are confidential except for any issues that put the individual or the organisation at harm or are illegal. Confidentiality must be kept during and after the relationship has ended
- The relationship between the mentor and the mentee must be conducted in accordance with the standards set out in the Codes of Conduct and professional practices in each individual GLA Group organisation as well as applicable laws
- The mentoring relationship should not be exploitative in any way or open to misinterpretation, keeping it within professional boundaries at all times

Contracting

- Both parties to agree a time period for the mentoring relationship and review this as you progress
- Both parties agree frequency of meetings and locations (face to face or on-line)
- Mentees to come prepared and having considered specific outcomes and objectives to be achieved through Mentoring (recognising these may change during the course of the Mentoring relationship)
- Both parties commit to discuss and agree if the relationship has met its intended outcomes and can therefore conclude
- Both parties should inform the Mentoring your Mentoring Lead or contact (insert email) and the mentee can seek an alternative mentor

Feedback

- Both parties provide thoughtful and productive feedback to each other and participate in on-line evaluation
- Themes and feedback from the mentoring programme may be shared anonymously to help improve the programme and evaluate success and benefits



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

This report will be considered in public

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 1 December 2023.
- 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. 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, December 2023

Report originator(s):
Email:

Bola Ogundeji
BolaOgundeji@londonlegacy.co.uk



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

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update on progress made against LLDC's Diversity, Equity and Inclusion (DE&I) Strategy.
- 1.2. Three appendices are included on Part 2 of the agenda, which contain 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 1 December 2023, the Committee noted an update to the Diverse Recruitment Project; adjustments made to LLDC's internal recruitment guidelines and supporting talent from within; 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. PAY GAP REPORTING 2023/24

- 4.1. Aside from last year, pay gap reporting data is usually published alongside the Greater London Authority (GLA) during late September/early October each year, however there have been significant delays to the publication of the reporting information (as at 31 March 2023) over the past two reporting years. LLDC submitted our pay gap report to the GLA before the original submission deadline for the Mayor's office for review, prior to being published, and have been awaiting further updates.
- 4.2. At the end of January 2024, the GLA confirmed that reports are expected to be published on 23 February 2024. LLDC's preparation for external publication is complete, and LLDC are ready to push results externally as soon as final confirmation is given by the GLA.

- 4.3. The GED Pay Gap Report is produced and published every year with data collated from the snapshot date, which is 31 March in each year. For 2023 the following pay gaps are being reported by LLDC:
 - 4.3.1. Gender – median was 17.9% (down by 0.9%) and mean was 15.8% (up by 0.9%).
 - 4.3.2. Ethnicity – median was 33.6% (up by 2.4%) and mean was 33.4% (down by 0.8%).
 - 4.3.3. Disability – median was -1.1% (down by 0.3%) and mean was 14.2% (down by 4.4%).
- 4.4. The full breakdown and explanation of data is provided in the GED Pay Gap Report at Appendix 1 (exempt information).
- 4.5. As in previous years, the People Team are producing a presentation for colleagues and are working with the Communication, Marketing and Strategy team on a communication plan for sharing with colleagues ahead of the external publication date for 2023's results. LLDC are therefore planning to share communication to colleagues during the week commencing 19 February 2024, with colleagues being asked to retain this information internally only until the broader reports are published.
- 4.6. Additionally, the following actions will take place:
 - 4.6.1. Summary of results will be published on our intranet, Parklife, similar to last year;
 - 4.6.2. Headlines will be provided as part of strategic update to Management Forum on 14 February 2024;
 - 4.6.3. Cascade of information and space for discussion at Directorate team meetings and employee network groups.
- 4.7. As part of the Diversity, Equity and Inclusion (DEI) governance review, it is proposed that further actions to reduce the pay gaps are led by an internal steering group, informed by feedback. The report and summary slides will also be shared with our internal network groups for further interrogation of our action plan to decrease our pay gaps. Points from consideration at the meeting will be pulled into the refreshed strategy and action plan.
- 4.8. LLDC are currently undertaking a review DE&I governance and approaches, particularly in light of the potential changes across the organisation in the coming 12-18 months. This is being led by the Director of People and Organisational Development, and strategic action plans may be subject to change depending on the outcome of that project. Nonetheless, in the interim an action has been defined and shared with the GLA. This will be reviewed in line with the work being completed internally on DE&I in due course. The current action plan is attached here at Appendix 2 (contains exempt information).

5. DIVERSITY, EQUITY AND INCLUSION TRAINING

- 5.1. At the last Committee meeting, an update was given on the progress of the work on improving diverse recruitment practices through a dedicated project supported by the external supplier Diversifying Group (previously BAME Recruitment). It was noted that a number of materials relating to the upskilling and training of colleagues within DEI had been developed and was being adapted for use internally.
- 5.2. The Learning and Development team, along with the Talent Acquisition and Operations teams have adapted the learning materials and pilots have been delivered to various distinct groups of colleagues to ensure that the material is well received and fit for purpose. This has included a pilot from the Race, Culture and Equity group. Feedback has been included in the materials and these will be deployed across the organisation over the coming months. Focus is being given to DEI practices in

recruitment, particularly given the potential for further recruitment or selection activity that may be required over the upcoming period within LLDC, during a period of organisational change.

6. OTHER KEY HIGHLIGHTS

- 6.1. The People Dashboard was produced and is included at Appendix 3 (exempt information). The People Dashboard is being shared across the organisation, to ensure transparency and highlight our progress.
- 6.2. 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:
 - 6.2.1. Our LGBTQ+ internal network group have been working in collaboration with the broader GLA group networks to bring a comprehensive programme of events celebrating LGBTQ+ History Month 2024, taking place throughout February, for which the theme this year is Medicine - #UnderTheScope, which celebrates LGBTQ+ peoples' contribution to the field of Medicine and Healthcare both historically and today. The programme includes the following events, amongst others:
 - The LGBTQ+ History Month LLDC Meets Webcast Takeover;
 - LLDC Social at Tina we Salute You;
 - Hating Peter Tatchell, documentary discussion hosted by our LGBTQ+ Group;
 - End of LBGT History month GLA social at the end of February.
 - 6.2.2. A Taste & Talk event to celebrate the Lunar New Year, organised by our Race, Culture and Equity network, took place at the end of January. The event was very well attended and showcased a broad range of dishes that were enjoyed by all. The team also raised money for Newham District Foodbank through the event. Colleagues celebrating Lunar New Year also collaborated to produce a blog about the Lunar New Year, and to share their experiences and how they'll be celebrating.
 - 6.2.3. Our Inclusive Access and Disability network group arranged several activities and webcasts during the UK Disability History month at the end of 2023. This included a lunch and learn session aimed to improve our disability awareness and a blog from one of the internal network chairs highlighting things colleagues can do to create a more inclusive working environment.
 - 6.2.4. There has been continued focus on colleague health and wellbeing initiatives, which have included:
 - Health awareness webinars focussing on Seasonal Affective Disorder, Nutrition and Anxiety.
 - Canvassing colleagues for interest in supporting the programme of activities for International Women's day, coming up on 8th March.
 - Regular communications through the internal newsletter Making it Happen and via the intranet about health and wellbeing resources and activities.
- 6.3. Priorities in the next period also include:
 - 6.3.1. The initial review of DE&I strategies and governance and the establishment of a project plan and agreed approach to DE&I for the organisation both ahead of and post Transition. This will be shared with the Committee in due course.
 - 6.3.2. The distribution of the Pay Gap outputs from 2023 both internally and externally, and consideration of how the action plans may be adapted in line with the above review of DE&I strategies and governance.

6.3.3. Further activities developed and delivered by our internal networks, and a programme of events to celebrate International Women's Day during March.

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
Critical Friend Project (following on from Diverse Recruitment Review)	The project completed at the end of September 2023. The delivery of train the trainer sessions internally will mark the close out of the programme of work. These have been piloted and will be delivered on an ongoing and iterative basis throughout the coming year.
Workforce Representation Targets Due for completion by 2024	<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	The Gender, Ethnicity and Disability pay gap reports for 2023 have been produced and are due to published in

	<p>February 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> <p>Disability – median was -1.1% (down by 0.3%) and mean was 14.2% (down by 4.4%).</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.

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: LLDC Pay Gap Report 2023 (contains exempt information)
Appendix 2: DEI Action Plan 2023 (contains exempt information)
Appendix 3: People Dashboard (contains exempt information)

List of Background Papers

Inclusion and Diversity Strategy

Report originator(s):
Email:

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Subject: Annual Pay Review for 2024/2025
Meeting date: 5 March 2024
Report to: People, Organisation and Culture Committee
Report of: Bola Ogundeji, Director of People and Organisational Development

This report will be considered in public

1. SUMMARY

- 1.1 This paper provides an update to the Committee on the pay review.
- 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 3 of Schedule 12A in that it contains information relating to the financial or business affairs of the London Legacy Development Corporation (LLDC).

2. RECOMMENDATION

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

3. BACKGROUND

- 3.1 LLDC will be consulting with the GLA on the proposed cost of living increase, in line with our requirement to consult under MD991. There is further background information set out in part 2.

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications are set out in the Part 2 report.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. EQUALITIES IMPACT ASSESSMENT

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

7. LIST OF APPENDICES TO THIS REPORT

- 7.1 None

List of Background Papers

- None

Report originator(s):
Email:

Bola Ogundeji
BolaOgundeji@londonlegacy.co.uk

Subject: Chief Executive Performance Against 2023/24 Objectives
Date: 5 March 2024
Report to: People, Organisation and Culture Committee
Report of/by: Bola Ogundeji, Director of People and Organisational Development

This report will be considered in public

1. SUMMARY

- 1.1. This report gives an update on the Chief Executive performance against the overarching 2023/24 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 objective for 2023/2024.**

3. BACKGROUND

- 3.1. At 7 March 2023 meeting, the Committee agreed the 2023/24 objectives for the Chief Executive. These include the following areas:
 - 3.1.1. Development and housing delivery
 - 3.1.2. Construction and East Bank
 - 3.1.3. Stadium and venues
 - 3.1.4. Transition
 - 3.1.5. Inclusion and diversity
 - 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

- 6.1. Appendix 1: Update on performance against Objectives 2023/24 (exempt information)

List of Background Papers

- Papers for the meeting of the People, Organisation and Culture Committee March 2023

Report originator(s):

Rachel Massey

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Subject: Chief Executive Objectives for 2024/25
Meeting date: 5 March 2024
Report to: People, Organisation and Culture Committee
Report of/by: Bola Ogundeji, Director of People and Organisational Development

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update on the Chief Executive's objectives for 2024/25.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

2. RECOMMENDATION

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

3. BACKGROUND

- 3.1. The Chair and Chief Executive have discussed her 2024/25 objectives ahead of this Committee meeting. The draft objectives are included at Appendix 1 (contains exempt information) for discussion and approval at the meeting.

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 Committee under the Scheme of Delegations.

6. LIST OF APPENDICES TO THIS REPORT

- 6.1. Appendix 1: Draft CEO's objectives (exempt information)

List of Background Papers
 LLDC Scheme of Delegations

Report originator(s): Rachel Massey
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