

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2635

Title: GLA grant making cost benefit analysis

Executive Summary:

The GLA's Good Growth and Communities and Social Policy directorates are commissioning a discrete piece of research to develop a cost benefit analysis for grant making in the context of civil society and carry out research on best practice related to systems and procedures that encourage collaboration, efficiency, innovation, and knowledge exchange within the GLA group and with stakeholders.

Decision:

That the Assistant Director, Economic Development and Programmes approves:

- expenditure of up to £20,000 to commission a cost benefit analysis that will inform the development of grant making processes and systems across the GLA group.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the mayor's plans and priorities.

It has my approval.

Name: Alex Conway

Position: Assistant Director, Economic Development and Programmes

Signature:



Date:

20/03/2023

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. The Greater London Authority (GLA) is one of the largest funders of civil society in London. Between 2018-20 financial years, the most recent data source, it distributed £87.7 million through 1,134 grants with a median grant size of £15,000.
- 1.2. Across the GLA Group, grants are delivered in innovative and efficient ways. However, there is a risk of silo working, limiting the opportunities for collaboration and economies of scale.
- 1.3. Different teams are responsible for designing and managing their own grant programmes, and therefore, there is a huge variation in the portfolio of projects and processes that are delivered and used by the GLA Group. The impact of this is:
 - significant resources for each individual team in developing and delivering grant programmes
 - risks of missed opportunities for alignment of objectives, reducing overall impact on shared outcomes
 - difficulty in understanding overall impact across the GLA programmes, as monitoring is not aligned
 - difficulty for civil society organisation to understand the GLA as a funder, due to different expectations and processes across different teams
 - potential overreliance on external contractors to deliver grant programmes and lack of organisational memory due to knowledge being outsourced.
- 1.4. The objective of this piece of work is to ensure value for money and maximise opportunities for collaboration by developing a cost benefit analysis that illustrates the transactional benefits of improved coordination of civil society grant-making across the GLA Group. A second element of this piece of work is the design of a potential centralised programme management office that could improve data held by the organisation, efficiency, innovation, and collaboration with internal and external stakeholders. This piece of work has been costed on the basis of equivalent pieces of research and will be procured via an invitation to quote.

2. Objectives and expected outcomes

- 2.1 The project will support the GLA's objective of coordinating and improving the way we articulate the impact of the GLA's group work by:
 - establishing a cost base for grant giving activity in the GLA and cost benefit analyses that articulates the case for change
 - creating a framework to support officers in deciding whether to manage grants internally or outsource to a third-party grant management organisation
 - developing a framework that considers a range (value) of grants and considers the six steps (design & development, market engagement, application assessment, award, performance monitoring and evaluation) of the grant giving process
 - designing a Programme Management Office (PMO) function to be used across civil society grant making, that could be replicated across the GLA group.

3. Equality comments

- 3.1. The public sector equality duty requires the identification and evaluation of the likely potential impacts, both Under Section 149 of the Equality Act 2010 (the “Equality Act”) as public authorities, the Mayor and the GLA must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and to advance equality of opportunity and foster good relations between people who share a protected characteristics and those who do not. Protected characteristics under the Equality Act comprise of age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnerships status. Due to the nature of this proposed decision, no particular, positive or negative, are foreseen on persons with a protected characteristic under the Equality Act.
- 3.2. By improving data management this project will contribute to a more equitable grant making practice. More consistent and targeted and enhanced reporting will ensure more opportunities for targeted and intelligent funding including potentially increased focus on priority areas (thematic or geographical), including groups sharing a protected characteristic.

4. Other considerations

- 4.1. The GLA Group Collaboration objectives agreed in 2019 stated there is a drive across the GLA group to make the organisation more efficient and effective. To achieve this, the following principles have been identified to guide the work that will lead to an improvement of processes and procedures:
- avoid doing the same things in multiple organisations- e.g., remove unnecessary duplication by centralising and consolidating similar activities and the teams that carry them out
 - enable a more mobile and flexible workforce-e.g., remove barriers that prevent the workforce working flexibly across the GLA group, whether culturally, technically, or physically and
 - drive efficiency through scale-e.g., ensure maximum value by identifying common goods and services and bringing together the way they are delivered and bought.

Links to Mayoral strategies and priorities

- 4.2. The Mayor in his 2021 manifesto also committed to increase efficiencies by maximising the collaboration across the GLA family.

Risks and issues

- 4.3. This is a discreet research project, the only risk associated to this activity are delays in finalising the project due to insufficient resources being allocated to the project. To minimise this risk, the project team will work closely with consultants to ensure that the project keeps to the timeline.

Conflict of interest

- 4.4. There are no conflicts of interest to note from any of those involved in the drafting or clearance of this form.

5. Financial comments

- 5.1. Approval is being sought for expenditure of up to £20,000 to commission a cost benefit analysis that will inform the development of grant making processes and systems across the GLA group.
- 5.2. This one-off expenditure will be funded from LEAP core budget which is ringfenced external funding.

6. Planned delivery approach and next steps

Activity	Timeline
Invitation to quote issued	March 2023
Deadline for quotes	March 2023
First draft	May 2023
Final draft	June 2023

Appendices and supporting papers:

None.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

Part 1 - Deferral

Is the publication of Part 1 of this approval to be deferred? NO

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to
confirm the
following (✓)

Drafting officer:

Iva Figueiredo has drafted this report in accordance with GLA procedures and confirms the following:

✓

Corporate Investment Board

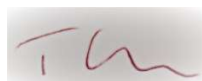
✓

This decision was agreed by the Corporate Investment Board on 20 March 2023.

ASSISTANT DIRECTOR OF FINANCIAL SERVICES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature:



Date:

21/03/2023

PP Tricia Clark on behalf of Anna Casbolt