# Subject: GLA Pay Award 2025-26

Report to:	GLA Oversight Committee
Report of:	Chief Officer
Date:	14 May 2025
Public Access:	This report will be considered in public

# 1. Summary

1.1 This report provides the Greater London Authority (GLA) Oversight Committee with a report on the proposed pay award for GLA staff for 2025-26, effective from 1 April 2025.

#### 2. Recommendation

2.1 That the Committee responds to the Chief Officer's report on the GLA pay award and notes the considerations set out in the report.

# 3. Background

- 3.1 The GLA's budget for 2025-26 was approved in March 2025. It allocated £3.132m for the purpose of an annual pay increase for staff and office holders.
- 3.2 The GLA made an offer of a 2.5% pay increase to all posts at Grades 1- 15 and spot rates on 12 November 2024 (excluding the London Living Wage spot rate, whose increase is determined separately), in line with the resources identified for the annual pay award in the GLA's draft budget for 2025-26.
- 3.3 The funding for the pay award was determined in the GLA budget in the context of enormous financial pressures across the GLA Group, not least in the Metropolitan Police Service, TfL and the London Fire Brigade. The Chief Officer was not willing to consider leaving posts unfilled or deleting posts to free up resources for a higher offer.
- 3.4 Through subsequent discussions with UNISON following the initial offer letter in November 2024, the Chief Officer agreed to include the following provisions in any revised offer:

City Hall, Kamal Chunchie Way, London, E16 1ZE Enquiries: 020 7983 4000 <a href="https://www.london.gov.uk">www.london.gov.uk</a>

- An increase to the current sick leave entitlement under the Sickness and Absence policy from four months full pay and four months half pay to six months full pay and six months half pay for eliqible employees on successful completion of their probation period;
- A commitment to work collaboratively with UNISON in 2025-26 to assess the GLA's maternity leave provisions and other family friendly policies and other related benefits; and
- The creation of a joint working group to understand the travel costs which UNISON members incur in travelling to and from work and whether any actions could be taken to reduce the burden of these costs.
- 3.5 UNISON proposed a tiered pay offer; however, the GLA maintained that the approach agreed and taken for the 2024-25 pay award applying a uniform pay award across all grades in advance of the implementation of our new Job Families framework would best preserve existing grade relativities.
- On 9 April 2025, the Chief Officer restated the offer of a 2.5% pay increase to all posts at Grades 1-15 and spot rates (excluding the London Living Wage spot rate, whose increase is determined separately), with the inclusion of the provisions mentioned in paragraph 3.4, and with the following additional provision:
  - A £500 non-consolidated award to members of staff employed on 31 March 2025 on Grades 1-6 or on the London Living Wage spot rate (pro-rated for part-time staff based on their working pattern as at 31 March 2025).
- 3.7 UNISON balloted its members on this offer from 14 April 2025 to 25 April 2025 and informed the GLA on 30 April 2025 that their members accepted this offer.
- 3.8 The Mayor and the Assembly, acting jointly, are responsible for determining the pay award for the GLA's three Statutory Officers: the Chief Officer (Head of Paid Service); the Chief Finance Officer; and the Monitoring Officer. This decision will now be progressed in the usual way.
- 3.9 The Mayor determines the pay award for the Mayoral appointees (i.e. those appointed under s67(1)(a) and (b) of the GLA Act 1999 (as amended); the "11+2"). This decision will now be progressed in the normal way.

#### 4. Issues for Consideration

- 4.1 The Chief Officer is grateful to UNISON for the spirit in which the negotiations were carried out this year. There was a range of full and frank discussions on a number of topics through this process with various challenges being presented by UNISON which were duly considered by the GLA.
- 4.2 The Chief Officer's first formal offer of a 2025-26 pay award of 2.5% to all eligible staff, is set out in Appendix 1. The Chief Officer's restated and final offer of 2.5% to all eligible staff, with the addition of further provisions, is set out in Appendix 2.

#### 5. Consultation

In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), formal consultation with UNISON is required for this proposal as it relates to

- changing the terms and conditions of employment of existing employees. Formal consultation with UNISON has taken place as set out above and UNISON has now agreed to the proposed changes.
- 5.2 The consultation feedback has been incorporated into the proposals as set out above.
- 5.3 In accordance with paragraph 7.4 of the Staffing Protocol, a report must be sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee, currently the GLA Oversight Committee (on behalf of the Assembly) containing the proposed changes and appropriate background information. This paper is the report referred to at paragraph 7.4 of the Staffing Protocol and the Chief Officer is also providing a report to the Mayor (via the Mayor's Chief of Staff).

## 6. Legal Implications

- 6.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service (the "HoPS") may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
  - Appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
  - Make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 6.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 6.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 6.4 Paragraph 7.2 of the Staffing Protocol says that: "The HOPS is responsible for determining terms and conditions for GLA staff (outside of the statutory officers and the Mayoral appointees) with the exclusion of staff transferred under a statutory transfer." Paragraph 7.1 of the Staffing Protocol says that "Terms and conditions for the purposes of this Protocol means terms and conditions of employment that apply to all GLA staff appointed by the HoPS and includes all employment policies and procedures (whether contractual or not)."
- 6.5 Paragraph 7.3 of the Staffing Protocol sets out the steps that need to be taken before seeking HoPS approval to change terms and conditions of existing employees (which include formulating initial draft proposals, discussing these with the HoPS, setting out the initial draft proposals in writing, sending them to UNISON for consultation and seeking UNISON's agreement to the proposed changes). Paragraph 7.4 of the Staffing Protocol also says that: "a report should be sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee (on behalf of the Assembly) containing the proposed changes and appropriate background information".
- 6.6 This is the report for the Assembly's staffing committee (i.e. the GLA Oversight Committee) that is required to be sent under paragraph 7.4 of the Staffing Protocol containing the proposed changes and appropriate background information.

## 7. Financial Implications

- 7.1 The GLA's 2025-26 budget, which was approved in March 2025, provides £3.132million for a potential pay uplift, which equates to the equivalent of a 2.5% increase for all staff. The proposed pay uplift is affordable within this financial envelope.
- 7.2 The provision for the pay award in 2025-26 has been budgeted centrally. Once a pay award is agreed, the detailed GLA budget will be updated accordingly, and this will include a transfer of the relevant sum into the Assembly budget.
- 7.3 The pay award will be processed in the 11 June 2025 payroll and backdated to 1 April 2025.

## List of appendices to this report:

Appendix 1 – First formal pay award 2025-26 offer, issued to UNISON on 12 November 2024

Appendix 2 – Second formal pay award 2025-26 offer, issued to UNISON on 9 April 2025

# Local Government (Access to Information) Act 1985

List of Background Papers: None

# **Contact Information**

Contact Officer:	Mary Harpley, Chief Officer
E-mail:	mary.harpley@london.gov.uk

# Chief Officer GREATERLONDON AUTHORITY

City Hall Kamal Chunchie Way London E16 1ZE london.gov.uk 02079834000

UNISON Greater London Authority Branch 169 Union Street London SE1 0LL

Sent via email 12 November 2024

Dear UNISON

#### GLA's offer for the 2025-26 pay award

The GLA's draft budget for 2025-26 has now been published with the agenda for the London Assembly's Budget & Performance Committee on 19 November 2024.

As I laid out to you when we met last week, the draft budget provides for the equivalent of an award of 2.5 per cent to all staff in 2025-26, noting that the final award is subject to agreement with your members.

As usual, the draft budget lays out the resources available to the GLA in the budget year. The allocations made to the GLA from business rates and council tax – the sources of our recurrent funding – are both lower than we were planning for. This has put significant pressure on our ability to fund recurrent growth in this draft budget.

That said, I consider that my offer for the 2025-26 pay award -- a 2.5 per cent increase in salary for all posts at Grades 1-15 and spot rates – is fair in the context of current and projected inflation levels. As in previous years, employees aligned to the London Living Wage are not included in this offer and will receive the London Living Wage increase. As I explained when we met, should our offer be accepted, spine point one in Grade 1 would become below the new London Living Wage. In that instance we would no longer use this spine point and appoint new starters in Grade 1 on spine point 2.

It is clear to me even at this early point in the budget setting process that this is the best pay award offer I will be able to provide. The pressures are such that any resources which might become available later in the process will be required to meet the Mayor's priorities for Londoners and pressures elsewhere in the GLA Group. However, it is important to note that the budget already includes a new £209,000 to meet the demand for GLA employee health screening as the budget for this has been overspent.

**Email:** mary.harpley@london.gov.uk

We had originally intended to include negotiation of the 2025-26 pay award as part of our collective bargaining in relation to the outcomes of our Job Families work. You have requested that we separate out the pay award discussions and I am happy to do that. It will allow us, I hope, to conclude negotiations quickly and pay the agreed award from 16 April 2025. However, I do not want to risk a delay to the Job Families collective bargaining and am therefore asking that we conclude pay award negotiations by 20 December 2024. If we cannot achieve this, we will have to hold the conclusion of pay negotiations over until our Job Families discussions are concluded.

I want to thank your members for their continued hard work for and commitment to the GLA. I know that they are dealing with a number of pressures, but I hope that it is clear I remain committed to ensuring that the GLA is a good place to work where all staff have access to positive experiences and opportunities.

I look forward to seeing you at the first formal negotiation meeting.

Yours sincerely,

Mary Harpley

Chief Officer

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I look forward to seeing you at the first formal negotiation meeting.

Yours sincerely,

Mary Harpley

Chief Officer

# Chief Officer GREATERLONDON AUTHORITY

City Hall Kamal Chunchie Way London E16 1ZE london.gov.uk 02079834000

UNISON Greater London Authority Branch 169 Union Street London SE1 0LL

Sent via email 9 April 2025

**Dear UNISON** 

Full and final GLA offer: 2025-26 pay award

I want to start by thanking you for the negotiations we have engaged in since I sent you my letter of 12 November 2024 laying out my offer for the 2025-26 pay award. You have made the views of your members clear and we have had a full and frank discussion on a range of areas.

I am now writing to you with a **full and final offer** for 2025-26, having done my best to enhance it within the constraints upon me.

As we have discussed, I am unable to increase the funding available for the GLA pay award for 2025-26 beyond the funding originally set out in the draft GLA budget published on 11 November 2024 and subsequently confirmed in the Mayor's consolidated budget for the GLA Group 2025-26, approved on 25 February, and the final GLA budget published last week. The consolidated budget makes clear the enormous pressures across the Group, not least in the Metropolitan Police Service, TfL, and the London Fire Brigade. It is in this context that resources for our pay award have been set. My only route to an increased budget for the our pay award would be to leave posts unfilled or to delete posts and I will not contemplate that.

My offer is a 2.5 per cent increase in salary for all posts at Grades 1-15 and spot rates (excluding the London Living Wage spot rate), plus a one-off non-consolidated award of £500 to staff employed on 31 March 2025 on Grades 1 to 6 or on the London Living Wage spot rate. This pay award, if accepted, is effective from 1 April 2025 and the increase in salaries will be backdated to then.

Employees aligned to the London Living Wage would not receive the 2.5 per cent increase in salary as they receive their annual increase when the London Living Wage rate is updated. They will, however, benefit from all the other elements of this offer should the offer be agreed.

You have asked me to consider making a tiered award, but after consideration I have decided to offer this flat rate for all posts, maintaining the principle we established last year of the same award for all posts at least until our Job Families work is complete. In our negotiation meetings we have looked at pay awards provided across the public sector over the last couple of years. This has demonstrated that we have provided pay awards which are competitive and in line with comparator organisations.

In providing our staff on Grades 1 to 6 and on the London Living Wage spot rate with a non-consolidated award of £500, I am looking to give more support to our lowest earners – GLA

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staff who, on a full-time equivalent basis, earn less than the average London wage – as we enter an even more uncertain inflationary environment than we might have expected. These £500 awards will be pro-rated for part-time staff, based on their working pattern on 31 March 2025.

You have challenged me hard during our negotiations about the different benefits available to staff working in the various organisations in the GLA Group and where you feel GLA staff lose out. As a result, I have looked at what I can add to this offer in terms of bringing benefits available to GLA staff into line with those available to staff elsewhere. I am therefore proposing to enhance the GLA's sick leave provision as part of the pay award offer and, specifically, proposing to increase the current sick leave entitlement from four months full pay and four months half pay to six months full pay and six months half pay for eligible employees on successful completion of their probation period. This would bring us in line with most staff across the GLA Group and our aim would be to put this in place effective from 1 April 2025. I hope you agree that this represents a significant improvement to the GLA's sick leave provision and will be welcomed by your members.

I am also committed to working collaboratively with UNISON in 2025-26 to assess our maternity leave provisions and other related benefits – again to include benchmarking against best practices across the GLA Group.

You have highlighted the benefit to free travel in London enjoyed by TfL staff and argued that this should be extended to GLA staff. I have been clear that I cannot agree to this. However, I do accept that recent and continuing requirements for staff to travel to Pier Walk to complete SAP-dependent work and password resets as a result of TfL's cyber incident have meant extra travel costs which can take too much time to be reimbursed as expenses. I agree to your suggestion that we create a joint working group to understand the travel costs which your members are incurring and what actions we could take to reduce this burden. I know that we are agreeing the terms of reference of the working group now.

You have also highlighted the uncertainty that the time we are taking to conclude our work on Job Families is creating among your members. I have recently shared the full framework, including family and cluster descriptions, with all staff. We have a timeline now for implementation in April 2026. This work has taken time, but I am clear that we need to ensure that in this new Job Families framework we have the right foundation for the future.

If a positive response to my pay award offer is provided by the **end of April 2025**, we will be able to pay the award in the **11 June payroll**.

I want to close by recognising the dedication and hard work of your members in improving the lives of Londoners and to thank them all again. We know that there are concerns in some parts of the GLA about work/life balance, despite some improvement on this in the last pulse survey. You know I am happy to continue to talk about work/life balance issues in more detail.

Thank you again for our recent meetings and discussions.

Yours sincerely

Mayderles

Mary Harpley Chief Officer

## GREATER LONDON AUTHORITY

#### Request for Head of Paid Service Decision CO 817

CO number to be allocated via the 'Decisions' inbox (Decisions@london.gov.uk)

Once approved, this form will be published on london.gov.uk

#### **Decision Required**

That the Head of Paid Service agrees to:

- a 2.5% 2025-26 pay award for GLA staff at Grades 1-15 and spot rates, other than the London Living Wage spot rate;
- a £500 non-consolidated award to members of staff employed on 31 March 2025 on Grades 1-6 or on the London Living Wage spot rate (pro-rated for part-time staff based on their working pattern as at 31 March 2025);
- an increase to the current sick leave entitlement under the Sickness and Absence policy from four months full pay and four months half pay to six months full pay and six months half pay for eligible employees on successful completion of their probation period;
- a commitment to work collaboratively with UNISON in 2025-26 to assess the GLA's maternity leave provisions and other family-friendly policies and related benefits; and
- the creation of a joint working group to understand the travel costs which UNISON members incur and whether any actions could be taken to reduce the burden of these costs.

#### **Head of Paid Service**

The above proposal has my approval.

**Signature Date:** 15/05/2025

# 1. Pay proposals

- 1.1 The GLA's budget for 2025-26 was approved in March 2025. It allocated £3.132m for the purpose of an annual pay increase for all staff and office holders. The terms of any pay award made to GLA staff (with the exception of Mayoral Appointees and Statutory Officers) are subject to negotiation with UNISON.
- 1.2 On 12 November 2024 the GLA made an offer of a 2.5% pay increase to all posts at Grades 1-15 and spot rates (excluding the London Living Wage spot rate, whose increase is determined separately), in line with the resources identified for the annual pay award in the GLA's draft budget for 2025-26.
- 1.3 The funding available for the pay award was determined in the GLA budget in the context of enormous financial pressures across the GLA Group, not least in the Metropolitan Police Service, TfL and the London Fire Brigade. The Chief Officer was not willing to consider leaving posts unfilled or deleting posts to free up resources for a higher offer.
- 1.4 Through subsequent discussions with UNISON following the initial offer letter in November 2024, the Chief Officer agreed to include the following provisions in any revised offer:
  - An increase to the current sick leave entitlement under the Sickness and Absence policy from four months full pay and four months half pay to six months full pay and six months half pay for eligible employees on successful completion of their probation period;
  - A commitment to work collaboratively with UNISON in 2025-26 to assess the GLA's maternity leave provisions and other family friendly policies and other related benefits; and
  - The creation of a joint working group to understand the travel costs which UNISON members incur in travelling to and from work and whether any actions could be taken to reduce the burden of these costs.
- 1.5 UNISON proposed a tiered pay offer; however, the GLA maintained that approach agreed and taken for the 2024-25 pay award applying a uniform pay award across all grades in advance of the implementation of our new Job Families framework would best preserve existing grade relativities.
- 1.6 On 9 April 2025, the Chief Officer restated the offer of a 2.5% pay increase to all posts at Grades 1-15 and spot rates (excluding the London Living Wage spot rate, whose increase is determined separately), with the inclusion of the provisions mentioned in paragraph 1.4 but with the following additional provision:
  - A £500 non-consolidated award to members of staff employed on 31 March 2025 on Grades 1-6 or on the London Living Wage spot rate (pro-rated for part-time staff based on their working pattern as at 31 March 2025).
- 1.7 UNISON balloted their members on this offer from 14 April 2025 to 25 April 2025 and informed the GLA on 30 April 2025 that their members accepted this offer.
- 1.8 The Chief Officer has confirmed that the pay award will be implemented in the 11 June 2025 payroll and back dated to 1 April 2025.

- 1.9 The Mayor and the Assembly, acting jointly, are responsible for determining the pay award for the GLA's three Statutory Officers: the Chief Officer (Head of Paid Service); the Chief Finance Officer; and the Monitoring Officer. This decision will now be progressed in the usual way.
- 1.10 The Mayor determines the pay award for the Mayoral Appointees (i.e. those appointed under s67(1)(a) and (b) of the GLA Act 1999 (as amended); the "11+2"). This decision will now be progressed in the normal way.

#### 2. Consultation

- 2.1 In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), formal consultation with UNISON is required for this proposal as it relates to changing the terms and conditions of employment of existing employees.
- 2.2 The Chief Officer provided a formal offer to UNISON in November 2024. This was followed by productive and constructive discussions with UNISON which took place from November 2024 to April 2025. Following that process, the Chief Officer made a revised formal offer to UNISON on 9 April 2025, which was accepted by their members.
- 2.3 The Chief Officer submitted a paper to the London Assembly via the GLA Oversight Committee on 14 May 2025. This outlined the considerations, proposals and rationale for the pay award 2025–26 which are set out in the attached paper and supporting Appendices.
- 2.4 In accordance with paragraph 7.4 of the Staffing Protocol, a report has been sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) containing the proposed changes and appropriate background information. As set out in paragraph 2.3 above the Chief Officer updated the GLA Oversight Committee at its meeting on 14 May 2025 and has also informed the Mayor of the GLA's position through the Chief of Staff.

# 3. Table of changes

2025-26 pay award	Affected grades
2.5%	Grades 1-15 and spot rates
£500 non-consolidated award (pro-rated for part-time employees based on their working pattern on 31 March 2025)	Grades 1-6 and London Living Wage spot rate  To be eligible, employees must have been employed by the GLA on 31 March 2025
An increase to the current sick leave entitlement under the Sickness and Absence policy from four months full	Eligible employees on successful completion of their probation period

pay and four months half pay to six months full pay and	
six months half pay	

- 3.1 The percentage increase does not apply to GLA staff on the London Living Wage as their salary is reviewed annually by the Living Wage Foundation. These staff received a 5.3% increase effective from October 2024.
- 3.2 The Chief Officer also made commitments to:
  - work collaboratively with UNISON in 2025-26 to assess the GLA's maternity leave provisions and other family-friendly policies and other related benefits; and
  - create a joint working group to understand the travel costs which UNISON members are incur
    in travelling to and from work and whether any actions could be taken to reduce the burden of
    these costs.

#### 4. Financial comments

What is expected start date? 1 April 2025 Expected end date? 31 March 2026

- 4.1 £3.132m has been provided for in the GLA's 2025-26 budget for a potential pay uplift. The proposed pay uplift is contained within this financial envelope.
- 4.2 The provision for the pay award 2025-26 has been budgeted centrally. Once a pay award is agreed, the detailed GLA budget will be updated accordingly, and this will include a transfer of the relevant sum into the Assembly budget.
- 4.3 The pay award will be processed in the 11 June 2025 payroll and backdated to 1 April 2025.

### 5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service (the "HoPS") may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
  - appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
  - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed

approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).

- 5.4 Paragraph 7.2 of the Staffing Protocol says that: "The HOPS is responsible for determining terms and conditions for GLA staff (outside of the statutory officers and the Mayoral appointees) with the exclusion of staff transferred under a statutory transfer." Paragraph 7.1 of the Staffing Protocol says that: "Terms and conditions for the purposes of this Protocol means terms and conditions of employment that apply to all GLA staff appointed by the HoPS and includes all employment policies and procedures (whether contractual or not)."
- 5.5 Paragraph 7.3 of the Staffing Protocol sets out the steps that need to be taken before seeking HoPS approval to change terms and conditions of existing employees (which include formulating initial draft proposals, discussing these with the HoPS, setting out the initial draft proposals in writing, sending them to UNISON for consultation and seeking UNISON's agreement to the proposed changes). Paragraph 7.4 of the Staffing Protocol also says that: "a report should be sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee (on behalf of the Assembly) containing the proposed changes and appropriate background information".
- The proposals set out in this Chief Officer Form fall within the definition of 'determining terms and conditions' contained within the Staffing Protocol so require approval from the HoPS. Paragraph 2.2 confirms that UNISON has been consulted and the HoPS has taken its views into consideration when making this decision. Paragraph 2.4 also confirms that a report has been sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) containing the proposed changes and appropriate background information.
- 5.7 The HoPS has considered all the information in this Chief Officer Form and is satisfied that the proposals are appropriate, taking into account the:
  - i. Priorities of the Authority;
  - ii. Need for the Authority to properly discharge its functions;
  - iii. Available resources of the Authority; and
  - iv. Need to comply with legislative changes/ statutory requirements.
- 5.8 The HoPS has the power to make this decision.

#### 6. Appendices

Appendix 1: GLA Oversight Committee paper

# 7. Approval

	Tick to indicate approval
	✓
Executive Director	✓
<u>Dianne Tranmer</u> has reviewed and commented on this proposal.	
Assistant Director	✓
<u>Laura Heywood, Deputy Assistant Director</u> , has reviewed and commented on this proposal.	
(Assistant Director post is currently vacant)	
Head of Reward	✓
lan Dunlop has reviewed and commented on this proposal.	
Finance and Legal	<b>✓</b>
Finance and Legal have reviewed and commented on this proposal.	
Corporate Management Team (CMT)	<u> </u>
N/A	