

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD2188

Title: Team London Ambassador Programme (Visitor Welcome) and Major Events Programme 2018/19, 2019/20 and 2020/21

Executive Summary:

The Mayor's volunteering programme for the capital, Team London, has to date engaged with nearly one million Londoners. For the past five years the Team London Ambassadors Programme has welcomed visitors to London every summer and worked with London's major sporting and cultural events to support the delivery of their programmes. In this way, it has helped showcase the best the capital has to offer while supporting the Mayor's ambitions to improve social integration, social mobility, community engagement and to increase active citizenship.

This MD seeks approval to spend up to £705,000 on planning, delivery and equipment for the Team London Ambassador Programme and Major Events Programme over the next three operational years (2018/19, 2019/20 and 2020/21). 2017/18 spend has already been approved (in MD2124) but is included for completeness. We seek approval of expenditure across several financial years to allow us to enter into contracts of longer than a year should that be deemed fiscally advantageous.

Decision:

That the Mayor approves:

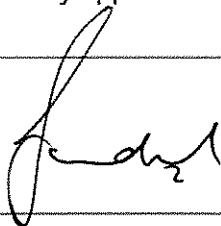
Expenditure of up to £705,000 towards planning, delivery and management of the Team London Ambassador programme (and events which fall within the Team London Major Events Programme) over 2018/19, 2019/20 and 2020/21.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision, and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:

23/11/12

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

- 1.1 Team London has successfully delivered an annual Team London Ambassador (Visitor Welcome) volunteering programme every summer since 2012, deploying 600 volunteers across nine locations for the six busiest weeks of the summer. Volunteer retention rates are very high with 65 per cent of volunteers starting with Team London in 2012.
- 1.2 Team London continues to recruit new volunteers to the programme and creates opportunities for young unemployed people to build their skills through the opportunities the programme offers. Volunteer and visitor satisfaction rates have remained continually high with volunteer and visitor satisfaction rates consistently above 90 per cent.
- 1.3 We have built strong relationships with our stakeholders throughout the years and they have seen the benefits of the programme with reduced queues to their ticket booths, fewer incidents with regards to lost children and pick pockets, and a strong focus on local activities and local businesses. These stakeholders include: Royal Parks, Heart of London BID, The Supreme Court, Westminster Abbey, Houses of Parliament, Victoria and Albert Museum, Exhibition Road Cultural Group, Gatwick Airport, Historic Royal Palaces, Trafalgar Square Heritage Wardens. Our Stakeholders are advocates for the programme and highly value the service the Ambassadors provide.
- 1.4 In addition to the Ambassador Programme, Team London has worked with over 80 major sporting and cultural events since 2012 to support their volunteering programmes and brokering over 8,000 volunteering opportunities. In 2016 Team London hosted a launch for the major event sector which formalised Team London's offer. As such, in 2016 Team London worked with a wide range of events, such as FIA Formula E Championships, London Marathon, Ride London and the 350 year commemorations of The Great Fire of London. Through this Major Events Programme, Team London is building an excellent reputation for volunteer delivery at major events across London.
- 1.5 Team London successfully delivered the Runner Volunteer programme for the London 2017 Organising Committee, the largest event to come to the London Stadium since the London 2012 Games. The programme attracted over 15,000 applications, over 7,000 candidates were interviewed, and just over 4,000 volunteers were selected, trained and deployed to support the World Para Athletics Championships and the IAAF World Championships.
- 1.6 Team London utilised the Team London Ambassador Visitor Welcome programme as part of the London 2017 volunteer deployment to help London capitalise on the increased number of tourists and visitors in the city. Volunteers provided a city-wide service across five locations during the Championships – offering a warm welcome to the city and promoting London and the Athletics activities, especially the Marathon and Race Walks events which showcased some of London's iconic landmarks.
- 1.7 In 2017 the Team London Ambassador Programme won the Tourism Society Award. The Tourism Society award recognises organisations that make an outstanding contribution to the development and success of the tourism industry in the United Kingdom. The Team London Ambassador programme won this award in recognition of our achievements in building a successful volunteering legacy from hosting the 2012 Games.
- 1.8 The Team London Ambassador programme now forms a key part of the future of London's tourism, as laid out in 'A Tourism Vision for London', which has been developed by London & Partners to support and encourage tourism for the capital until 2025. The vision is formed of four key strands: Pre-visit Promotion, Visitor Experience and Information, Infrastructure and Amenities, and

Developing the Infrastructure for Business Visits and Events. The Team London Ambassador programme is part of the Visitor Experience and Information element of the vision, helping to connect more Londoners with visitors and encouraging visitors and tourists to see more of London.

- 1.9 In light of recent incidents in London, Team London will look to potentially develop a new volunteering initiative that will give Londoners the opportunity to support the city during large scale emergencies using their skills and willingness to help and support others in times of need.

2. Objectives and expected outcomes

Objectives

- 2.1 We will support 'A Tourism Vision for London' by executing a volunteer recruitment strategy in 2018 that encourages new volunteers to join the programme, including focussing on the following groups:

- Young people between the ages of 18 – 24
- Disabled volunteers
- Volunteers with language skills specifically Chinese, French, Spanish, Italian and German, in line with the projected growth of tourists that speak these languages

Each year the criteria will be evaluated on the programmes needs and refined for the forthcoming year. Recruitment of new volunteers will take place each year with the aim to bring up to 100 new people onto the programme.

- 2.2 The Team London Ambassador Programme will continue to undertake new programmes which benefit Londoners and visitors alike, such as:

- Working with TfL to ensure that all major transport hubs have a volunteer presence to welcome visitors to London
- Developing specific programmes for London's airports and tailoring information packs and advice on London for those who are just arriving and may speak limited English
- Working with London & Partners to explore digital volunteering opportunities, for example using technology to connect Londoners with tourists who require support and advice. This will ensure a wider reach across London can be achieved in line with 'A Tourism Vision for London'

- 2.3 The Team London Ambassador programme must manage the recruitment, training and shift patterns of volunteers, supply uniforms, pay expenses, and equip them to help tourists. In addition, we recognise the important role that the volunteers play in ensuring 'London Is Open' and reward the volunteers where appropriate.

- 2.4 The current Team London Ambassador tools and equipment were originally sourced in 2012 for the Olympics and Paralympics. This equipment has not been renewed and, for the reasons outlined in more detail below, is now dated and no longer fit for purpose. For some items, contracts are ending. With the help of TfL we will conduct a procurement exercise for the items listed in later paragraphs. We will review the market offerings and procure contracts which offer new options, better value for money, better quality, and longevity for the programme. We have estimated these costs based on a combination of last year's costings and initial market research for new items and broken them into two sections programme delivery and programme management as set out in paras 2.7-2.8.

- 2.5 It is our intention to seek corporate sponsorship for the 2018/19, 2019/20 and 2020/21 programme delivery. This may consist of different consecutive one-year sponsors, one three-year sponsor, or a sponsor who would sponsor one particular area of delivery. This corporate sponsorship would enable Team London to run an enhanced/extended programme, for example utilising a higher

number of volunteers and servicing additional locations. Should a sponsor be engaged, a further decision will be submitted requesting approval for the income and additional programme expenditure.

- 2.6 For items which do not need to be purchased annually we will enter into contracts of longer than a year, should it be deemed fiscally advantageous. This will save money, time and resource because the procurement process will not need to be repeated at the end of every Ambassador season.

Outcomes

- Our overall outcome would be to engage more Londoners in giving back their time to support their city. This will ensure that #LondonIsOpen for all and the volunteer programme is representative of the communities in London.
- Having a visual presence in some of London's top tourist locations helps to support the local stakeholders in reducing petty crime in the area with regards to pick pockets, and ticket touts.
- By retendering our delivery items, we are establishing a consistent brand across the city which is better value for money and more sustainable and will ensure that the programme has longevity.
- By engaging with a wider range of events this will help build the skills set of our volunteers making them more resilient to new volunteering environments.
- By encouraging young people, disabled volunteers and volunteers with alternative language skills we are making the programme more inclusive and open to all.
- Team London's reputation within the major event sector is growing and we hope to encourage every event that comes to London to have some form of volunteering activity that will give back and engage the local community.

Programme delivery

- 2.7 Programme delivery costs relate to the equipment required to run the Team London Ambassador Major Events programmes. The estimated expenditure of the programme delivery equipment is £135,000 in 2017/18 (as approved by MD2124), £103,000 in 2018/19, £140,000 in 2019/20 and £140,000 in 2020/21.

2.7.1 A volunteer portal:

To deliver the Team London Ambassador Programme and the Major Events Programme all operations are managed centrally through a volunteer portal. This allows us to manage applications, volunteer interviews and training, and volunteers to manage their own time during deployment. It also manages feedback and statistics ensuring accuracy with related reporting, allowing us to see areas we must review and change. The contract with the provider that the programme used for this season has expired and we must now seek a new provider.

2.7.2 New uniforms:

Team London Ambassadors' Uniforms have been in use since 2013, some items since the 2012 London Games. The kit is outdated and it would benefit the programme if they were replaced to include current branding. Equipping the Team London Ambassadors with new items will provide consistency and ensure the look across London locations is engaging and visible for visitors and tourists. It is also an opportunity to include and spread the message of #LondonIsOpen across the city.

2.7.3 Expenses and Expense Cards:

In 2018, we will offer £6 towards subsistence (based on the price of a drink and a snack in tourist locations where options are limited to high priced chains) and up to £12.30 for travel in zones 1-6 per shift per volunteer. This pre-paid card system gives volunteers the flexibility to purchase their travel tickets and subsistence in a place that is most convenient to them. Using pre-paid cards instead of the GLA expenses claim forms saves time for both Team London and the GLA Finance Team. It also makes our expenses process more inclusive, as not all volunteers are computer literate or can manage expense form submission process. It also encourages those with more difficult financial/ employment situations to participate as they do not have to pay in advance.

2.7.4 New pods and associated storage costs:

A pod is used to centralise the volunteers and to draw attention to visitors and tourists with its information sign on the top. In 2018, we will use nine locations with the view to grow in future years, our current locations are Trafalgar Square, Piccadilly Circus, Parliament Square, Tower of London, Exhibition Road, More London, St James's Park, King's Cross and Gatwick airport. The pods are currently wooden structures and have deteriorated and can no longer be reskinned and branded. We must source better, sustainable, flexible structures, that can be moved between locations events, should there be a need. These pods promote the Mayor's new initiatives across London hotspots, are extremely visual and encourage visitors to approach volunteers for further information.

2.7.5 Replacement technology:

Each pod is stocked with one laptop, two tablets, a phone and a mi-fi device to access remote wi-fi.

This enables the volunteers to answer a variety of requests from visitors. It also allows GLA staff to maintain contact with volunteer teams and manage any changes needed quickly and efficiently. Current technology was purchased in 2012 and does not have the speed or level of connectivity that the volunteers need to respond to queries in a timely manner. As locations are now supported by higher wi-fi connectivity there are superior products on the market which will allow the Ambassadors to fulfil their roles more efficiently.

2.7.6 Continued reward and recognition:

Every year we host a thank you event in City Hall for the Team London Ambassadors to celebrate in their achievements. We also provide small mementos such as pin badges which the volunteers really value. We are reviewing our incentivisation scheme to ensure it is aligned with the wider Team London programme. Sixty-five per cent of the volunteers on the 2017 Visitor Welcome programme joined Team London in 2012 and the reward and recognition demonstrates the gratitude that the volunteers deserve, and fosters a positive and team driven environment that keeps the volunteers returning.

2.7.7 Design and production of new maps:

Team London Ambassadors use maps to engage the public in conversation. They usually include Transport for London maps alongside street maps of London to enable visitors and tourists to best navigate the city with the volunteers support and knowledge. These maps have previously been sponsored by both MasterCard and Amex and offer a great opportunity for us to seek commercial sponsorship for the programme as they are customer facing items.

Programme management

- 2.8 Programme management costs cover the staffing for the programme and also the planning costs that are incurred whilst developing and delivering the recruitment, selection and training of volunteers. The estimated expenditure of the programme management is £20,000 in 17/18 (as approved by MD2124) and then £47,000 in 18/19, £60,000 in 19/20 and £60,000 in 20/21.

2.8.1 Volunteer selection, training and delivery costs:

We complete an interview process to determine if volunteers are suitable to participate. We host compulsory training that focusses on the role and the services volunteers provide, the practicalities of their volunteering and customer service. We additionally provide health and safety and awareness training. We produce training documentation for our volunteers which they refer to during deployment. Our stakeholders play a key role in the deployment phase of the project by supporting the volunteers on the ground with queries, storing our pods and resources overnight and providing a secure place to recharge our technology.

2.8.2 Staffing costs:

The Team London Ambassador and Major Events Programme has previously been supported by a delivery partner. However, we have learnt from the past three years of delivery that it is more cost effective to manage the delivery of the programme in house and we are therefore recruiting a Project Support officer. This officer will be the main point of contact for the volunteers and will develop and deliver the volunteer recruitment, training and deployment alongside the Volunteer Manager. This post will replace the Major Event Administrator so there will be no increase to Team London's headcount.

2.8.3 We estimate the total costs for both Programme Delivery and Programme Management for the next three years to be:

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|----------------------|----------------|----------------|----------------|----------------|
| Programme Delivery | 135,000 | 103,000 | 140,000 | 140,000 |
| Programme Management | 20,000 | 47,000 | 60,000 | 60,000 |
| Total | 155,000 | 150,000 | 200,000 | 200,000 |

3. Equality comments

- 3.1 Equal Opportunities are enshrined within Team London's programmes. Team London volunteering projects aim to ensure that all Londoners can access volunteering opportunities. The programmes eliminate discrimination, harassment and victimisation, and indeed by doing so support other Londoners equally throughout the city.
- 3.2 The Team London Ambassador programme is open to all that apply, regardless of race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment. The programme is fully inclusive with regards to its selection process, training and deployment ensuring those who require additional support are supported throughout.
- 3.3 Our work also embraces London's diversity by connecting Londoners from a variety of demographical and geographical backgrounds together in support of common causes and events.
- 3.4 We actively advance equality of opportunity between persons who share a relevant protected characteristic, for example Team London has targeted itself with growing the numbers of volunteers aged 59+ in the capital. This particular programme has long been popular with retirees and will continue to target all age groups.
- 3.5 By executing a volunteer recruitment strategy in 2018 which encourages volunteers with language skills (specifically Chinese, French, Spanish, Italian and German) to join the programme, we will be able to offer assistance to both Londoners and visitors with whom we have previously been unable to communicate, fostering good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 3.6 Team London will complete a recruitment plan to actively target younger volunteers aged 18 – 24 into the programme along with those volunteers with a disability supporting them to engage with the city and gain new skills.
- 3.7 Team London encourages those with more difficult financial/ employment situations to participate with the Ambassadors programme by providing expense cards which can be used to pay for travel and subsistence during shifts instead of volunteers using their own money and claiming back money, at a later date.
- 3.8 We will work with major events that support deprived areas of London, such as The Big Half which will take place in the boroughs of Greenwich, Lewisham, Tower Hamlets and Southwark. We will support volunteer centres to recruit volunteers from the local area, which will create a new pool of active citizens and give some volunteers valuable experience to develop their life skills to use when starting a path towards employment, education or training.

4. Other considerations

- 4.1 Risks to the programme could include:

| | Risk description | Mitigation / risk response | Probability | Impact | RAG Rating |
|---|--|--|-------------|--------|------------|
| 1 | Inability to recruit enough volunteers to support all locations | Over the past five years we have had 65% retention rate of volunteers and for London 2017 attracted over 15,000 volunteers. | 1 | 1 | G |
| 2 | Experiencing a high volume of volunteer attrition so that some of the locations could not be delivered | Our attendance rate has remained at 98% for the past five years. This is not anticipated to change. | 1 | 1 | G |
| 3 | Not being able to source the expected items to deliver the project | All of the products that we use are available on the market so we should not struggle to find suppliers for our needs. | 1 | 3 | A |
| 4 | The contracted suppliers are unable to deliver the resources to time or to budget | Clear timelines will be given in the contracts for delivery. Unless a supplier breaks a contract and another one needs to be sought at short notice this should not be an issue. | 1 | 3 | A |
| 5 | The contracted suppliers make products that are not fit for purpose and cannot be used | Clear specifications will be given to supplier in order to deliver what the programme requires. | 1 | 2 | G |
| 6 | Planning permission for the pods could be rejected due to new design | As they have been accepted for the past five years, this is unlikely although redesigning new pods could pose a risk. | 1 | 2 | G |

5. Financial comments

- 5.1 Approval is being sought for expenditure of up to £705,000 towards planning, delivery and management of the Team London Ambassador Programme, with costs to be incurred over 4 financial years in 2017-18 (£155k), 2018-19 (£150k), 2019-20 (£200k) and 2020-21 (£200k).
- 5.2 The 2017-18 costs will be funded from income received against the Events Programme, with the balance to be funded from the Visitor Welcome Programme budget, as approved by MD2124.
- 5.3 Future years' budgets are indicative and subject to the GLA's annual budget setting process.

6. Legal comments

- 6.1 Under section 30 of the Greater London Authority Act 1999 (the "Act"), the Mayor, acting on behalf of the GLA, is entitled to do anything that he considers will further the promotion, within Greater London, of economic development and wealth creation, social development and improvement of the environment. It appears that the above proposals fall within the section 30 powers.
- 6.2 This report indicates that the decisions requested of the Mayor may be viewed as falling within the GLA's powers to do anything which is facilitative of or conducive or incidental to the GLA's exercise of its power under Section 30 of the Act to promote economic development, social development and improvement of the environment within Greater London.
- 6.3 In taking the decisions requested of him, the Mayor must have due regard to the Public Sector Equality Duty under section 149 of the Equality Act 2010; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it, and foster good relations between persons who share a relevant protected characteristic and persons who do not share it. To this end, the Mayor should have particular regard to section 3 (above) of this report.
- 6.4 Any procurement required and authorised should be undertaken in accordance with the GLA's Contracts and Funding Code and in consultation with Transport for London's procurement team, who will determine the procurement strategy.
- 6.5 Officers must ensure that appropriate contract documentation is put in place and executed by the successful bidder(s) and the GLA before the commencement of services.
- 6.6 Officers have indicated an intention to seek sponsorship for certain aspects of the programme. The GLA may seek sponsorship in accordance with its relevant policies and proper conduct as a public body. Officers must ensure that an appropriate funding agreement is put in place between and executed by the GLA and the Mayor's Fund for London before any reliance is placed on such funding.

7. Planned delivery approach and next steps

| Activity | Timeline |
|--|-----------------|
| Engage Project Support officer | Nov-2017 |
| Procurement of external suppliers | Nov – Feb 2018 |
| Launch of Recruitment 2018 | Feb-2018 |
| Training 2018 | Jun-2018 |
| Deployment 2018 | July – Aug 2018 |
| Volunteer and Stakeholder feedback and evaluation 2018 | Sept – Oct 2018 |
| Review of external suppliers and contracts | Nov – Dec 2018 |
| Launch of Recruitment 2019 | Feb-2019 |
| Training for 2019 | Jun-2019 |
| Deployment 2019 | July – Aug 2019 |
| Volunteer and Stakeholder feedback and evaluation 2019 | Sept – Oct 2019 |
| Review of external suppliers and contracts | Nov – Dec 2019 |
| Launch of Recruitment 2020 | Feb-2020 |
| Training for 2020 | Jun-2020 |
| Deployment 2020 | July – Aug 2020 |
| Volunteer and Stakeholder feedback and evaluation 2020 | Sept – Oct 2020 |
| Project review and extend/ close | Nov – Dec 2020 |

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) 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 approval or on the defer date.

Part 1 Deferral:

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

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be 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:

Sophie Scowen has drafted this report in accordance with GLA procedures and confirms the following:

✓

Sponsoring Director:

Laura Brown has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

Matthew Ryder has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Corporate Investment Board

This decision was agreed by the Corporate Investment Board on 20 November 2017

EXECUTIVE DIRECTOR, RESOURCES:

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

Signature

M. D. Allen

Date

20.11.17

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature

D. Bellamy

Date

20/11/2017