

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD2859

Title: Workforce Integration Network Programme Budget

Executive summary:

This decision form seeks approval for expenditure of £799,000 in 2021-22 and £600,000 in 2022-23 to deliver the workstreams of the Workforce Integration Network (WIN).

Approval is also sought to receive £200,000 of grant funding from the Careers & Enterprise Company (CEC) across 2021-22 and 2022-23 to deliver pilots on effective transitions from school to further education for young Black men in alternative education provision (included in the total expenditure above).

Decision:

That the Mayor approves:

1. in 2021-22:
 - a. the receipt of £80,000 of grant funding from the CEC
 - b. expenditure of £799,000 on the WIN, comprising:
 - i. programme expenditure of £719,000 to deliver WIN workstreams (as outlined in table 1)
 - ii. expenditure of £80,000 to deliver a transitions pilot for young Black men in at least five pupil referral units across London (as outlined in table 4)
2. in 2022-23:
 - a. the receipt of £120,000 of grant funding from the CEC
 - b. expenditure of £600,000 in 2022-23 comprising:
 - i. £480,000 in 2022-23 for WIN programme activity within the Mayor's Academies Programme (as outlined in tables 2 and 3)
 - ii. expenditure of £120,000 to deliver a transitions pilot for young Black men in at least five pupil referral units across London (as outlined in table 4).

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:

31/8/21

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

Decision required – supporting report

1. Introduction and background

- 1.1. This decision form seeks approval for a total expenditure of £799,000 in 2021-22 (pursuant to the delegations made by the Mayor under cover of MD2363, MD2680 and DD2285) and total expenditure of £600,000 in 2022-23 (pursuant to the delegations made by the Mayor under cover of MD2846) on a programme of delivery for the WIN.
- 1.2. This decision form also seeks approval for the receipt and expenditure of £200,000 (£80,000 in 2021-22 and £120,000 in 2022-23) of grant funding (included in the total expenditure above) from the CEC to deliver a pilot exploring effective transitions from school to further education for young Black men in at least five pupil referral units across London.
- 1.3. The WIN programme launched in 2018 with the aim of supporting under-represented groups into quality employment by helping employers across London improve their policies and practices. Two major drivers of inequality in London are the disproportionate levels of unemployment, and barriers to access and progression in good work, as experienced by some groups of Londoners. A critical part of rebuilding London's economy in the aftermath of COVID-19 is tackling these deep-seated inequalities.
- 1.4. The London Recovery Board's programme, in response to the impact of COVID-19, aims to restore confidence in the city, minimise the impact on communities, and build back better the city's economy and society. The Helping Londoners into Good Work Mission includes four main strands of activity to support Londoners into good jobs, with a focus on sectors key to London's recovery. These strands are:
 - supporting Londoners hardest hit by the pandemic (including young people, newly unemployed people, people with caring responsibilities, and people at risk of redundancy) into good work, while ensuring that Londoners with the most complex needs are not left behind
 - coordinating skills, careers and employment support so there is a 'no-wrong-door approach' for Londoners; and ensuring that employment and enterprise provide a secure route out of poverty
 - establishing sector-specific London 'academies' to support Londoners to gain relevant skills and move into good work in the digital, health, social care, hospitality, green economy and creative and cultural industries
 - close working with employers and job-creation initiatives, such as green recovery, to promote good work.
- 1.5. To this aim, over this and the next financial year, the WIN will expand to help counter the negative impact of the pandemic on Black, Asian, minority ethnic (BAME) and other under-represented groups. This includes working with employers in new sectors, piloting programmes in schools and providing resources for employers across London.
- 1.6. As we approach the end of the government's furlough scheme, a spike in unemployment rates across London is likely, hitting communities already experiencing higher unemployment rates. This challenging context requires increased efforts to ensure that employers are protecting workers where possible and that young Black men are not disproportionately disadvantaged by long-term unemployment.
- 1.7. Through our direct work with businesses, it is evident that employers need continued support in reaching young Black men, and that many want to take part in employability initiatives to better reach demographics with which they are currently not engaging.

2. Objectives and expected outcome

2.1. In 2021-22 and 2022-23 the programme will deliver across four work strands:

- Design Labs – intensive work with employers to test solutions to address some of the key diversity and inclusion challenges faced by the relevant sector
- resources and evaluation – toolkits, data guides and research
- effective transitions – focus on transitions from school to further education for young Black men in pupil referral units
- employability and young people – school engagement, employability-related activities, jobs fairs, events and resources.

Table 1: Breakdown of the WIN programme workstreams

Programme workstreams	2021-22 expenditure	2022-23 expenditure	Total
Design Labs	£166,000	£300,000	£466,000
Research and resources	£330,000	£180,000	£510,000
Effective Transitions Fund	£80,000	£120,000	£200,000
Employability	£223,000	N/A	£223,000
Total	£799,000	£600,000	

WIN Design Labs – £466,000

- 2.2. Launched in January 2021, the WIN Design Labs are a space for up to 10 employers to come together with a commissioned partner in order to explore the causes of under-representation in their workforces; and to design and test approaches to tackling them within their own workforce as well as their sectors at large (delivered under the approval of ADD2463).
- 2.3. Within the budget envelope referenced in 1.1, this decision seeks approval for expenditure of £160,000 for the continuation of two existing cohorts of the WIN Design Labs (20 businesses in the construction and infrastructure sector) and the delivery of an additional Design Lab in the digital technology sector supporting a further 10 businesses.
- 2.4. We will also establish, and provide ongoing support for, a network for the first two Design Lab cohorts so businesses can continue to support and learn from each other following the 12-month programme.
- 2.5. In 2022-23, we are seeking approval for £300,000 expenditure to deliver more in-depth support to large and influential employers engaging with the Mayor's Academies Programme (outlined in MD2846) through the WIN Design Labs workstream across the key sectors identified. The WIN will deliver up to three Design Labs for the Mayor's Academies Programme, with up to 10 businesses per Lab.
- 2.6. The WIN will work with the GLA Skills & Employment Unit to determine the sectors that would most benefit from a Design Lab. This will be informed by the progress made in the first year of delivery of the Academy hubs.

2.7. The desired outcomes of the programme are:

- construction, infrastructure and technology sectors recruit more young Black men and other under-represented groups following participation in the Design Lab programme, and call on the rest of their sector to make changes to increase diversity
- WIN resources are used by the wider construction, infrastructure and technology sectors to build diverse and inclusive workforces with a particular focus on young Black men
- Participating companies develop strategies to ensure young Black men and other under-represented groups can benefit from as many employment opportunities as possible, increasing equality within the labour market
- employers make best use of the skills of their current and future workforce to support the sustainability and growth of London's economy
- more Londoners from under-represented groups are supported into work through the Mayor's Academies Programme.

Table 2: Proposed budget breakdown and activities for the WIN Design Labs

Work stream	Scope of activities	2021-22 budget	2022-23 budget
Construction Design Lab cohort 1	11 businesses currently engaged in the Design Lab supported to complete the programme	£30,000	N/A
Construction Design Lab cohort 2	Nine businesses signed up to the Design Lab supported to complete the programme	£50,000	N/A
Tech Design Lab cohort 1	10 businesses signing up to the Design Lab programme delivered by a commissioned provider	£80,000	N/A
Mayor's Academies Programme Design Labs	Three Design Lab cohorts of up to 10 large employers across sectors identified following completion of research	N/A	£300,000
Business network/ community of practice	Setting up a network for businesses that have completed the Design Lab programme to report to GLA and share learning	£6,000	N/A
Total		£166,000	£300,000

Research and resources - £510,000

- 2.8. In 2021-22, the WIN will focus on dissemination of existing resources developed through the WIN programme (such as the Inclusive Employer Toolkit) and support to businesses to use these appropriately to tackle underrepresentation in their workforces. New resources will also be developed and research undertaken based on emerging areas of importance for businesses, such as procurement and supply-chain diversity.
- 2.9. In 2021-22 the WIN team will commission additional research to understand the make-up of the different priority sectors represented in the Mayor's Academies Programme; the barriers to engagement and employment with these sectors; and sector-specific challenges for under-represented groups in each priority sector. We expect to use this information to determine specific

actions that should be taken to address under-representation in each sector. We will build on the findings of this research to produce toolkits for each sector, which will be used by the Academy hubs.¹

2.10. Objectives for this work include:

- more Londoners from under-represented groups are supported into work through the Mayor's Academies Programme
- the Mayor's Academies Programme is effectively focused on addressing under-representation in the workforce and widening the pool of those who can access training, jobs and employment support within industries with the biggest growth potential
- sector-specific insights on support required to help under-represented groups into employment are used by the hubs and others to support Londoners into work
- the scope and reach of the WIN is widened to address structural barriers that prevent under-represented groups from accessing high-quality work opportunities across the priority sectors
- employers are equipped with the necessary tools to address the structural barriers that lead to under-representation
- best practice on increasing diversity within the workforce is showcased and shared throughout industries.

Table 3: Proposed budget breakdown and activities for research and resources

Work stream		Scope of activities	2021-22 budget	2022-23 budget
WIN core research	Toolkit and workforce data guide dissemination	Commission a delivery partner to offer practical workshops for employers.	£120,000	£100,000 ²
	Toolkit case studies	Commission a delivery partner to develop a case study report on the implementation of actions in the toolkit. Host a roundtable event for the launch of the report.		N/A
	Supply chain resource	Commission a delivery partner to develop a resource for employers.		N/A
Academies sector research		Commission research to inform the development and activities of the Skills Academies and wider WIN businesses	£50,000	£80,000
Skills academies sector toolkit (x4)		Commission four sector-specific toolkits designed for the hubs to support under-represented groups into work	£160,000	
Total			£330,000	£180,000

¹ The academies programme will fund up to 25 'hubs', each comprising partnerships between key organisations in each sector – including employers, training providers and job brokerages. They will address gaps, build links and set up new initiatives in whatever way works to get Londoners into good jobs in the sector.

² Commissioned support for hubs and businesses to implement the toolkit (including workshops, 1:1 sessions, etc) and the cost of establishing a community of practice for the Design Lab programme.

Effective Transitions Fund - £200,000

- 2.11. The WIN and London Enterprise Adviser Network (LEAN) teams have successfully applied to the CEC's Effective Transitions Fund, which is designed to deliver targeted support and build the evidence on effective careers education for disadvantaged young people.
- 2.12. The proposed GLA programme will support young Black men in alternative provision institutions (APs) to improve their outcomes through a peer-to-peer network programme. The programme will create a network of young Black men in alternative education provision and connect them with others who have already successfully transitioned to further education, as well as those who have progressed into full-time employment or training. This aims to increase participants' exposure to a variety of careers and education pathways, provide access to relatable role models, establish a network of peers, and develop participants' network-building capabilities.
- 2.13. The LEAN team will use findings from the pilot to support schools and APs across London develop better support for young Black men transitioning from secondary to tertiary education. Throughout the pilot the GLA will convene leaders in careers education from London's APs and employers engaged in the Mayor's Academies Programme to share key findings, so that effective practice can be discussed, embedded and replicated in other institutions.
- 2.14. The objectives are:
- to deliver targeted transition support to enable disadvantaged young people in Key Stage 4 to achieve sustained engagement in high-quality post-16 destinations
 - to build the evidence base of effective interventions for the target group by understanding the impact of long-term targeted support on achieving high-quality sustainable destinations.
- 2.15. The desired outcomes are:
- successful transition to high-quality post-16 destinations for participants, defined as transitioning to education, employment or training
 - sustained engagement of young people with their chosen path, defined as remaining in their post-16 destinations after six months
 - increased quality of the post-16 destination, defined as attaining a higher level of post-16 destination – or a position with greater progression prospects – than they would otherwise have done
 - the post-16 destination matches an individual's capability and aspiration.

Table 4: Proposed budget breakdown and activities for the effective transitions fund

Work stream	Scope of activities	2021-22 budget	2022-23 budget
WIN Effective Transitions Pilots	Commission a delivery partner to develop, test and deliver pilots across London APs over two years	£80,000	£120,000
Total		£80,000	£120,000

Employability – £223,000

- 2.16. Increasing levels of unemployment through the COVID-19 pandemic have disproportionately affected young people and those from BAME backgrounds. There is an urgent need for effective interventions to support the employability of young people, and to support them into employment opportunities in sectors with strong career prospects.

- 2.17. The construction sector is starting to show strong of recovery from the initial impact of the pandemic. Announcements such as the government's commitment to boost infrastructure projects to aid the UK's recovery bode well for the future of the sector. The WIN will deliver a suite of support interventions to create employment opportunities for young Black men, and other young Londoners from BAME backgrounds who are under-represented in the sector. This will include school engagement, employability-related activities, jobs fairs, events and resources for this cohort.
- 2.18. The WIN has been delivering employability support since 2019-20, and 2021-22 will be the final year of funding for this activity. Findings will then be incorporated into the employability support delivered through the Mayor's Academies Programme.
- 2.19. The outcomes are:
- improved knowledge and appeal of the construction sector for young Black men and other under-represented groups
 - young Black men and other under-represented groups increase their networks and access to businesses in London's construction and infrastructure sectors
 - the employability/soft skills and confidence of the participants is enhanced to effectively aid them to progress into roles within the construction sector
 - up to 50 businesses are engaged through the programme's activities and events with a view to influencing their recruitment practices to be more inclusive.

Table 5: Proposed activities for 2021-22

Work stream	Scope of activities
School engagement	Working with the GLA LEAN team to identify bespoke support interventions for young Black men and other under-represented groups
Employability-related activities	Construction-focused employability programmes for young Black men and other under-represented groups
Events and business-led activities	Including business-led recruitment drives, jobs fairs, and industry introduction sessions with businesses
Resources for young people	Resources including newsletters and video guides
Total budget	£223,000

Staffing

- 2.20. Staffing for 2021-22 was previously approved through the GLA's budget setting process and is set out in MD2795. Staffing for 2022-23 has been approved under MD2846 as part of the Mayoral Academies Programme.

3. Equality comments

- 3.1. Under section 149 of the Equality Act 2010, as a public authority, the GLA must have 'due regard' of the Public Sector Equality Duty, that is the need to:
- eliminate unlawful discrimination, harassment and victimisation
 - advance equality of opportunity

- foster good relations between people who have a protected characteristic and those who do not.

- 3.2. Equality, integration, inclusion and fostering good relations in the workplace are the drivers behind the WIN programme. With the WIN's focus on young Black men, it is also specifically designed to tackle disadvantage, discrimination and structural racism as a barrier to accessing and progressing in good work.
- 3.3. The decision requested builds on the initial work of the WIN to address under-representation in London's workforce. It will also contribute to the Mayor's equality objective to work with others so that "as many Londoners as possible can participate in, and benefit from employment opportunities in London" (Objective 19, Inclusive London). This objective is underpinned by evidence that young Black men are under-represented in London's construction, infrastructure and digital technology workforces.

4. Other considerations

Key risks and issues

- 4.1. Risks are managed on a programmatic basis. At the time of writing, the major risks for this project concern: the ongoing restrictions relating to COVID-19, which may affect in-person delivery, training and support; and economic uncertainty within different sectors, which may have an impact on employment opportunities. This can be mitigated through highlighting the risk and requirement to outline plans for virtual delivery as part of procurement process.

Risk	Current probability	Current Impact	RAG	Mitigation
Economic uncertainty leads to reduction in job opportunities	2	2	G	Working with the Mayor's Academies Programme, the priority sectors have been chosen because of factors including their growth potential. Through the WIN programme we speak to employers about the value of diverse workforces to their businesses.
Not enough businesses sign up for the tech design lab programme	2	3	A	Build in regular milestones to check progress with early flagging system for arising issue/challenges.
GLA capacity is limited to manage the programmes	2	3	A	The team has a clearly defined workplan and contingency should capacity fall.
Organisations commissioned and funded to carry out work fail to deliver to expected quality or to time	2	2	G	Set clear and specific parameters for delivery; build in regular milestones to check progress; establish governance to oversee new programmes.
Projects require long-term intervention limiting the effectiveness of short-term project funding	3	3	A	Make intentions for extension on grants/contracts clear, subject to securing further funding for this work in 2022-23; focus funding in areas that support wider infrastructure with a focus on sustainability beyond the initial funding.

Conflicts of interest

- 4.2. There are no conflicts of interest to note for any of the officers involved in the drafting or clearance of this decision form.

Links to Mayoral strategies

- 4.3. This work directly links to the Mayor's strategy for social integration, which aims in part to address labour market inequalities that limit social integration.
- 4.4. The Design Lab programme and work with businesses support the Mayor's social integration strategy and his equality, diversity and inclusion strategy, particularly Objective 19 which commits to working with others to ensure as many Londoners can benefit from employment opportunities as possible.
- 4.5. It links to the Skills for Londoners strategy, in particular Objective 2 which commits to 'increase targeted support to the most disadvantaged groups, so they are better equipped to access education and work'; and Objective 4 which commits to 'promote productivity by supporting employers to develop and make the best use of the skills of their current and future workforce'.
- 4.6. Further, it supports London's Economic Development Strategy which outlines the Mayor's plan to create a fairer, more inclusive economy where Londoners are paid and treated fairly by employers.
- 4.7. The WIN programme in 2021-22 and 2022-23 will support the Mayor's commitment to help Londoners hardest hit by the pandemic into good work in sectors key to London's recovery and long-term economic growth. Specifically, the programme will contribute to the Helping Londoners into Good Work mission, within the London Recovery Programme, by countering the negative impact of the pandemic on BAME and other under-represented groups, working with employers in new sectors, piloting programmes in schools and providing resources for employers across London.

5. Financial comments

- 5.1. Approval is being sought for expenditure of £1.399m for the WIN programme over two financial years (2021-22 and 2022-23).
- 5.2. Approval is also being sought for income receipt of £0.200m (£0.080m in 2021-22 and £0.120m in 2022-23) from the Careers & Enterprise Company to deliver the Effective transitions pilot.
- 5.3. The expenditure is detailed in the below table:

Workstreams	Approval for expenditure in 2021-22	Approval for expenditure in 2022-23
Design Labs	£166,000	£300,000
Research & Toolkit dissemination	£330,000	£180,000
Effective Transitions (funded via CEC Income)	£80,000	£120,000
Employability	£223,000	
Total	£ 799,000	£600,000

- 5.4. Of the 2021-22 expenditure of £0.799; £0.286m will be funded from the CSP Team's WIN programme budget; £0.210m will be funded from the Skills Academies mission budget; £0.223m will be funded from the Mayor's Construction Academy budget; the remaining £0.080m will be funded via the income receipts from the Careers & Enterprise Company.
- 5.5. The 2022-23 expenditure of £0.600m, £0.480m will be funded by the Skills Academies mission budget and the remaining £0.120m will be funded via the income receipts from the Careers & Enterprise Company.
- 5.6. The workstreams being approved within this decision all sit within the Helping Londoners into Good Work mission.

6. Legal comments

- 6.1. The foregoing sections of this report indicate that the decisions requested of the Mayor concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the promotion of economic development and wealth creation in Greater London, and in formulating the proposals in respect of which a decision is sought, officers have complied with the GLA's related statutory duties to:
- pay due regard to the principle that there should be equality of opportunity for all people
 - consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom
 - consult with appropriate bodies.
- 6.2. In taking the decisions requested, the Mayor must have due regard to the Public Sector Equality Duty – namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic (race, disability, sex, age, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment) and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to section 3 of this report.
- 6.3. Should the Mayor be minded to make the decisions sought, officers must ensure that:
- 6.3.1. no reliance is placed upon, and no commitments are made to, third parties in reliance of the:
- Careers & Enterprise Company funding until and unless they are under a legally binding obligation to provide such funding; or
- 6.3.2. to the extent that proposed expenditure concerns the:
- award of grant funding, such funding is awarded on a fair and transparent basis in accordance with the GLA's Contracts and Funding Code, and appropriate funding agreements are entered into and executed by the GLA and counterparties before commencement of the same; and
 - purchase of works, services or supplies, those works, services or supplies must be procured by Transport for London procurement in accordance with the GLA's Contracts and Funding Code, and appropriate contracts are entered into and executed by the GLA and counterparties before commencement of the same.

7. Planned delivery approach and next steps

Programme Timetable – Key Milestones

Key Milestones	2021/22	2022/23
WIN Design Labs – Tech Sector		
Procurement of contract	September 2021	
Announcement/launch	October 2021	
Delivery start date	September 2021	
Final evaluation submission	September 2022	
Delivery end date and project closure	September 2022	
WIN Design Labs – Academies		
Procurement of contract		April 2022
Announcement/launch		July 2022
Start delivery date		July 2022
Project end		July 2023
Research		
Academies Toolkit commission	October 2021	
Toolkit publication	January 2022	
Supply chains – commission	October 2021	
Supply chains – publication	February 2022	
Toolkit case studies – commission	October 2021	
Toolkit case studies – publication of report	March 2022	
Effective Transitions		
Commission a deliver partner	August 2021	
Project commence date	January 2022	
Interim findings		January 2023
Project closure		January 2024
Dissemination of findings		Jan 2024
Employability		
Events	Year-round	
Resources for young people – commission supplier	November 2021	
Resources for young people – publish	March 2022	
Employability programme – commission	October 2021	
Employability programme – programme completion		January 2023
Business led activity	Year-round	

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

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

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under the 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:

Phyllis Abebreseh has drafted this report in accordance with GLA procedures and confirms the following:

Sponsoring Director:

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

Mayoral Adviser:

Dr Debbie Weekes-Bernard 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 9 August 2021.

EXECUTIVE DIRECTOR, RESOURCES:

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

Signature

D. Gane

Date

26 August 2021

CHIEF OF STAFF:

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

Signature

D. Bellamy

Date

26 August 2021