

DIRECTOR DECISION – DD 164

Title: Future of London Leaders – Emerging Talent Placement

Executive summary

Future of London (FoL) are the capital's independent network for regeneration, housing, infrastructure and economic development practitioners, with 5,000+ professionals using FoL as a hub for sector intelligence, connection and professional development, and a mandate to prepare the next wave of cross-sector city leaders.

The FoL Emerging Talent Programme (ETP) is an inclusive, cross-sector programme aimed at a core audience of ethnic minority entrants to professional/managerial roles in the built environment sector. The programme is focused on developing a diverse talent pool of the future for the housing and regeneration sector in London.

This decision seeks approval for OPDC to host a FoL Emerging Talent placement for a period of nine months.

Decision

The Director approves:

- i. Expenditure of £28,880 to host a Future of London Emerging Talent placement for a nine-month period.

Authorising Director

I do not have any disclosable interest in the proposed Decision. It is consistent with OPDC's priorities and has my approval.

Signature:



Date: 23 November 2022

PART 1: NON-CONFIDENTIAL FACTS AND ADVICE

1. Background and context

- 1.1 The Future of London Emerging Talent Programme (ETP) aims to address the lack of ethnic diversity of professionals and managers working in London's Built Environment sector.
- 1.2 This is led by a programme manager with over 18 years of experience of managing all aspects of award-winning early careers programmes. The first cohort started on the programme on 31 January 2022.
- 1.3 The programme is targeted at those from ethnic minority backgrounds at the start of their career (recent graduates or equivalent) who have strong interpersonal skills and high levels of self-drive and motivation. The recruits experience a diverse set of employment experiences that give them insight into professional career paths and enable them to develop a solid body of demonstrating effective workplace skills and behaviours.
- 1.4 The goal is that each candidate secures a permanent position in a role that fits their preferences and abilities and is a platform into a successful career within housing, regeneration, urban and economic development and infrastructure.
- 1.5 The programme looks to provide an ethnically diverse talent pool to a sector to help it benefit from the widest talent pool in the community and support built environment solutions being designed and delivered with better insight into the needs of the communities they impact. FoL will support successful candidate with a series of training and development days.
- 1.6 The recruitment campaign will be targeted to attract diverse talent from the OPDC development area.

2. The proposal and how it will be delivered

- 2.1 The placement with OPDC will last for nine months, and FoL will manage and co-ordinate the programme and will directly employ the candidate.
- 2.2 We will appoint an OPDC line manager, who will be keen to develop their experience and knowledge of managing someone at that start of their career, and who is from an under represented group, but has good intellectual capacity and motivation. Regular guidance and support for the line manager will be provided by the FoL programme manager. The line manager will be responsible for providing support/guidance, developing and managing the successful candidate. The candidate will be at the start of their career, so will need support and guidance, but they will be selected for their capability and motivation. .
- 2.3 FoL will design and deliver 10 training days where the whole cohort will come together. The focus of these sessions will be to develop transferable skills and

behaviours, build a peer network, meet with experienced professionals and then preparing for successful job applications towards the end of the nine month period. Training will cover areas such as effective workplace behaviours, communication skills, and presentation skills. These sessions will not be focussed on training for a specific role or technical skills set. This will be part of the on the job training which OPDC will provide.

Costs

2.4 The costs of hosting a candidate are £3,200 per month for a period of nine months, with the total cost of £28,880.

2.5 The breakdown of the costs includes:

- Recruitment and selection activity, including producing advertising collateral, and advertng costs on job boards and the costs of delivering an online selection process
- FoL Management costs
- Salary for the candidate
- Ten days learning and development events

3. Objectives and expected outcomes

3.1 There is a well-recognised lack of diversity in the built environment profession with a narrow talent pool entering the sector. The ETP programme aims to address this by focussing on developing BAME talent through a professional development programme.

3.2 The objective of the placement will be to:

- Be part of a collaborative approach to improving the ethnic diversity of the sector's talent pool in London.
- To support the built environment sector with attracting greater diversity into an area that does not represent the diversity profile of London.
- Provide a candidate with a nine month placement, with tangible and relevant work experience in the built environment sector.
- If the programme proves to be successful we will consider hosting another placement, subject to funding being available to support this.

4. Strategic fit

4.1 This placement supports OPDC's Equality, Diversity and Inclusion strategy, with the ambition of increasing diversity in the built environment and encouraging diverse talent in OPDC.

5. Project governance and assurance

- 5.1 The FoL Programme Manager will be responsible for providing strong central management and support for all aspects of the programme to both the recruits and host organisations. This will include providing the line manager with regular structured support.
- 5.2 The line manager will be required to complete performance reviews with the ETP candidate during the placement using documents produced by FoL after 3 months and by the end of the placement. This will also include regular meetings/call with the FoL ETP Programme Manager every 3 months to provide feedback.
- 5.3 The Human Resources and Organisational Development manager will be able to escalate any concerns or issues to the FoL Programme manager.

Risks and issues

- 5.4 OPDC is a small organisation and a permanent job opportunity for candidate may be limited. HR will make every effort to seek out permanent job opportunities for the candidate within OPDC and the GLA Group. Before the end of the placement HR will reach out to the GLA Group to see whether there are any roles that the candidate can apply for. OPDC HR will also support the candidate with CV writing and interview skills to support them with securing a suitable role.
- 5.5 The aim is to recruit a candidate from the development area, by employing targeted recruitment methods. However, there is a risk that this is not achieved.

6. Equality comments

- 6.1 Under Section 149 of the Equality Act 2010, as a public authority, OPDC must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to the need to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.
- 6.2 The programme looks to provide an ethnically diverse talent pool to a sector to help it benefit from the widest talent pool in the community and support built environment solutions being designed and delivered with better insight into the needs of the communities they impact. This is achieved by identifying high calibre talent, providing them with three diverse work placements and supporting them with a series of training and development days. FoL provide strong central management and support to all aspects of the programme to both the recruits and host organisations.

7. Conflicts of interest

- 7.1 No-one involved in the preparation or clearance of this for, or its substantive proposal, has any conflict of interest.

8. Financial comments

- 8.1 The expenditure to fund the placement will be met from the Corporate Operations Budget.

Summary timeline

Activity	Date
Host commit to supporting second cohort through signing Legal agreement with FoL.	Mid November 2022
Future of London manage a central recruitment campaign and selection process with volunteers from host organisations supporting video interviews an online assessment centres	November 2022 – January 2023
Offer confirmed, hosts confirm information on first placement including - identifying line manager - Host agree to proposed recruit for first placement from first cohort and recruits informed. - Host agree to proposed recruit for first placement from first cohort and recruits informed,	End of January 2023
FoL co-ordinate pre-joining activity and Hosts make preparations for welcoming recruit on first placement.	February 2023 – April 2023
Induction day for all of first cohort	Induction Day Mon 17 April 2023
Induction day for recruit Tues 18 April 2023 – first day on placement with Hosts.	18 April 2023

Appendices

- None

PUBLIC ACCESS TO INFORMATION

Information in this Form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA). OPDC aims to publish the Form within three working day of approval.

If immediate publication risks compromising the implementation of the Decision (for example, impacting a procurement process), it can be deferred until a specific date (when it will be published). Deferral periods are kept to the shortest length strictly necessary.

Part 1 – Deferral

Publication of this Part 1 is to be deferred:

Part 2 – Confidential information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in or attached to any separate Part 2 Form, together with the rationale for withholding the information at this time.

There is a separate and confidential Part 2 Form: **No**

DECLARATIONS

Drafting officer: Karen Passley has drafted this Form in accordance with OPDC procedures, including for handling conflicts of interests, and confirms that:



Advice: The Finance team have commented on the proposal.



CONFIRMATIONS

Section 106 funding: This use of S106 to fund the expenditure proposal was approved via a Section 106 spend proposal form on N/A

SMT review: This Decision was circulated to the **Senior Management Team** for review on Monday 21 November 2022.

Chief Finance Officer

Financial and legal implications have been appropriately considered in the preparation of this Form.

Signature: 

Date: 23.11.22