

AGENDA



Meeting: Board of the Old Oak and Park Royal Development Corporation

Date: Thursday 25 June 2015

Time: 3.00 pm

Place: Committee Room 2, City Hall, The Queen's Walk, London, SE1 2AA

Members of the Board of the Old Oak and Park Royal Development Corporation are hereby notified and requested to attend the meeting of the Board at 3.00 pm on Thursday 25 June 2015 to transact the business set out below.

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available at www.london.gov.uk/sites/default/files/openness-in-meetings.pdf

Members of the Board:

Sir Edward Lister (Chairman)
Cllr. Julian Bell
David Biggs
Cllr. Muhammed Butt
Cllr. Stephen Cowan
Rahul Gokhale
Debra Humphris

Simon Kirby
William McKee CBE
Matthew Pencharz
David Prout
Eric Sorensen
Amanda Souter

Observers:

Richard de Cani
Andrew Donald
Fiona Fletcher-Smith
Pat Hayes
Sir Peter Hendy CBE
Juliemma McLoughlin

- 1 Welcome and Chairman's Opening Remarks**
- 2 Apologies for Absence**
- 3 Declarations of Interest**
- 4 Minutes of the Meeting Held on 18 May 2015** (Pages 1 - 8)
- 5 Matters Arising and Actions List** (Pages 9 - 12)
- 6 Chief Executive Officer's Report** (Pages 13 - 20)
- 7 Report of the Meeting of the Planning Committee held on 21 May 2015** (Pages 21 - 24)
- 8 OPDC Staff Establishment and Appointments** (Pages 25 - 78)
- 9 NHS Healthy Towns Announcement** (Pages 79 - 82)
- 10 OPDC Budget Update** (Pages 83 - 84)
- 11 Date of Next Meeting**
Tuesday 28 July 2015 at 2.00pm, City Hall, The Queens Walk, London, SE1 2AA
- 12 Close of Meeting**

MINUTES



Meeting: Board of the Old Oak and Park Royal Development Corporation

Date: Monday 18 May 2015

Time: 4.30 pm

Place: Committee Room 2, City Hall, The Queen's Walk, London, SE1 2AA

Present: Sir Edward Lister (Deputy Chairman, in the Chair)
Cllr. Julian Bell
David Biggs
Cllr. Stephen Cowan
Rahul Gokhale
Sir Peter Hendy CBE
Debra Humphris
Simon Kirby
William McKee CBE
Matthew Pencharz
David Prout
Eric Sorensen
Amanda Souter

In Attendance: Richard de Cani (Observer, Transport for London)
Aktar Choudhury (Observer for this meeting, London Borough of Brent)
Fiona Fletcher-Smith (Observer, GLA)
Pat Hayes (Observer, London Borough of Ealing))
Victoria Hills (Interim Chief Executive Officer)
David Joy (Chief Executive, London and Continental Railways Ltd)
Jamie Kerr (Head of Station Redevelopment, HS2 Ltd)
Juliemma McLoughlin (Observer, London Borough of Hammersmith and Fulham)
Doug Wilson (Chief Finance Officer)
James Varley, Board Secretary

1 Welcome and Chairman's Opening Remarks

1.1 The Deputy Chairman welcomed Members to the second meeting of the Old Oak and Park Royal Development Corporation (OPDC).

2 Apologies for Absence

2.1 Apologies for absence had been received from Cllr. Muhammed Butt and Andrew Donald

(Observer). Aktar Choudhury, Operational Director of Planning and Regeneration, Brent Council was present at the meeting as its representative.

2.2 DECISIONS:

It was agreed that:

Aktar Choudhury be appointed as an Observer to the Board for this meeting.

3 Declarations of Interest

3.1 There were no interests to be declared that were relevant to items on the agenda.

4 Minutes of the Meeting held on 1 April 2015

4.1 The minutes of the Board meeting held on 1 April 2015 were approved as a correct record and the Chairman was authorised to sign them.

5 Matters Arising and Actions List

5.1 At the previous meeting of the Board, it was agreed that Board Members would be invited to participate in the Interview Panel for the Chief Executive Officer role. Invitations had been sent and a number of Board Members were due to take part in the Panel.

5.2 DECISIONS

The Actions List be noted.

6 Chairman's Resignation and Interim Arrangements

6.1 The Interim Chief Executive Officer introduced the paper which updated the Board on arrangements following the resignation by the Mayor, Boris Johnson, as Chairman and Member of the OPDC Board on 5 May 2015. Sir Edward Lister had been nominated for the role of Chairman and a Confirmation Hearing conducted by the London Assembly was due to take place on the afternoon of Wednesday 20 May 2015. Board Members congratulated Sir Edward on the nomination.

6.2 The Interim Chief Executive Officer introduced the paper which updated the Board on arrangements following the resignation by the Mayor, Boris Johnson, as Chairman and Member of the OPDC Board on 5 May 2015. Sir Edward Lister had been nominated for the role of Chairman and a Confirmation Hearing conducted by the London Assembly was due to take place on the afternoon of Wednesday 20 May 2015. Board Members congratulated Sir Edward on the nomination.

6.3 DECISIONS:

It was agreed that the resignation of the Mayor as Chairman of the Board be noted, and it also be noted that Sir Edward Lister, in his capacity as Deputy Chairman, will

fulfil that role until the Mayor appoints a new Chairman of the Board of the Corporation.

7 OPDC Growth Strategy Submission

- 7.1 The Interim Chief Executive Officer introduced the paper, which set out the Growth Strategy that was submitted to Central Government on 30 April 2015.
- 7.2 Members heard that officers were undertaking work to understand all the costs that would be incurred by the Corporation. Any figures provided by the Corporation for consideration by Central Government had to be robust as a high level of scrutiny could be expected. In addition, infrastructure costs should be reviewed to seek any opportunity to drive them down prior to consideration by the Treasury. It was noted that other organisations had published financial information that was not sufficiently robust and this had resulted in negative publicity. It was also critical to fully understand land values to ensure the public sector optimised its benefits. Critical decisions would need to be taken regarding infrastructure design which affected the type of development and would therefore impact on costs.
- 7.3 It was necessary to develop a timetable for financial expenditure and to also understand the results of re-phasing of spending.
- 7.4 The Board emphasised the need to set targets as high as reasonably possible for affordable housing levels. These targets would also assist in applications for funding.
- 7.5 Following a request from Members of the Board, arrangements would be put in place to ensure that Board Members could have a substantive role in the development of the final Growth Strategy Submission.

[Action: Interim Chief Executive Officer]

7.6 DECISIONS:

That the report be noted.

8 Opportunity Area Planning Framework - Consultation Outcome and Programme for Adoption

- 8.1 The Interim Chief Executive Officer introduced the paper which provided a summary of the comments received as part of the public consultation on the draft Old Oak and Park Royal Opportunity Area Planning Framework (OAPF).
- 8.2 Dialogue was continuing with the respondents and the next stage of this part of the consultation process was to draft responses to the comments made. These responses would be presented to a future meeting of the OPDC Board for approval prior to submission to a future Mayor's Planning Meeting. Board Members emphasised the need for a rigorous analysis and governance process which would enhance the credibility of the Corporation.
- 8.3 The Board noted that further work should take place on addressing the Park Royal element of the OAPF.

8.4 DECISIONS:

It was agreed that the summary of responses to the public consultation on the Old Oak and Park Royal OAPF be noted and that the draft responses would be brought to the Board for endorsement prior to submission to the Mayor of London.

9 Public Sector Land Forum

9.1 The Interim Chief Executive Officer introduced the paper, which informed Board Members of the purpose of the Forum.

9.2 Members was given assurance that the purpose of the Forum to was provide land owners the opportunity to meet and discuss issues and was not a formal decision making body.

9.3 DECISIONS:

It was agreed that:

- a) The existence and membership of the Old Oak Public Sector Land Forum, including the Corporation's membership be noted;**
- b) The objectives of the Old Oak Public Sector Land Forum be agreed; and**
- c) Updates will be brought to the Board at suitable opportunities be noted.**

10 Memorandum of Understanding with London & Continental Railways

10.1 The Interim Chief Executive Officer introduced the paper which proposed that the OPDC enter into a non-binding Memorandum of Understanding (MoU) with London and Continental Railways Ltd (LCR).

10.2 David Joy explained the role of LCR as a significant land owner in the area and the assistance it could give to the OPDC in pursuing its regeneration aims. LCR occupied a key role in advising Government on its land holdings and was working with HS2 to form the HS2 Growth Partnership.

10.3 DECISIONS:

It was agreed that:

- a) A non-binding Memorandum of Understanding with LCR to work collaboratively and transparently to deliver regeneration of the areas identified within the HS2 Growth Strategy for Old Oak be signed by the OPDC;**
- b) The delegation of authority to the Interim Chief Executive Officer to agree the contents and completion of the final MoU agreement be agreed; and**
- c) Future updates will be presented to the OPDC Board be noted.**

11 Planning Committee Appointments and Code of Conduct

11.1 The Interim Chief Executive Officer introduced the paper, which proposed the formal appointment of the Chair of the Planning Committee, updated the Board on the appointment of members of the Committee and proposed the adoption of the Planning Committee Code of Conduct.

11.2 DECISIONS:

It was agreed that:

- a) the appointment of William McKee, as Chairman of the Planning Committee until the Board's next Annual Meeting in April 2016 be ratified;**
- b) the appointments of the additional Planning Committee members made to date by the Deputy Chairman in accordance with the Board's decision to delegate the appointment of members of the Planning Committee be noted;**
- c) the rules for the attendance at Planning Committee of Substitute Members for the three borough members set out in this report be approved; and**
- d) the Planning Code of Conduct be adopted.**

12 OPDC Marketing Approach

12.1 The Interim Chief Executive Officer introduced the paper, which set out the approach used for marketing the OPDC.

12.2 DECISIONS:

It was agreed that:

- a) The proposed marketing approach to a review of the corporate logo, naming structure and brand development of OPDC and the regeneration area be agreed;**
- b) the work programme be delegated to the Interim Chief Executive Officer;**
- c) OPDC Board Member Amanda Souter be nominated to be the 'OPDC Board Marketing Champion'; and**
- d) Updates on the logo and brand development will be brought to the Board at suitable opportunities be noted.**

13 OPDC Business Plan

13.1 The Interim Chief Executive Officer introduced the paper which sought approval for the OPDC Business Plan. The Plan covered a two year period and a longer term plan would be

drawn up in due course.

- 13.2 Board Members asked for additional information on sustainability and placemaking to be included. In addition, minor revisions were requested regarding factual information relating to the locations of Wells House Road and the Wesley Estate.
- 13.3 In response to a request from a Board Member, the Grand Union Alliance would be given the opportunity to provide feedback to the Interim Chief Executive within a two week period.
- 13.4 Further refinements could take place to include projects, particularly around the Park Royal area which will create early successes for the Corporation.

13.5 DECISIONS:

It was agreed that

- a) the OPDC Business Plan be agreed.**

14 GLA's HS2 Petitioning Items

- 14.1 The Interim Chief Executive Officer introduced the paper which summarised the items relating to land within the OPDC area included in the Greater London Authority's petition on the HS2 Hybrid Bill. The items were submitted by the GLA in May 2014 prior to the OPDC coming into existence
- 14.2 Members asked how the compensation item was progressing. Differing levels of compensation existed between residents and businesses in rural and urban areas and action was being taken to seek greater levels of parity.
- 14.3 The importance of the Crossrail link through Wembley Central to the West Coast Mainline was reiterated. Brent Council had commissioned an economic impact study into the proposal to strengthen the case.

14.4 DECISIONS:

It was agreed that the GLA's Petition Items relating to land within the OPDC area be noted.

15 Any Other Business the Chairman Considers Urgent

- 15.1 There was no urgent business.

16 Close of Meeting

16.1 The meeting ended at 6.05pm

Chairman

Date

Contact Officer: James Varley

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Subject: Actions List
Meeting date: 25 June 2015
Report to: Board
Report of: Board Secretary

For noting

This report will be considered in public

1 Summary

- 1.1 This paper informs the Board of the progress against actions agreed at previous meetings.

2 Recommendations

The Board is invited to:

- 2.1 **Note** the actions list attached as Appendix A.

3 Appendices

Appendix A – Actions List.

4 Background Papers

Minutes of the previous meetings of the Board

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Appendix A

Board Actions List (reported to the meeting on 25 June 2015)

Outstanding Actions from the last meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
7.5	OPDC Growth Strategy Submission Arrangements would be put in place to ensure that Board Members could have a substantive role in the development of the final Growth Strategy Submission	Interim Chief Executive Officer	18 May 2015	In progress.

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Subject: Chief Executive Officer’s Report to the OPDC Board

Meeting date: 25 June 2015

Report to: Board

Report of: Victoria Hills, Chief Executive Officer

For noting

This report will be considered in public

1 Summary

- 1.1 This report provides progress updates on the activities of the Old Oak and Park Royal Development Corporation (OPDC) since the last Board meeting. Further progress updates on OPDC’s priority areas will be set out in future Chief Executive Officer reports to the Board, and may include an overview of progress against priorities from the OPDC’s Business Plan.

2 Recommendations

The Board is invited to:

- 2.1 **Note** the appointment of Sir Edward Lister as Chairman of the Board; and
- 2.2 **Note** this report.

3 Chief Executive’s Overview

- 3.1 The agenda for this meeting includes decisions on the proposed staffing establishment for the OPDC and on the Statement of Community Involvement.
- 3.2 Since the last Board meeting key highlights of activity include:
- Sir Edward Lister attended a confirmation hearing held by the Confirmation Hearings Committee of the London Assembly in relation to the Office of Chairman of the OPDC on 20 May. The Chair of the Committee subsequently wrote to the Mayor recommending the appointment, and the Mayor has written to Sir Edward confirming his appointment on 2 June 2015. This letter is appended at Appendix A.
 - The OPDC Planning Committee met for the first time on 21 May;

- Two outline ERDF bids have been prepared by the OPDC in response to a call for proposals to support SME competitiveness. One was submitted by the London Borough of Brent on support for SMEs to prepare them to take advantage of future contracting opportunities, and the other by GLA on behalf of the OPDC for a Clean-Technology accelerator programme to grow a vibrant cluster of Clean-Tech businesses in the area;
- OPDC has appointed a land agent to advise OPDC on the property market at Old Oak and Park Royal; and
- OPDC has met with HS2 to discuss the HS2 petition items that were reported to the 18 May Board meeting. In liaison with the GLA and TfL, preparations continue for the HS2 Select Committee in early July (see below).

Chairman of the Board

- 3.3 The Localism Act 2011 provides that the Mayor appoints the Chairman of a Mayoral Development Corporation. The London Assembly held a confirmation hearing on 20 May and the Committee agreed to recommend to the Mayor that Sir Edward Lister be appointed as Chairman. The Mayor confirmed this appointment on 2 June 2015. The Board is asked to note that appointment.

Operations

- 3.4 Following the discussion of the OPDC Business Plan at the May Board meeting, the Plan has been finalised and published. Priorities are now defined for the next two years and the focus will be to move ahead with these areas
- 3.5 Subject to Board approval of the proposed approach in the OPDC staffing paper at this meeting, the organisational focus in the coming months will be on securing additional staff to assist with the priority areas and working towards implementation of the permanent staffing plan.
- 3.6 Shared service agreements have been signed with GLA for provision of back-office functions including HR, IT and Finance services, as well as with TfL for provision of legal support. External Auditors have been appointed by Public Sector Audit Appointments Limited, under delegation from the Secretary of State for Communities and Local Government.

Planning

- 3.7 Since the report on the responses to the consultation draft Opportunity Area Planning Framework (OAPF) was reported to the Board on 18 May, OPDC officers continue to meet with those who responded during the consultation to discuss their comments and how their concerns may be addressed in the final OAPF. A further report will be brought to the 28 July Board meeting.
- 3.8 The OPDC Planning Committee met on 21 May. The Chairman of the Planning Committee's report on that meeting is on the agenda for this meeting.

Utilities Panel

- 3.9 The inaugural meeting of the OPDC Utilities Panel will be held on 9 July and will be chaired by Matthew Pencharz, OPDC Board Member and Mayor's Environment Advisor. This represents an important move towards engaging this important sector in the future plans for Old Oak and Park Royal. The panel is focussed on securing early support from senior officials from the various utility bodies (gas, electricity, water, broadband etc) to guide the preparation of a smart utilities strategy for the Corporation area. This will enable careful and coordinated planning and delivery of utilities infrastructure that will be required for the large scale regeneration of Old Oak and the enhancement of utilities infrastructure at Park Royal.
- 3.10 OPDC have been actively discussing this approach with a large number of utility providers and there is already genuine support and enthusiasm from utility providers to help shape the early design and delivery of a feasible utility strategy for the whole area over the months and years to come.

Growth Strategy

- 3.11 Following submission of the OPDC Growth Strategy in late April, the Government has responded with requests for further information and engagement is continuing in collaboration with TfL and the Boroughs. The exact Comprehensive Spending Review (CSR 2015) dates are to be confirmed but the Chancellor will make a budget statement on 8 July. Old Oak may or may not be mentioned in this, but OPDC officers' efforts are now focussed on providing supporting material to Government in relation to specific queries arising from the submitted Growth Strategy.
- 3.12 Since the last Board meeting a new 'Old Oak and Park Royal growth strategy steering group' has been established with representatives from the three boroughs, TfL and GLA. This is to provide a forum to discuss the existing 'asks' to Government, arising matters and all related work that will be required to make the case for additional investment in Old Oak and Park Royal.

Health

- 3.13 There has been excellent engagement with NHS England to date and OPDC look forward to developing this work further. A separate report is on the agenda for this Board meeting regarding how the OPDC may work with NHS England on a 'healthy new towns' initiative.

HS2 Bill Petition items

- 3.14 The Board received a report at the last meeting detailing all of the items that concern Old Oak and Park Royal which the OPDC is progressing as part of the Mayor's petition to the HS2 Bill. The OPDC continues, along with officers of the GLA and TfL, to meet with HS2 and DfT to discuss the various petition matters.
- 3.15 The Select Committee has confirmed that the most likely dates for hearing the Mayor's Petition items will be 1 and 2 July. It is likely that the GLA, TfL and OPDC will be

jointly represented at the hearing by Richard de Cani, Managing Director Planning at Transport for London and Observer to the OPDC Board.

Engagement and events attended

3.16 The OPDC was represented at the following events since the last meeting of the Board:

- 20 May - Place West London Conference: CEO presentation
- 22 May - GLA Learning at Work Week Fair: shaping our future;
- 1 June - G15 Directors: presentation to 15 London Housing Associations: CEO and Head of Planning presentation
- 3 June - Park Royal Business Group: update on transport issues with TfL
- 8 June - Park Royal Business Group: CEO and Head of Planning presentation
- 8 June - Lingang (Shanghai) delegation (With Mayor's Advisor on Environment): CEO presentation
- 9 June - HS2 Thought Leadership Breakfast Briefing (with Birmingham City Council): Chairman and CEO presentation
- 10/11 June - London Real Estate Forum: Chairman and CEO presentation
- 11 June - Smart Cities meeting with CEOs: OPDC Board Member Matthew Pencharz and CEO presentation
- 17 June - Mayors Design Advisory Group (MDAG) review of Opportunity Area Planning Framework
- 22 June - London Festival of Architecture Park Royal Tour: supporting GLA Regeneration

3.17 The OPDC is scheduled to attend the following events in advance of the 28 July Board meeting:

- 1 / 2 July - HS2 Select Committee appearance (OPDC Board Observer Richard De Cani will represent OPDC on these days)
- 6 July - RTPi Awards for Planning Excellence: The Park Royal Atlas is a finalist for the Excellence in Planning to Create Economically Successful Places Award
- 7 July - London Infrastructure Delivery Board: CEO update presentation

- 8 July - UK Rail Station Regeneration and Development conference: CEO presentation

3.18 The OPDC will continue to make the most of appropriate engagement opportunities to highlight the work programme and opportunities that lay ahead for Old Oak and Park Royal.

4 Financial Implications

4.1 There are no financial implications arising from this report.

5 Legal Implications

5.1 There are no legal implications arising from this report.

6 Appendices

Appendix A – Mayoral confirmation of appointment of Chairman of the Board (letter)

7 Background Papers

None

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Sir Edward Lister

Chief of Staff and Deputy Mayor for Planning
City Hall
The Queen's Walk
More London
London SE1 2AA

Date: 02 JUN 2015

Dear Ed

Appointment as Chairman, Old Oak and Park Royal Development Corporation Board

Further to the confirmation hearing, I am delighted to confirm your appointment as Chairman of the Old Oak and Park Royal Development Corporation (OPDC).

Your appointment starts effective from the date of this letter and concludes on 31 October 2016. At the end of this term you will cease to be Member of the OPDC unless reappointed, notwithstanding my right to terminate the appointment sooner as per the OPDC Board Terms of Appointment, enclosed.

I am delighted to continue working with you in delivering one of the capital's biggest regeneration opportunities since the Olympic and Paralympic Games

Please can the enclosed 'Terms of Appointment' and 'Declaration of Interest' forms, be signed and returned to Andrew Baxter (GLA Resourcing Manager) at your earliest convenience.

Yours ever,



Boris Johnson
Mayor of London

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Subject: Report of the Meeting of the Planning Committee held on 21 May 2015
Meeting date: 25 June 2015
Report to: Board
Report of: William McKee, Chair of the Planning Committee

For Noting

This report will be considered in public

1 Summary

- 1.1 This report provides a summary of the work undertaken by the Old Oak and Park Royal Development Corporation (OPDC) Planning Committee since the last meeting of the Board.

2 Recommendation

The Board is invited to

- 2.1 **Note** this summary of the meeting of the OPDC Planning Committee held on 21 May 2015.

3 Background

- 3.1 On 1 April 2015, OPDC became the local planning authority for Old Oak and Park Royal, and agreed the establishment, composition and scheme of planning delegation for the operation of OPDC Planning Committee.

4 Meeting of the Planning Committee on 21 May 2015

- 4.1 The first OPDC Planning Committee meeting was held at 6pm on 21 May 2015, in committee room 4, City Hall, The Queens Walk, London SE1 2AA.
- 4.2 The Planning Committee meeting agenda and papers were issued to Committee members and made available on the GLA/OPDC website five clear working days in advance of the meeting. The meeting was open to and attended by members of the public. Minutes of the Planning Committee meeting will be made publicly available.

- 4.3 All Planning Committee members attended the Planning Committee, there were no apologies. The meeting was chaired by the Board-appointed Chair of the Planning Committee.
- 4.4 The Planning Committee meeting agenda is set out below:
- 4.4.1 Planning Committee meeting dates for 2015 (to note).
 - 4.4.2 Planning Committee terms of reference as agreed by OPDC board on 1 April 2015 (to note).
 - 4.4.3 Planning code of conduct as agreed by OPDC board on 1 April 2015 (to note)
 - 4.4.4 Public speaking at Planning Committee (for approval). This paper was approved by the Planning Committee.
 - 4.4.5 Planning applications received since 1 April 2015 (to note).
 - 4.4.6 Old Oak and Park Royal Opportunity Area Planning Framework (OAPF) – Summary of public consultation responses 2015 (to note).
 - 4.4.7 Old Oak and Park Royal Development Corporation – Response to LB Ealing Community Infrastructure Levy draft charging schedule consultation (to note).

5 Other Meetings Held by the Planning Committee

- 5.1 On 21 May 2015 the Committee members received two separate, closed, information-only presentations from Car Giant and Queens Park Rangers Football Clubs regarding their pre-application proposals for the area. Officers from OPDC were present at these presentations.

6 Financial Implications

- 6.1 There are no financial implications arising from this report.

7 Legal Implications

- 7.1 There are no legal implications arising from this report and it is consistent with the Corporation's legal framework.

8 Appendices

None

9 List of Background Papers

OPDC Planning Committee papers from 21 May 2015.

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Subject: OPDC Staff Establishment and Appointments

Meeting date: 25 June 2015

Report to: Board

Report of: Chief Executive Officer

For noting

This report will be considered in public

1 Summary

- 1.1 On 1 April 2015 the Board approved the interim staff structure and immediate recruitment of a permanent Chief Executive Officer and agreed to delegate the preparation of a staff establishment plan to the Interim Chief Executive Officer.
- 1.2 Under the Localism Act 2011, the Chief Executive Officer can be appointed by the Mayor directly. This paper notes the appointments of the Chief Executive Officer.
- 1.3 This paper also sets out a proposal for establishing the OPDC staffing structure, and asks the Board members to delegate all detailed staffing arrangements to a proposed Appointments and Remuneration Committee. Agreement is sought to the terms and conditions of employment and proposed payscales.

2 Recommendations

The Board is invited to:

- 2.1 **Note** the appointment of Victoria Hills as Chief Executive Officer of the Old Oak and Park Royal Development Corporation and to **authorise** the Board Secretary to revise the Standing Orders and the Scheme of Delegation to reflect the appointment as appropriate;
- 2.2 **Note** the proposed indicative staffing establishment for OPDC during 2015/16 and 2016/17;
- 2.3 **Agree** to establish an Appointments and Remuneration Committee of the Board;
- 2.4 **Agree** to delegate future decisions on staff structure, appointments and remuneration to the Appointments and Remuneration Committee, subject to Mayoral consents where required, and to authorise the Board Secretary amending the Scheme of Delegation to reflect this delegation;

- 2.5 **Agree** the Terms of Reference of the Appointments and Remuneration Committee;
- 2.6 **Agree** to appoint Eric Sorensen (as Chair) together with Debra Humphris and Councillor Muhammed Butt to the Appointments and Remuneration Committee ; and
- 2.7 **Agree** that the Chief Executive Officer proceed with urgent appointments; and
- 2.8 **Agree** to adopt the GLA's Terms and Conditions of Employment and the GLA Payscale for OPDC staff, subject to Mayoral consent.

3 Background

- 3.1 The focus of the OPDC will be to lead on the strategic planning and regeneration of Old Oak and Park Royal, securing growth funding to bring forward early development, negotiate with developers to secure the best planning outcomes and deliver infrastructure and development as required. The OPDC will do this in partnership with our key investment partners, HS2 Limited and the Government, and our local authority partners.

Chief Executive Officer

- 3.2 At the Board meeting of 1 April 2015 the Board agreed to proceed with the immediate recruitment of a permanent Chief Executive Officer, and agreed that the responsibility for the arrangements for the recruitment of a permanent Chief Executive Officer be delegated to the Deputy Chair of the Board. A full external advertising campaign was coordinated by GLA Human Resources and an interview panel consisting of the OPDC Chairman and five Board members including the leaders of the three boroughs unanimously recommended the appointment of Victoria Hills as Chief Executive Officer, subject to Mayoral approval. The Mayor has the power under the Localism Act 2011 to appoint the OPDC's first Chief Executive Officer (CEO) and made the appointment by letter on 9 June 2015. The Board is therefore asked to note this appointment.

Staffing Establishment

- 3.3 There are currently 10 staff employed to work on the establishment of the OPDC. Appendix A sets out the interim OPDC staffing structure that was approved by the OPDC Board at its meeting of 1 April 2015.
- 3.4 The OPDC is less than three months old and already faces considerable interest and demands on its time, with the need to secure and deliver some quick wins whilst establishing sound foundations for the future. With the exception of the Chief Executive Officer, all staff are either seconded from or contracted to the GLA, with contracts due to expire from the summer and therefore it is recommended that the OPDC moves quickly to secure the permanent staff it requires to deliver the immediate priorities.
- 3.5 In order to fully deliver its objectives, priorities and potential the OPDC will need an established team. The OPDC therefore must start to consider the most appropriate structure and staffing on an ongoing basis. Any future staffing structure has to be mindful of the priorities identified in the OPDC Business Plan, whilst recognising these will continue to evolve as the work of the Corporation continues to evolve.

- 3.6 The proposal is to move from an existing team of 10 staff, shown in Appendix A, to an establishment of 25 staff by the end of 2015/16. The Board is asked to note the proposed indicative proposed staffing establishment list of titles and grades and indicative structure as shown in Appendices B and C.
- 3.7 Given the urgent and pressing work requirements of the Corporation's priorities, the Board is also asked to agree that the Chief Executive Officer progresses with senior level appointments at the earliest opportunity. These appointments may be made on an interim or permanent basis, at the discretion of the Chief Executive Officer, and are essential for the Corporation to make significant progress over the next 6-12 months. The senior level posts are:
- Director of Planning
 - Head of Land
 - Head of Regeneration and Strategic Partnerships
 - Head of Communications
 - Head of Programme
 - Head of Development Management
 - Head of Planning Policy
- 3.8 The appointments will provide the Corporation with the capacity to move forward with urgent priorities as the staffing structure continues to be developed. The final structure will be approved by the Appointments and Remuneration Committee under delegated authority.

Appointments and Remuneration Committee

- 3.9 Given the importance of appointments and remuneration to ensuring the Corporation meets its objectives, it is proposed that a Committee of the Board be established to undertake the following roles:
- a. Take decisions on behalf of the Board on:
 - The appointment of the Chief Executive Officer, the setting of his or her objectives, and his or her removal from office;
 - The approval of the staffing structure;
 - The approval of any settlement on termination of employment to members of the Executive Management Team that include more than six months' salary costs, or equivalent; and

- The settlement of any claim against the Corporation involving allegations of discrimination or whistle-blowing.
- b. Advise on the development of the organisational design;
 - c. Advise on senior level appointments, including job descriptions and attending interview panels for Director level appointments where appropriate; and
 - d. Review and approve any future alterations to employment terms and conditions and remuneration, notwithstanding the requirement for the Mayoral consent on these matters.
- 3.10 The Board is asked to agree the proposed terms of reference set out in Appendix D, and to delegate to the Committee authority to take decisions within its terms of reference. The Board is also asked to authorise its Secretary to make any necessary revisions to the Scheme of Delegation as appropriate.
- 3.11 Given his substantial management experience it is recommended that Eric Sorensen be Chairman of the Committee. It is recommended that Eric be joined by Board members Debra Humphris and Cllr Mohammed Butt. The Committee shall also be attended and advised by the Chief Executive Officer, the Chief Finance Officer and a GLA observer.

Terms and Conditions of Employment and Pay Scales

- 3.12 For all permanent appointments to the OPDC, the Board are asked to adopt the same conditions and payscales as the GLA's Terms and Conditions of Employment, Appendix E, and adopt the GLA Pay scales, Appendix F, which would apply until such time the OPDC chooses to review them. The Board's approval is subject to Mayoral Consent in accordance with the Localism Act 2011. Job descriptions will be evaluated for each post by the GLA's HR & OD department, through the OPDC/GLA shared services agreement. Recruitment of posts would start in a phased approach at the earliest opportunity. Further information on each of the proposed positions is set out in Appendix G. These are not exclusive and the committee will steer the development of the structure of the organisation.
- 3.13 Given the fast-moving nature of the OPDC's work programme to date and the need to flexibility to respond to emerging priorities, it is anticipated the indicative structure will continue to evolve over the next couple of years. To this end, it should therefore be noted that the proposed positions and descriptions in Appendix F are subject to change.

Securing additional support

- 3.14 In addition to the staffing establishment, additional resources are being secured across the breadth of the programme and policy areas to ensure that the OPDC maximises the opportunities to work closely with our key partner organisations.
- 3.15 Shared services will be utilised to their full potential, with the GLA, TfL, MOPAC and the three local boroughs as reported to the Board on 1 April. In particular the OPDC will utilise

in-house expertise in those organisations where possible, for example in housing and land, commercial negotiations and transport planning advice

- 3.16 Where supporting resources are offered at little or no cost, the OPDC will look to secure support. For example OPDC has secured a senior health advisor via the GLA/Public Health England to ensure the opportunity for Old Oak and Park Royal to be a (inter)national demonstrator is not missed. The aim is to design and develop the masterplan so that Old Oak and Park Royal becomes an exemplar healthy place to live and work, but will go much wider to ensure the development can be a measurably healthier place as a result of early design and engagement.
- 3.17 The OPDC has also secured access to a wider resource pool from key partner organisations such as the Environment Agency, who will provide support on contaminated land assessment, and English Heritage, who will provide support on Conservation and Heritage aspects related to the development of the Local Plan. Early engagement with utility companies has been very encouraging, with at least one company indicating they would be keen to place staff in an integrated utilities planning team within the OPDC to work towards the delivery of an integrated utilities plan for Old Oak and Park Royal. There has been widespread interest, excitement and enthusiasm for getting involved in this significant regeneration project to date, and the OPDC is very grateful to these early offers of support. The OPDC will seek to build upon these excellent successes to secure additional resource across the wider delivery requirements.

Supporting excellent staff development

- 3.18 The OPDC will seek to be an exemplar organisation for encouraging young talent into the regeneration sector. Working closely with the GLA's HR department every opportunity to secure apprentices, interns and work experience placements will be explored and utilised.

4 Financial Implications

- 4.1 The Greater London Authority (GLA) provided seed funding for the interim OPDC team set up during 2014-15. All financial implications associated with the recommendations in this report will be accommodated within the OPDC Budget.
- 4.2 Funding for 2017-18 and beyond will be discussed with the Greater London Authority as part of the annual GLA budget process.

5 Legal Implications

- 5.1 The OPDC has powers to appoint staff under the Localism Act 2011 and determine their terms and conditions. The Mayor must approve the structure of their remuneration, pension and other entitlements. The Mayor has the power to appoint the OPDC's first Chief Executive Officer.
- 5.2 The Localism Act 2011 allows Mayoral Development Corporations to establish Committees, and to delegate powers to them. (Mayoral approval is required for the co-option of any people who are not OPDC Board Members onto a committee but this will not be required for the Appointments and Remuneration Committee.)

5.3 The procedure for committees is set out in detail in the OPDC's Standing Orders.

6 Appendices

Appendix A – Existing OPDC staffing structure

Appendix B – Indicative proposed OPDC staffing establishment list

Appendix C – Indicative proposed OPDC staff structure

Appendix D – Appointments & Remuneration Committee Terms of Reference

Appendix E - GLA Terms and Conditions of Employment

Appendix F – GLA pay scales

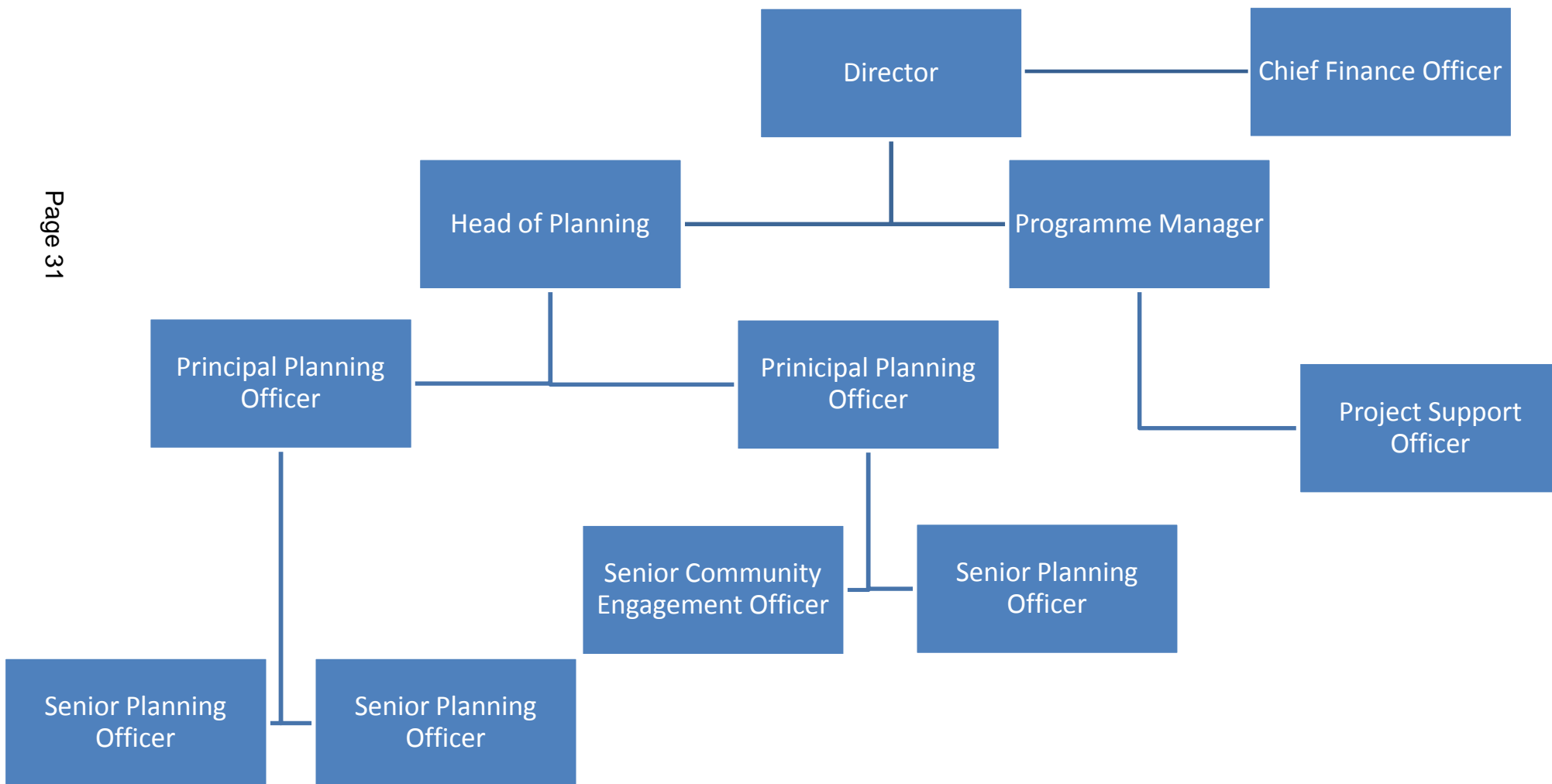
Appendix G – Description of indicative proposed OPDC posts

7 List of Background Papers:

OPDC Scheme of Delegations

Report originator: Alexandra Reitman, Programme Manager, OPDC
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INTERIM OPDC STAFF STRUCTURE



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Indicative Proposed OPDC Staffing Establishment

OPDC Staff List 2015/16 & 2016/17

Post	Notes	2015/16	2016/17
Executive Office			
1	Chief Executive Officer		
2	Director of Planning		
	Public Health Advisor	*	
	Heritage Advisor	**	
3	Head of Land		
4	Head of Regeneration & Strategic Partnerships		
5	Head of Communications		
6	Head of Programme		
	Head of Delivery	***	
Planning Development			
7	Head of Development Management		
8	Principal Planning Officer		
9	Senior Planning Officer - Applications		
10	Senior Planning Officer - Applications		
11	Senior Planning Officer (CIL & S106)		
12	Planning officer (validation)		
	Planning officer	***	
13	Planning Technician / Planning Committee Support Officer		
Planning Policy			
14	Head of Planning Policy		
15	Principal Policy Officer		
16	Principal Transport Policy Officer		
17	Senior Policy Officer		
18	Senior Urban Designer		
	Senior Transport Policy Officer	***	
19	Planning Policy Officer		
Regeneration & Strategic Partnerships			
20	Principal Project Officer (social infrastructure)		
21	Senior Community Engagement Officer		
22	Senior Community Engagement Officer		
	Senior Project Officer (social infrastructure)	***	
Delivery			
	Senior Officer (Investment & Delivery)	***	
Programme Office			
23	Senior Programme Officer		

24	Project Support Officer			
25	Executive Assistant			

Notes:

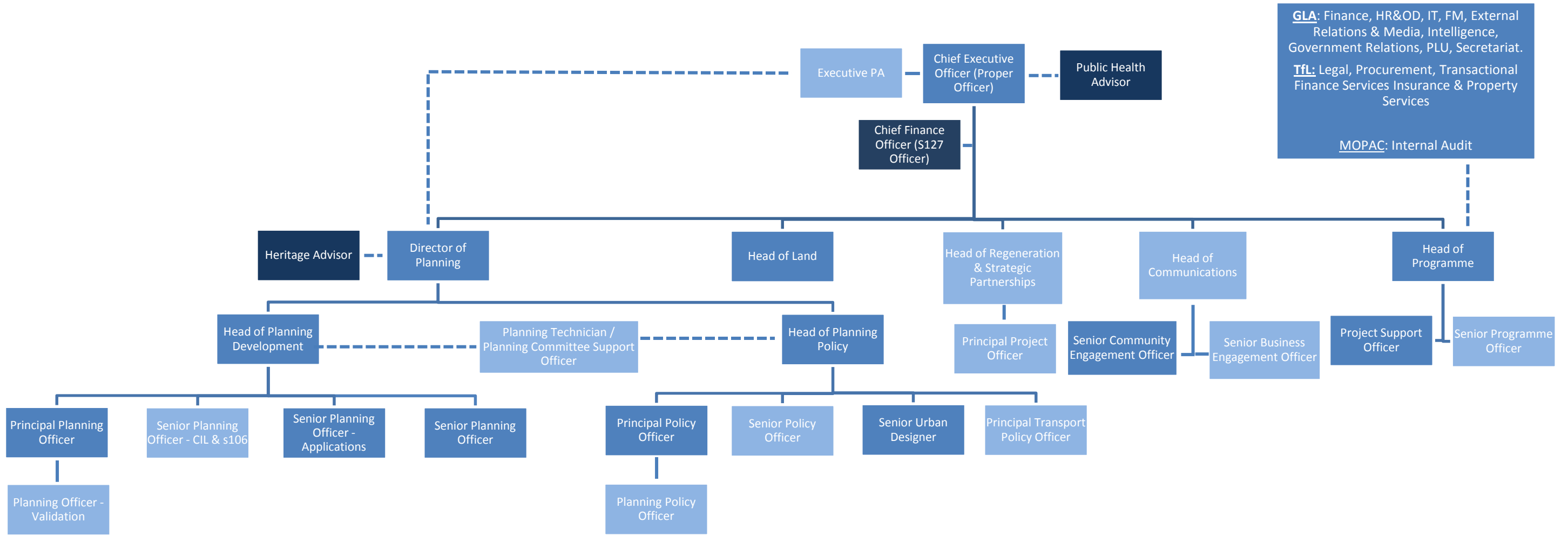
10 headcount in bold exist in OPDC transition team, but some titles are new to reflect proposed structure

* The public Health Advisor will be supported by GLA/Public Health England

** The Heritage Advisor will be funded by English Heritage/TfL/GLA

*** Five additional posts (within budget) for 2016/17: Head of Delivery, Senior Officer (Investment & Delivery), Senior Transport Policy Officer, Senior Policy Officer (Social Infrastructure), Planning Officer (enforcement)

OPDC Draft Resource Plan – Proposed Structure 2015/16
25 Posts



Key:

- Existing Headcount (10 posts)
- Additional Headcount (15 posts)
- Roles filled through shared service agreement

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Appointments & Remuneration Committee - Terms of Reference

- Status:** Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this Committee.
- Membership:** The Committee shall be appointed by the Board.
- Chair:** The Chairman of the Committee shall be appointed by the Board. In their absence, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting.
- In attendance:** GLA observer
Chief Executive Officer
Chief Finance Officer
- Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
- Secretary:** To be agreed by the Proper Officer
- Quorum:** Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet as determined by the Committee Chair, in light of the need for advice and decisions. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

Purpose of the Committee, Terms of Reference and Delegated Authority

2. The priorities of the Committee will be as follows:
 - a. Take decisions on behalf of the Board on:
 - i. The appointment of the Chief Executive Officer, the setting of his or her objectives, and his or her removal from office;
 - ii. The approval of the staffing structure;
 - iii. The approval of any settlement on termination of employment to members of the Executive Management Team that include more than six months' salary costs, or equivalent; and
 - iv. The settlement of any claim against the Corporation involving allegations of discrimination or whistle-blowing.
 - b. Advise on the development of the organisational design (staffing structure);
 - c. Advise on senior level appointments, including job descriptions and attending interview panels for Director level appointments; and

- d. Review and approve any future alternations to employment policy and remuneration, notwithstanding the requirement for the Mayor to approve OPDC's remuneration.
3. The Committee will report any meeting and decisions taken to the Board at the next meeting.
4. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

5. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed.

GREATERLONDONAUTHORITY

Terms and conditions of employment

Revised October 2011

Foreword

This booklet details your terms and conditions of employment with the Greater London Authority. These terms and conditions of employment apply to all employees of the Authority except where otherwise indicated.

The Authority also has a range of policies and procedures which supplement your terms and conditions of employment which may be revised from time to time. These include:

- Code of Ethics and Standards – including the Disciplinary and Grievance procedures and the ICT Code of Practice
- Sickness Absence policy
- Management of Change procedure
- Compensation Payments Policy
- Dignity at work
- HIV policy
- Maternity policy
- Adoption Policy
- Paternity Policy

Copies of these documents are on the intranet. Further advice is available from the Human Resources Group.

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- 9.1. Eligibility
- 9.2. Options

Section 10 – Appendices

- 10.1 Maternity policy

Section 1 – General

1.1 Exemplar employer

- 1.1.1 The Greater London Authority (GLA) aims to be an exemplar employer. In doing so, we will:
- develop and cultivate all our people at every stage of their employment
 - take positive steps to ensure the grade profile of our workforce reflects London’s diversity
 - value and exceed existing relevant legislation and codes of practice in the formulation and implementation of policies and procedures
 - develop monitoring systems to review and implement best possible practice

1.2 Terms and conditions of employment

- 1.2.1 The terms and conditions of employment for all GLA employees appointed by the Head of Paid Service are determined by the Head of Paid Service, in consultation with the Mayor and Assembly and with the trade union recognised by the Authority (UNISON). Where relevant, these terms and conditions will also apply to staff appointed by the Mayor, and the statutory officers appointed by the Mayor and the Assembly jointly.
- 1.2.2 In addition to the terms and conditions of employment contained within this handbook, other local or departmental conditions, agreements and standards adopted by the Authority shall apply. These may include, for example, working arrangements in a particular work group or directorate.
- 1.2.3 Where appropriate, terms and conditions of employment will be monitored and reviewed on a regular basis to ensure that they remain consistent with the Authority’s objectives and relevant employment law. From time to time your terms and conditions of employment may change as a result of negotiations or agreements with the recognised trade union or decisions by the Head of Paid Service. These changes will be incorporated into your contract of employment. Any changes to terms and conditions of employment will be subject to consultation with the recognised trade unions. Where appropriate, the GLA will consult employees directly on the proposed changes. A reasonable period of notice of any changes will be given. The method and period of notification, which will normally be no longer than three months shall be determined by the Authority.
- 1.2.5 The GLA recognises UNISON and UNISON is able to represent employees and negotiate terms and conditions on their behalf. Your terms and conditions may be varied by agreements made between UNISON and the GLA whether or not you are a member of the trade union.
- 1.2.6 You are entitled to join a trade union if you so wish. The GLA has agreed to provide UNISON with the name, payroll number and workplace of each employee joining the GLA, unless the employee elects otherwise.

Section 2 – Employment

2.1 Flexibility clause

- 2.1.1 The Authority will require you to adopt a flexible approach to work. You will be required to undertake the duties and responsibilities of your job, including working across organisational and professional boundaries where necessary.
- 2.1.2 In exceptional circumstances, you may be required to work at any location (within the Greater London area) as the Authority may require. You will be given reasonable notice of any change in your place of work.

2.2 Information Security

- 2.2.1 You should not disclose any confidential information relating to the Mayor, Assembly Members, staff or the Authority and its business, either during the period of your employment with the Authority or at any time after you have left, unless you have the written authority to do so or are under legal process.
- 2.2.2 All confidential records and documents, including any copies or extracts made by you in the course of your employment, are the property of the Authority and must be returned when you leave the Authority.
- 2.2.3 If you disclose any confidential information without prior written authority to do so, you may be liable to disciplinary action and /or civil proceedings.
- 2.2.4 This provision does not affect your statutory rights in terms of whistleblowing.
- 2.2.5 All ICT equipment issued to you during the course of your employment, including laptops, mobile phones and blackberry devices, remains the property of the Authority and must be returned when you leave the Authority, together with your entry card. The card and any ICT accounts will be closed down when you leave the Authority.

2.3 Probation

- 2.3.1 Your employment with the Authority will be subject to satisfactory completion of a six-month probationary period. The Authority reserves the right to extend the probationary period beyond the six-month period if necessary or appropriate in any particular case.
- 2.3.2 Should your performance be unsatisfactory at any time during or at the end of the probationary period, you will be given one month's notice to terminate your contract. Payment may be made in lieu of notice. You will have the right of appeal against this decision. Full details of the Probation procedure can be found on the Human Resources intranet site.

2.4 Contact details

- 2.4.1 You must provide the Authority with details of your home address, telephone number and emergency contact details and you must notify your manager or the Human Resources Group of any change to these in order that we can communicate with you as necessary.

2.5 Notice periods

- 2.5.1 Minimum notice periods to be given and received by you are outlined below

Employee status	Minimum notice
During and until satisfactory completion of probationary period	One calendar month
After probationary period has been satisfactorily completed	One calendar month (Grades 1-6) Two calendar months (Grades 7-8) Three calendar months (Grade 9 and above)

- 2.5.2 You are entitled to receive statutory notice of one week for each complete year of service up to a maximum of 12 weeks, except where contractual notice exceeds the statutory notice.
- 2.5.3 Payment may be made in lieu of notice, except in cases of gross misconduct where no notice or pay in lieu of notice is due or will be paid.

2.6 Retirement Age

- 2.6.1 The GLA does not operate a compulsory retirement age. Employees who resign from the GLA's service at age 65 or over and are members of the Local Government Pension Scheme will be entitled to receive their pension benefits in full. Employees who resign from the GLA's service at age 60 or over will also be able to receive their pension benefits, but these may be subject to actuarial reduction to reflect the fact that they are being drawn early.

2.7 Access to personal files

- 2.7.1 You may have supervised access to your personal file if you give the Human Resources Group at least 3 days written notice of your request. References and medical reports supplied in confidence will not be made available to you.

Section 3 – Pay

3.1 Pay and grading

- 3.1.1 With the exception of Directors and statutory officers, all jobs are graded within the Authority's incremental pay structure of 15 grades. To provide an objective,

consistent and fair framework for the assessment of all job grades, the Authority applies the Hay Job Evaluation Scheme

- 3.1.2 Your basic pay will be within the incremental scale for your grade.
- 3.1.3 You will receive an increment within the salary scale for your job on 1 April each year until you reach the maximum of the scale, except that:
- An employee who commences employment between 1 October and 31 March in any year will be granted his/her first increment six months after the date of commencement of employment, subject to successful completion of probation. Thereafter increments are payable on 1 April each year until the maximum of the scale is reached.
 - An employee who is promoted or re-graded between 1 October and 31 March in any year will normally be appointed to the bottom point of the relevant grade except where grades overlap in which case appointment will be to the next higher point. The employee will be granted his/her first increment six months after the effective date of the promotion or re-grading, subject to satisfactory performance and conduct.
 - Incremental progression will be withheld in respect of an employee whose conduct, performance or capability have been found to be unsatisfactory during the previous twelve months, such as to merit formal action being taken under the Performance Standard, Conduct Standard or Attendance Standard. Where proceedings are in progress which may lead to a formal sanction, payment of the increment will be deferred pending conclusion of the proceedings. Should a formal sanction not be taken, the relevant increment will be paid and backdated if necessary.
 - Where an employee has been subject to formal action and a decision has been taken to withhold payment of the next available increment, no further increment will be payable until such time as the subsequent increment becomes due. Payment of any subsequent increments will be dependent upon achievement of a satisfactory standard of performance, conduct, or attendance that gave rise to the original reason for the increment being withheld. If further action for the same or a different breach has been taken or is pending, this could result in any subsequent increment being withheld.
 - Where any action resulting in a loss of an increment straddles two incremental years, the withholding of the increment shall always be the next available increment, whenever this should fall.
 - An employee who has been on unpaid leave of absence for any reason for over six months in the previous twelve months will not receive an increment. The application of this clause will have due regard for equalities especially in respect of women on maternity leave or statutory rights.
- 3.1.4 Basic pay for Directors and statutory officers will be determined as a single salary point.

- 3.1.5 A post may be re-evaluated at the request of a manager or at the request of the employee, subject to the agreement of the Director. A re-evaluation may lead to the post remaining at the same level or being regraded upwards or regraded downwards. In the case of any posts regraded downwards, the salary of the employee will be protected on a 'mark time' basis (i.e. with the application of cost of living pay awards but without any further incremental progression) for a maximum period of two years. After this time the employee's salary will revert to the top of the incremental scale applicable to the new grade.
- 3.1.6 Where a post is difficult to fill and there is objective evidence of recruitment and retention difficulties, consideration may be given to the payment of a market forces supplement where:
- The job has been advertised unsuccessfully more than twice during the past year; and
 - There is evidence from pay data drawn from independent sources indicating that the GLA evaluated salary for the relevant GLA role is lower than the average salaries for similar roles.
- 3.1.7 The amount of the market forces supplement will be set by reference to the difference between the GLA evaluated salary and the external rate.
- 3.1.8 Your pay will be reviewed annually. The Head of Paid Service agrees any increases in pay and any pay award to apply will take effect from 1 April.

3.2 Payment of salary

- 3.2.1 You will be paid your salary by credit transfer to a bank or building society operating within the Bankers Automated Credit System (BACS) on the 28th day of each month, unless it is a weekend or statutory holiday, in which case you will be paid on the preceding Friday.
- 3.2.2 You must always maintain a suitable bank or building society account into which payment can be made and you must provide current details to the Human Resources Group. If you change your banking arrangements you must give one month's notice of the change to allow the necessary amendments to be made.

3.3 Local Government Pension Scheme

- 3.3.1 The Authority provides for membership of an occupational pension scheme for employees, under the terms of the Local Government Pension Regulations 1997.
- 3.3.2 You will automatically become a member of the Local Government Pension Scheme when you join the Authority unless you opt not to join or you have previously opted out, or your contract is for 3 months or less. If you have opted out you can still join but must elect to do so.
- 3.3.3 Your contribution rate is dependent on your salary, and will be between 5.5% and 7.5% of your pensionable pay. Deductions will be made from your pay to

cover contributions with immediate effect unless you elect in writing not to join the Scheme.

- 3.3.4 An explanatory booklet giving details of the Scheme is available from the Human Resources Group.

3.4 Deductions from pay

3.4.1 The Authority has the right to deduct pay from you if, for any reason, there has been an overpayment of remuneration or expenses or any other payment in excess of your contractual entitlement.

3.4.2 You will be notified in advance of any deductions to be made and will have the chance to discuss this matter, including the frequency and amount of any deductions.

3.4.3 The Authority may also make deductions for the following reasons:

- In accordance with a statutory requirement or court order;
- As a result of a disciplinary decision;
- In respect of any other contractual arrangement agreed by you;
- Because you have taken part in industrial action.
- Because you have exceeded your entitlement to annual leave when you leave the GLA.

Section 4 – Hours and flexible working arrangements

4.1 Hours of work

4.1.1 The GLA is London's strategic authority and has a key role in maintaining and developing London as a world class city. The work of the GLA is important to the well-being of Londoners, London Boroughs, businesses and many other organisations. The GLA therefore expects all employees to share a commitment to high quality, efficient and effective services. To deliver this it is important that employees are willing to work flexibly and responsively to the needs arising on a day-to-day basis.

4.1.2. The standard working week for all full time employees will normally be 37 hours excluding meal breaks (a minimum of half hour a day must be taken for lunch). You are expected to show reasonable flexibility to ensure the work of the Authority is effectively completed. If you are required by your manager to work more than your standard hours of work you will be granted time off in lieu at a later date agreed by your manager.

4.1.3 For senior management positions (Grade 12 and above), the nature of the work is such that a standard working week is unlikely to apply and the reasonable hours required of the job must be undertaken.

4.2 Flexible working arrangements

- 4.2.1 The Authority aims to develop appropriate policies and practical solutions to meet the needs of the organisation and the wider community it serves and its employees, having due regard to fairness and consistency. The Authority therefore aims to provide for a range of flexible working arrangements which allow employees to balance work and home commitments providing such working arrangements meet the needs of the Authority.
- 4.2.2 The flexible working arrangements are designed to enable peaks and troughs of workload to be fairly managed and to deal with the personal circumstances of the employee who may wish to take particular time off for any reason (e.g. to attend a particular event or for religious observance).
- 4.2.3 Statutory regulations place a duty on employers to seriously consider requests from parents of young children or carers of dependent adults to work flexibly. Such employees have a statutory right to request to work flexibly. Employers are able to refuse such requests where they have a clear business reason.
- 4.2.4 The GLA extends this right to all employees so that any employee can request to work flexibly and managers are expected to respond positively to any such requests, unless there are sound business or operational reasons to refuse the proposed working arrangements. Employees should discuss their request to work flexibly with their manager and also complete a flexible working application form. The manager will inform the employee of her/his decision in writing after having consulted the Human Resources Group if necessary. Where the decision is to refuse the request, the employee will be informed of the reasons for this in writing. A copy of this letter will be put on the employee's personal file and, if necessary, amendments made to the employee's pay or terms and conditions of employment.
- 4.2.5 If your request is refused, you can appeal against the decision by writing to your Director whose decision will be final.

4.3 Flexitime scheme

- 4.3.1 All members of staff (except individuals on grade 12 and above) are eligible to apply for flexitime working. Line managers will be expected to respond positively to requests unless there are sound business or operational reasons for refusing the application.
- 4.3.2 The GLA operates a 37 hour working week. Time worked over and above the 37 hour week will be regarded as 'credit' time. Credit time can then be taken off in hours (or part hours), half-days or whole days. One day is equivalent to seven hours and 24 minutes.
- 4.3.3 Standard core hours are 10am to 4pm with lunch to be taken between noon and 2pm. Core hours are times when all staff are expected to attend work unless they have received prior agreement from their line manager.

- 4.3.4 Teams should meet regularly to discuss workload planning and staffing requirements. Teams should agree what their minimum cover requirements are and establish when variations in workload are likely to occur. The onus is on managers to ensure that this is done, and that credit time is only accumulated when necessary.
- 4.3.5 Working time must be recorded by each member of staff, and certified by line managers.
- 4.3.6 As with annual leave, the line manager's permission must be obtained before credit time is taken during core hours.
- 4.3.7 A maximum number of two days can be taken as flexi leave in any one month.
- 4.3.8 Credit time should normally be taken within the same calendar month that it is accrued. If this is not possible, up to one day can be carried over to be taken in the next calendar month.
- 4.3.9 Deficits should normally be made up within the same calendar month that they are accrued. If this is not possible, a deficit of up to one day can be carried over to be made up in the next calendar month.
- 4.3.10 The GLA will not make payments in lieu of additional time worked.
- 4.3.11 All staff must take a minimum of 30 minutes as their lunch break, which must be recorded. If more than an hour is to be taken for lunch, staff should discuss this in advance with their manager.
- 4.3.12 Medical or domestic appointments should be arranged out of working hours if at all possible. Alternatively, credit time can be used for these appointments.
- 4.3.13 Staff working from home should record time worked up to the maximum of a normal working day (i.e. seven hours and 24 minutes).
- 4.3.14 Staff should not regularly work significantly more than an average of 37 hours a week in any month.
- 4.3.15 In exceptional circumstances, directors have discretion to make temporary adjustments to these arrangements.
- 4.3.16 Any deliberate mis-recording of time worked, or other abuse of the scheme will result in the flexitime scheme being withdrawn from that individual, and may result in disciplinary action.
- 4.3.17 There are some jobs which are not conducive to standard flexitime working. These include job roles where attendance times are fixed in order to provide specific services.
- 4.3.18 Some exceptional circumstances (for example, working at a weekend conference) are not covered by this scheme. In such cases, managers should agree in advance the arrangements for compensatory time off.

4.4 Job sharing

- 4.4.1 Job sharing is an arrangement that allows two employees to share the duties and responsibilities of one full time job with the salary and all other benefits divided equally or on a proportional basis according to the number of hours worked.
- 4.4.2 All posts are open to job sharing unless, in exceptional circumstances, there is a sound business or operational reason for excluding a particular job. In particular, all requests to job share from women returning from maternity leave should be carefully considered. Managers should consult the Human Resources Group in all cases where it is felt that a job cannot be shared.
- 4.4.3 In normal circumstances, all jobs will be advertised as being suitable for job sharing. In the event that only one suitable job share applicant is appointed, the appointment shall be conditional on the Authority finding a partner to share the job. This will normally be through one further attempt to recruit a job share partner.
- 4.4.4 If a job share partner cannot be found, the manager, in consultation with the Human Resources Group shall determine whether the initial job sharer should be retained or whether the job should revert to a full time post. If it is decided that the job must revert to a full time post, attempts will be made to redeploy the employee but, if no suitable job can be found, the contract of employment will be terminated.
- 4.4.5 The working pattern should ideally include a period of overlap during the week but may include one job sharer working three consecutive days and the other working two days a week. The working pattern should be agreed by the line manager who is responsible for ensuring that this is adequate to ensure that the full duties and responsibilities of the job are covered.
- 4.4.6 Entitlement to pay, annual leave and occupational sick pay will be pro-rata according to the number of hours worked.
- 4.4.7 Time off for Public holidays will be apportioned equally between job sharers regardless of which days they work.
- 4.4.8 Maternity benefits for job -sharers are not pro-rated but as with other employees, are based on length of service. However, where a woman on maternity leave returns to work on a job share basis any outstanding annual leave entitlement will be pro-rata according to the number of hours now worked. Any leave outstanding from before the period of maternity leave must be taken in a block prior to the commencement of the job share arrangements.
- 4.4.9 Overtime payments will not normally be paid and time off in lieu will be granted where additional hours are worked.

- 4.4.10 If one job share partner leaves, the manager will determine whether the vacancy should be filled, taking account of service and/or financial considerations. Where it is decided to fill the vacancy, the post may be offered to the remaining job share partner on a full time basis. If the remaining job sharer does not want to undertake the duties of the full time post and where no suitable job share partner can be found within a reasonable period (say six months after the post becomes vacant), attempts will be made to redeploy the employee but, if no suitable job can be found, the contract of employment will be terminated.

4.5 Part-time working

- 4.5.1 The Authority will support part-time working where this can be accommodated and where part-time working meets its operational and service needs.
- 4.5.2 Requests by existing full-time employees to change to part-time working (and vice-versa) will be considered positively, taking into account the individual's circumstances, the reason for the request, the duties and responsibilities of the job.
- 4.5.3 Requests from women returning from maternity leave to work part-time should be considered positively.
- 4.5.4 Part-time workers have the same entitlements to terms and conditions of employment as full time workers but these will be pro-rata, according to the contracted number of hours as set out above for job sharers.

4.6 Voluntary reduced work time

- 4.6.1 Voluntary reduced work-time allows employees to voluntarily trade salary for time off for a specified period with the right to return to work on a full-time basis at the end of the period. This scheme may be attractive to employees who have, for example, specific caring responsibilities for children or other dependants but need not necessarily be used for this purpose.
- 4.6.2 Employees may, with the agreement of their manager, reduce their full time working hours. All terms and conditions of employment will be subject to pro-rata adjustment according to the number of hours worked for the period of reduced working. Time off may be taken by reducing the working day or week.
- 4.6.3 All requests to reduce the working week will be subject to management agreement. In considering such requests, managers must be satisfied that the request is reasonable and that the reduction in hours will not adversely affect the service. Managers must be satisfied of the co-operation of other employees required to make the reduction possible.

4.7 Compressed working week

- 4.7.1 A compressed working week allows employees to maintain their contracted hours (i.e. 37 hours a week) but to work these over a shorter working week, say over four days or a nine-day fortnight. This arrangement can only be put in place with the approval of the line manager and will normally be for a specific period but may be longer term depending on management agreement and

taking into account the needs of the service. Managers must be satisfied of the co-operation of other employees required to make the reduction possible. The arrangement can be reviewed and withdrawn by the line manager if the needs of the service change or problems prevent its continuation.

- 4.7.2 Where the employee maintains the standard contracted hours of work, the full benefit of all terms and conditions of employment will apply. However, the employee's annual leave may need to be accounted for differently to accord with changed working patterns.

4.8 Remote working

- 4.8.1 "Remote working" means carrying out job duties at a location other than the employee's normal office or desk. This may be an individual's home, an alternative location in City Hall, or another location.
- 4.8.2 The Authority believes that a flexible approach which allows employees to work from home should be enabled where possible and consistent with service needs.
- 4.8.3 Managers may agree to employees working at home on special projects, report writing or, by special request, for personal reasons so long as the work to be undertaken is agreed in advance with your manager and she/he is satisfied that the work will be completed to the required standards and timescale.
- 4.8.4 Individual directorates may introduce local schemes to allow employees to work from home, where appropriate, for a set number of days a month on a formally agreed basis or informally for occasional days on an ad hoc basis.
- 4.8.5 You will usually be expected to make use of your own equipment when you work from home although laptops and other equipment may be available for your use.
- 4.8.6 The arrangements for remote working are set out in the GLA's Remote Working Protocol.

Section 5 – Leave

5.1 Annual leave

- 5.1.1 All employees are entitled to 30 days annual leave. This includes a basic entitlement of 28 days plus two optional days. You may, if you wish, trade in one or both of these optional days for other benefits included in the flexible benefits package which is offered to all employees. You will also be entitled to paid time off on each of the public holidays. This contractual leave entitlement includes the statutory entitlement of 20 days leave.
- 5.1.2 All requests for leave must be made in advance and agreed by your manager.
- 5.1.3 When you join or leave the Authority your leave entitlement will be calculated according to the number of weeks service during that leave year.

- 5.1.4 **Outstanding annual leave** – when you leave the Authority’s service any outstanding annual leave should be taken during your notice period and payment will not normally be made for any annual leave that is untaken, unless you have taken less than the pro-rata’d amount of your statutory entitlement by your leaving date. In this event, you will be paid the outstanding amount up to a maximum of twenty days. In the event that you are summarily dismissed from the Authority no payment will be made for outstanding annual or other leave.
- 5.1.5 **Carry-over of annual leave** - The leave year is from 1 April to 31 March and you will normally be expected to take your leave within this period. However, in exceptional circumstances, (e.g. service requirements or heavy workload has prevented you taking your leave) you may carry over up to 5 days leave into the next leave year. Any carry over of leave must be authorised by your Director or Head of Service.
- 5.1.6 **Banked leave** - You may also request a carry over of up to 10 days leave from one year to the next in order to “bank” or accumulate leave. You may wish to use this as a contribution towards a period of extended leave if you intend to take a long holiday or as part of a career break or sabbatical leave. The maximum amount of leave you can bank for this purpose is 20 days over a two year period with extended leave being taken in the third year. Any banking of leave must be authorised by your Director or Head of Service.

5.2 Maternity leave

- 5.2.1 The GLA’s maternity policy sets out the rights and responsibilities of employees who are pregnant or have recently given birth and gives details of the arrangements for maternity leave and pay.
- 5.2.2 The policy incorporates statutory provisions which apply to all women employees. However, the GLA’s provisions for paid maternity leave are dependent on length of service and employment status. Employees should contact Human Resources for detailed advice about the provisions that apply in individual cases.

5.3 Time off for ante natal appointments

- 5.3.1 All pregnant employees have a right to paid time off to attend ante natal appointments, including relaxation and parent craft classes where these have been recommended by a registered medical practitioner, midwife or health visitor.
- 5.3.2 The employee should produce confirmation of her pregnancy from her doctor, midwife or health visitor (usually a MAT(B)1 form) and an appointment card or other confirmation of the actual appointment.

5.4 Adoption leave

- 5.4.1 The GLA's adoption policy sets out the rights and responsibilities of employees who have the primary or sole responsibility for a child adopted through an approved adoption agency.
- 5.4.2 The policy incorporates statutory provisions which apply to all employees. However, the GLA's provisions for adoption leave and pay are dependent on length of service and employment status. Employees should contact Human Resources for detailed advice about the provisions that apply in individual cases.
- 5.4.3 Where two employees of the GLA share childcare responsibility for adopted children, only one employee shall be eligible for the adoption leave at any one time.

5.5 Special leave schemes

- 5.5.1 The Authority operates a number of discretionary special leave schemes to help you balance your work and life responsibilities. Leave under any of the following schemes is subject to the agreement of your manager who will normally grant the leave on the basis of the criteria of the scheme being met and the needs of the service. Special leave will not be unreasonably refused and special leave for bereavement will normally be granted.
- 5.5.2 In addition to the discretionary schemes outlined below, directors, in consultation with the Head of Human Resources, have discretion to grant further paid or unpaid leave in exceptional circumstances.
- 5.5.3 The various special leave schemes are outlined below.

5.6 Dependency/bereavement leave

- 5.6.1 You may be granted up to 5 days paid leave in any twelve-month period to deal with urgent, unexpected or unforeseen domestic emergencies. The following circumstances will be considered for this leave:
- an accident to or illness of a dependant which requires your attendance
 - the unexpected breakdown in normal care arrangements for a dependant
 - making longer term care arrangements for a dependant who falls ill
 - accompanying a dependant to the GP, dentist, clinic or hospital for emergency or urgent treatment
 - the death of a partner or child or close family relation, for example a parent, sister, brother, grandparent, partner's mother, father, sister, brother
 - funeral of any of the above
- 5.6.2 A dependant is defined as a partner, child or parent of the employee or someone who lives with the employee as part of their family and who is dependent on them for specific caring needs.

- 5.6.3 Dependency leave will not be granted to cover routine hospital appointments or planned hospital admissions, as these are known in advance. Neither will it be granted to cover emergency school closures such as strikes or elections. Annual leave, credited flexible hours (if worked) or time off in lieu should be taken in these circumstances.
- 5.6.4 Part time or job share employees will be granted dependency leave on a pro-rata basis.
- 5.6.5 If you have taken five days dependency/bereavement leave in a twelve month period, any requests for additional leave should be met from your annual leave entitlement or credited flexible hours (if worked). However, in exceptional circumstances, your director has the discretion to grant additional periods of leave (paid or unpaid). Additional periods of paid leave will only be granted following discussions between your director and the Head of HR.
- 5.6.6 If you have an on-going care issue that cannot easily be resolved, you may wish to discuss other possible solutions, such as temporary or short-term flexible working arrangements, with your manager.
- 5.6.7 **Procedure for applying for dependency/bereavement leave** – you must apply to your manager for dependency/bereavement leave as soon as possible, and at least by the first day of absence explaining the reason for the request and seeking approval for it. Your request must be confirmed by completing a dependency/bereavement leave request form which is available on the HR intranet page as soon as reasonably possible, either on the day of the request or on your return to work.
- 5.6.8 The form should be completed with the date(s) requested, giving the reasons for the leave, including any special circumstances and attaching any relevant documentation, and forwarded to your manager for authorisation.
- 5.6.9 If your manager is satisfied that the leave request is within the remit of the dependency/bereavement leave scheme she/he will grant the leave and notify you accordingly. The HR Group will confirm your leave in writing to you.

5.7 Paternity Leave

- 5.7.1 The GLA's Paternity Policy sets out the rights and responsibilities of employees who are nominated to care for their wife or partner, including same sex partner, following the birth or adoption of child(ren).
- 5.7.2 Subject to certain qualifying criteria, up to 10 days ordinary paternity leave may be granted, on full pay, and up to 26 weeks additional paternity leave. Statutory Additional Paternity Pay may be payable during some or all of additional paternity leave, depending on the length and timing of the leave.

5.8 Parental leave

- 5.8.1 All employees who have completed one year's service with the Authority are entitled to receive up to 13 weeks statutory unpaid parental leave for each child

aged under five years old. The entitlement is valid up until the child's fifth birthday or, if the child is adopted, for five years after the child is placed for adoption or the child's eighteenth birthday, whichever is sooner. Parents of disabled children are entitled, under statute, to up to eighteen weeks unpaid leave and to use this leave up to the child's eighteenth birthday.

- 5.8.2 The leave is intended to allow employees to take time off work to look after a child or make arrangements for the child's welfare. Parents can use it to spend more time with children and help to balance their work and family commitments.
- 5.8.3 The Authority will enhance this statutory entitlement by paying employees for part of this leave and by relaxing the statutory limitations on requesting and taking the leave.
- 5.8.4 If you meet the qualifying criteria outlined above, the Authority will grant you up to 10 days paid parental leave in total. You will receive half pay for the first week of any such leave in each of the first four years. (i.e. the maximum amount of paid leave you can claim each year is 2.5 days). The remainder of any leave taken will be unpaid. You may take more than one week's leave in each of the first four years, up to a maximum of four weeks in any one year.
- 5.8.5 The entitlement to 13 weeks leave and to the pay outlined above will be pro-rata'd for part time employees.
- 5.8.6 You may take the leave in weekly blocks or multiples of one day. Every effort will be made to grant the leave when required, subject to service needs.
- 5.8.7 Parental leave is granted for each child so the parents of twins are entitled to 13 weeks leave for each child.
- 5.8.8 Parental leave is an individual entitlement which does not start afresh each time you change jobs. The Authority may ask your previous employer or seek a declaration from you on appointment as to whether you have already taken any of your parental leave entitlement. If you have used part of your parental leave entitlement with a previous employer, the Authority will reduce your entitlement accordingly.
- 5.8.9 You should apply for leave in writing to your manager using the special leave form on the HR intranet. You should attach a copy of the child's birth certificate and/or any information which confirms that you are the parent/co-parent of the child. Your manager will notify you if she/he agrees the leave.

5.9 Sabbatical leave

- 5.9.1 This scheme provides for employees with at least one year's service to take up to twelve months' unpaid sabbatical leave, subject to the management agreement. The leave may be used to undertake (unpaid) voluntary work or for travel, educational or other purposes including improving your quality of life and helping to balance your home and domestic responsibilities.

5.9.2 You must have worked for the Authority for at least one year before you can apply for sabbatical leave. You must also have satisfactory conduct and attendance and must give your manager at least three months written notice of your request by completing the sabbatical leave form on the HR intranet. Your manager will consider the service implications of your request. These may include:

- the benefit (if any) of the leave for both you and the Authority;
- the budget implications (if any) and feasibility of filling the post in your absence, which will depend on the length of absence;
- the impact on colleagues if the post is left vacant;

5.9.3 If you are a member of the Local Government Pension Scheme and want to retain membership during your period of absence, you will be expected to meet the cost of your own contribution to the pension fund on your return for work.

5.9.4 Your manager will notify you if she/he agrees with your request and this will be confirmed in writing to you by the Human Resources Group.

5.10 Time off for public duties

5.10.1 If you undertake public duties you should discuss and agree your time off arrangements with your manager. Subject to appropriate verification, your manager may agree paid time off as follows:

Public duty	Maximum number of days paid leave
Local Authority Leader or Committee Chair	up to 10 days
Territorial Army/Reserve Forces annual camp and exercises	up to 10 days
Member of Local Authority or Statutory Tribunal	up to 7 days
Member of Local Health Authority	up to 7 days
Justice of the Peace	up to 5 days
School governor or member of the management board of an HE/FE college	up to 5 days
Member of a national executive of a national trade union	up to 5 days
Officiating at local and GLA elections	up to 1 day

5.10.2 If you hold more than one of the above offices the maximum number of paid days leave you will be allowed to take is ten days.

5.10.3 In the interests of promoting public duties and citizenship, your director has the discretion to grant up to an additional 10 days unpaid leave.

5.11 Employee volunteering

- 5.11.1 Employees who have successfully completed their probationary period may be granted up to three days paid leave to do volunteer work that reflects the GLA's aims and objectives, subject to line manager approval.
- 5.11.2 Further information on the volunteering policy can be found on the intranet.

5.12 Jury service

- 5.12.1 If you are summoned for jury service you will be granted leave with pay less any loss of earnings allowance you are allowed to claim from the court (excluding travel and subsistence allowances). You should complete the jury service form available on the intranet.
- 5.12.2 You should attend work on any full or half days that you are not required for jury service.

5.13 Time off for medical and dental appointments

- 5.13.1 The Authority expects that medical and dental appointments will normally be made outside working hours. However, it is accepted that this is not always possible - where appointments have to be made during normal working hours, you will be expected to make up lost time by working extra hours for the absence, take credited flexible hours (if worked), time off in lieu, or annual leave.
- 5.13.2 Paid time off will be granted to attend health screening arranged by the GLA. Paid time off will also be granted for giving blood.

5.14 Sick pay scheme and sickness notification procedure

- 5.14.1 The Authority's occupational sick pay scheme provides financial support if you are ill or injured and this prevents you from working or undertaking any reasonable duties. The scheme is intended to supplement Statutory Sick Pay and Incapacity Benefit. so that you receive normal pay during absence through sickness, disease, accident or assault.
- 5.14.2 During the probationary period (the first six months of employment with the GLA or any extended period), sick pay will be up to one month full pay.
- 5.14.3 After the probation period, sick pay will be up to four months full pay and four month's half pay.
- 5.14.4 In all cases, the Head of Human Resources in consultation with the line manager will have discretion to extend sick pay in exceptional circumstances (for example in cases of serious illness).
- 5.14.5 Sick pay entitlement is dependent on the employee following the GLA's sickness absence procedures.
- 5.14.6 The scheme provides for:

Sickness absence during the first six month's of employment	up to a maximum of one month's full pay
Sickness absence after six month's service	up to a maximum of four months full pay and four months half pay

5.14.7 In cases of serious illness, such as cancer, heart disease or other life threatening conditions which will result in sickness absence over and above this entitlement, your manager in conjunction with the Head of Human Resources, has the discretion to review your sickness absence before your entitlement expires.

5.14.8 The period during which sick pay will be paid, and the rate of sick pay, will be calculated by deducting from your entitlement on the first day of absence the aggregate of periods of paid absence during the previous 12 months.

5.14.9 Provided you follow the Authority's rules on sickness absence including, but not limited to, submitting satisfactory medical evidence of your incapacity for work, you will be entitled to receive sick pay based on the entitlement set out in the table above.

5.14.10 If you are prevented by illness from attending for work, you must notify your line manager as soon as possible on the first day of absence and by no later than 10.00am and provide a completed sickness absence form/self certificate for each occasion of absence.

5.14.11 You should forward your completed sickness absence form/self certificate to your line manager when you return to work after a period of sickness absence.

5.43.12 If your absence exceeds seven calendar days, you must provide a doctor's certificate.

5.14.13 Exceptionally, the Authority may require statements to be submitted at more frequent intervals.

5.14.14 If you are unable to perform your normal duties due to sickness, the Authority may at any time require you to be examined by its nominated medical practitioner.

5.14.15 If you abuse the sickness scheme, or fail to comply with the Authority's rules on sickness absence, or have prejudiced your recovery, your payments during sickness absence may be suspended. You will be advised of such a proposal and will have an opportunity to respond before a decision is taken.

5.14.16 If you are absent from work as a result of an accident and are eligible to receive damages from a third party for the accident, you will receive your normal entitlement to sick pay. Upon receipt of any damages you will refund to the Authority a sum equivalent to the sick pay paid during the absence.

5.15 Travel difficulties

- 5.15.1 Employees are responsible for making appropriate travel arrangements to get to and from work.
- 5.15.2 It is recognised that bad weather conditions or transport industrial action can cause travel difficulties, however, it is still the employee's responsibility to make every effort to get to work.
- 5.15.3 In most instances employees will have received advance warning of any potential travel difficulties and they should be prepared to make alternative arrangements to get to work, such as leaving home earlier or travelling via an alternative route or method. Whenever possible, employees will be expected to report for duty, even if this means that they will be late in doing so.
- 5.15.4 If employees experience continual travel difficulties or are unable to get to work, time off may be taken as annual leave, flexi leave, time off in lieu or unpaid leave, subject to agreement with their line manager and the needs of the service.
- 5.15.5 Employees who live up to a radius of 3 miles from their place of work or appropriate transport terminals will be expected to walk or cycle to work if appropriate.
- 5.15.6 Managers have the discretion to allow employees to adjust their working hours to enable them to start and finish work earlier or later. Where practical, managers may also authorise home working and such arrangements should be agreed in advance.

Section 6 - Allowances

6.1 Acting up allowances

- 6.1.1 Acting Up allowances are paid to employees who are required, on a short-term basis, to undertake the duties of a higher graded post for a continuous period of at least four weeks. In these circumstances the employee will receive the pay and any other terms and conditions applicable to the higher graded post.
- 6.1.2 Employees may be required to undertake the full (100%) duties of the higher graded post, or only part of the duties. In this case payment is calculated on the basis of the difference between the existing salary and the salary of the higher graded post, multiplied by the percentage of the higher duties undertaken. Where two or more employees are sharing the duties of a higher graded post, the total must not exceed 100%.
- 6.1.3 Acting up may occur for the following reasons:
- To cover long term sickness absence
 - To cover vacant posts during the recruitment process
 - To cover maternity leave

- 6.1.4 Acting-up arrangements will normally be for a maximum of six months, unless it is clear from the beginning that a longer period will be needed (e.g. to cover maternity leave). In all other cases payment will not normally be continued for more than six months without the review and approval of the relevant director in consultation with HR.
- 6.1.5 The additional duties must be worked for 4 weeks before the allowance is paid but will be back-dated to the first day.

6.2 Honoraria

- 6.2.1 Honoraria payments may be made to employees who are required, on a short-term basis, to undertake additional responsibilities which are not part of an established post, but which may be required for operational reasons. In order to calculate the payment, an assessment will need to be made of the level of higher responsibility involved and the percentage of the employee's time spend on the higher level duties. Payment is normally made on a monthly basis.
- 6.2.2 This type of honorarium payment will normally be made for a maximum of six months. Payment will not normally be continued for more than six months without the review and approval of the relevant director in consultation with HR.

6.3 Recognition payments

- 6.3.1 Recognition payments may be paid to employees in recognition of exceptional effort or performance of work which is outside the scope of their normal duties. This may include special one-off projects and the duration of work outside normal office hours for which no other recompense has been given (for example an acting-up allowance, honorarium or time off in lieu).
- 6.3.2 Recognition payments are usually paid as a one-off payment after the work has been undertaken. Calculation of payment will normally be based on the employee's normal rate of pay, the length of time it has taken to complete the additional work and the nature of the work undertaken.

6.4 Season ticket loans

- 6.4.1 An interest free season ticket loan of up to £5,000 is available to all permanent employees who use public transport to travel from home to work.
- 6.4.2 The loan will be for the full cost of the season ticket and will be made in one payment in your salary. The first payment is normally deducted in the month following that in which the loan has been paid. The loan will be recovered in eleven equal instalments from salary payments.
- 6.4.3 You must take your season ticket and your photo card to a nominated member of the Human Resources Group within 10 working days of purchase so that a copy can be made for the records. We reserve the right to ask you to present your ticket for periodic inspection. Failure to comply with these conditions may result in recovery of your loan from your next salary. You will be expected to use

the season ticket for any journeys undertaken on official GLA business providing the ticket is valid for the area of travel.

- 6.4.4 If you leave the Authority's service or if you no longer require the season ticket, the full amount of the loan must be repaid.
- 6.4.5 Season ticket loan application forms are available from the Human Resources Group.

6.5 Bicycle loans

- 6.5.1 An interest free loan of up to £500 is available to permanent employees who wish to purchase a bicycle to travel from home to work, or to purchase cycling equipment and accessories, or to cover bicycle servicing costs.
- 6.5.2 The loan will be for the full cost of the purchase and will be made in one payment in your salary. The first payment is normally deducted in the month following that in which the loan has been paid. The loan will be recovered in eleven equal instalments from salary.
- 6.5.3 You must show receipt of purchase to a nominated member of the HR Group within 10 working days of the purchase in order that a copy can be made for the records.
- 6.5.4 You must take out insurance to cover the loss of the bicycle through theft during the time of the loan.
- 6.5.5 Bicycle loan application forms are available from the Human Resources intranet site.

6.6 Payment of professional subscriptions

- 6.6.1 The GLA recognises the important work of professional associations, and will support membership where this will directly benefit the organisation, as well as the individual.
- 6.6.2 The workforce is comprised of people from a wide range of occupations. The rationalisation of professional membership is therefore vital in the interests of fairness and financial probity.
- 6.6.3 For the GLA to reimburse the annual subscription, criteria 1 must be met. In addition, one or more of the other criteria set out below must apply:
- 6.6.4 **Criteria 1**
The employee is a permanent member of staff who has successfully completed their probationary period (fees can be reimbursed to the individual if the association requires payment before the probation period ends). The employee can be full-time or part-time.

No payments will be made for fixed term contract staff, secondees or consultants.

PLUS one or more of the following –

6.6.5 Criteria 2

Membership is a legal requirement of the job i.e. the person would not legally be allowed to practice if they were not members.

6.6.6 Criteria 3

Membership of the professional body is listed as an essential requirement in the recruitment criteria of the job profile.

6.6.7 Criteria 4

As part of the TUPE agreement, transferred staff will continue to have their subscriptions reimbursed if this was the case in their previous organisations.

6.6.8 Criteria 5

Payment is agreed at the point of recruitment. This includes the situation where the recruiters, on behalf of the GLA, choose to honour the employee's existing commitment to a course of study which they have partially completed and which requires student membership.

6.6.9 Criteria 6

The GLA agrees to fund a course of study for an employee and student membership is compulsory as part of this. The employee should fully appreciate the implications of the undertaking which are described in the GLA's Training Agreement. It follows that the GLA will continue to pay full subscriptions once the employee 'graduates', providing they remain a permanent member of staff and can make a case for membership using the criteria above.

The general principle will be that GLA will only pay for one subscription per person based on the above criteria.

How can employees claim?

6.6.10 Claims should be submitted in the following way:

- The line manager and the Director must agree membership and payment.
- Employees must provide a copy of a certificate or membership card to the Finance Section.
- Employees must complete the relevant expenses claim form and attach it to a copy of the membership card and a receipt, or some other proof of payment. Forward these to the Finance Section. The money will be reimbursed through payroll.

6.6.11 If a number of staff require membership of the same professional body, there may be scope to buy corporate membership. Where this occurs, it is the responsibility of Directors to bring this to the attention of the Finance Section.

Section 7 – Learning and development

7.1 Performance review

- 7.1.1 The Authority recognises the importance of training and development for all employees and is committed to become a learning organisation. As part of this commitment, the Authority has a performance review scheme for all employees.
- 7.1.2 The performance review scheme will apply to all permanent and all temporary employees engaged for a period of six months or more. Secondees will also be subject to this scheme whilst they are with the Authority.
- 7.1.3 You should have an annual substantive performance review meeting with your manager and shorter follow-up meetings every six months. Your manager will discuss and agree performance objectives with you as well as reviewing past performance. Objectives will be based on Directorate business plans. At the same time, your manager will discuss and agree your own training and development needs with the aim of improving job performance.

7.2 Study and exam leave

- 7.2.1 If you are receiving financial sponsorship from the Authority, whether this is full or partial, you are entitled to the following paid study and exam leave :
- up to 6 days per academic year
 - half day per exam, if this falls outside normal college time. You are expected to return to work before or after the exam, unless study leave has been agreed.

Both types of leave are discretionary and should be agreed with your line manager.

Additionally, you may claim up to £70 for books. This is a one -off payment for the duration of the programme.

- 7.2.2 If you are not receiving sponsorship from the Authority, but you are studying on a course that is relevant to your role or future development in the GLA, you may negotiate study leave and exam leave with your line manager. The leave is discretionary and should not exceed the maximum entitlement outlined in 7.2.1 above. No book allowances are payable.

Section 8 - Health screening

- 8.1 The GLA will make health screen checks available to all employees free of charge as follows:
- Employees aged over 50 years - annually
 - Employees aged between 41–50 years - every two years
 - Employees aged under 40 - every three years

Section 9 - Flexible benefits scheme

9.1. Eligibility

- 9.1.1. You will be entitled to a choice of benefits within the Authority's flexible benefits scheme. You can choose your benefits by trading up to two days annual leave between the period 1 April to 31 March. In exceptional circumstances, the Authority may consider a request for a change within this period.

9.2. Payment

- 9.2.1 You will be reimbursed for the value of either 1 or 2 days leave on production of a receipt or other proof of payment for one of the options described below. You should take proof of payment, together with your annual leave card for adjustment, to the HR Group. Payment will be made in the next available salary run.
- 9.2.2 The value of your leave is calculated as a standard rate for all employees and is upgraded each year in line with the cost of living award. Payments are subject to deductions for tax and national insurance.

9.3. Options

- 9.3.1. You may choose to give up one or two days leave for one from the following options. In each case, payment will be up to the equivalent value of two days paid leave.

Option 1	Payment of annual subscription to a professional body.
Option 2	Payment of additional voluntary contributions to pension.
Option 3	Payment of annual membership subscription for any health scheme, benefits or facilities, or fitness or sports facilities.
Option 4	Payment of medical treatment.
Option 5	Payment of personal training or development.
Option 6	Payment of annual season ticket loan.
Option 7	Payment of spectacles or contact lenses.
Option 8	Payment of private health insurance.
Option 9	Payment of personal student loan.
Option 10	Payment of child care facilities.
Option 11	Payment of bicycle loan
Option 12	Payment of purchase of a bicycle or cycling equipment and accessories.

Maternity policy

1. Introduction

- 1.1 This policy sets out the rights and responsibilities of employees who are pregnant or have recently given birth and gives details of the arrangements for antenatal care, pregnancy-related illness and maternity leave and pay.

2. Scope of the policy

- 2.1 The policy applies where a woman's expected week of childbirth (EWC) is on or after 1 April 2007.
- 2.2 The policy incorporates statutory provisions which apply to all women employees. However, the GLA's provisions for paid maternity leave are dependent on length of service and employment status. Employees should contact the Human Resources group for detailed advice about the provisions that apply in individual cases.

3. Notification of pregnancy

- 3.1 The employee must tell her manager in writing, at least four weeks before her leave begins:
- that she is pregnant;
 - the expected week of childbirth;
 - when she wants her maternity leave to start
 - whether or not she plans to return to work for the GLA for a period of at least six months at the end of her maternity leave.
- 3.2 The employee must produce a certificate from a registered medical practitioner or a certified midwife showing the EWC. This certificate is usually referred to as the MAT(B)1.
- 3.3 If it is not possible for the woman to tell her line manager in the timescales outlined above, she must do so as soon as reasonably possible.

4. Time off for antenatal care

- 4.1 Employees are entitled to reasonable paid time off to attend appointments for ante-natal care as advised by her doctor, registered midwife or registered health visitor. This may include medical examinations, parent craft and relaxation classes.
- 4.2 The employee is required to produce an appointment card or other documentation confirming the appointment if requested to do so.

- 4.3 The employee should endeavour to give as much notice as possible of antenatal appointments and, wherever possible, try to arrange them as near to the start or end of the working day as possible.

5. Health and safety

- 5.1 The GLA has a duty to take care of the health and safety of all employees. The GLA is also required to carry out a risk assessment to assess the workplace risks to women who are pregnant, have recently given birth or are breastfeeding.
- 5.2 Once the employee has informed her line manager that she is pregnant, she should contact the HR group to arrange a risk assessment. The employee will be advised about any risks identified in the risk assessment. If the assessment reveals that she will be exposed to health hazards in carrying out her normal job duties, the GLA will take such steps as are reasonably necessary to avoid those risks, which may include making temporary adjustments to job duties, working conditions and/or hours of work.
- 5.3 If it is not possible to alter the employee's working conditions to remove the risks to her health, and there is no suitable alternative work available to offer her on a temporary basis, the GLA may suspend the employee from work on maternity grounds until such time as there are no longer any risks to her health. This does not affect the employee's statutory or contractual employment and maternity rights, and she will continue to receive her normal salary and contractual benefits during the period of the suspension (unless she has unreasonably refused an offer of suitable alternative employment).

6. Sickness absence

- 6.1 If an employee is absent from work during her pregnancy because of illness, she will receive normal statutory and occupational sick pay as would be the case during any other sickness absence, provided that she has not yet begun maternity leave.
- 6.2 If the employee is absent from work wholly or partly because of pregnancy during the four weeks before her expected week of childbirth, maternity leave will start automatically from the day after the first day of absence.

7. Annual leave

- 7.1 Employees will continue to accrue annual leave while on maternity leave.
- 7.2 During periods of paid maternity leave, annual leave accrues pro rata to the employee's contractual entitlement of 30 days per leave year. During periods of unpaid maternity leave, annual leave accrues pro rata to the statutory entitlement of 20 days per year.
- 7.3 Employees will also accrue public holiday leave for any public holiday that falls within the period of paid maternity leave, on a day that the employee would normally work.

7.4 Only five days untaken annual leave may be carried over from one leave year to another. To prevent loss of any leave entitlement (for example, where the maternity leave spans two leave years) the employee will need to take her annual leave before the start of her maternity leave.

8. Maternity leave and maternity pay

8.1 The GLA has two maternity leave schemes.

8.2 Scheme A

8.2.1 Women employees who have been continuously employed by the GLA for a period of one year or more at the beginning of the eleventh week before the EWC are entitled to the provisions of this scheme, which provides:

- a) up to 52 weeks' maternity leave with up to 40 weeks' paid leave as follows:
- b) full pay for the first eighteen weeks of maternity leave *; and
- c) the option of receiving either:
 - a further eleven weeks at full pay*, or
 - twenty two weeks at half pay **

* Statutory Maternity Pay (SMP) is included in this payment.

** SMP will be paid in addition to this payment.

8.2.2 When the maternity leave ends the employee must return to work for the GLA (or another GLA Group employer) for at least six months. If the employee does not do this, she will have to repay any salary paid to her after the first eighteen weeks of her maternity leave in excess of SMP. Failure to repay could result in legal proceedings being taken to recover the money.

8.3 Scheme B

8.3.1 Women employees who have been continuously employed by the GLA for less than one year, at the beginning of the eleventh week before the EWC are entitled to up to 52 weeks maternity leave with up to 39 weeks paid leave as follows:

- ten weeks at 9/10 pay *and
- sixteen weeks at half pay** and, for employees with at least 26 week's continuous service at the end of the 15th week before the expected week of confinement
- a further thirteen weeks SMP

* SMP is included in these payments.

** For employees with at least 26 weeks continuous employment at the end of the 15th week before the expected week of childbirth, SMP will be paid in addition to this payment.

8.3.2 Women employees with less than 26 weeks' continuous service may be eligible to receive Maternity Allowance (MA). Maternity Allowance is paid by the Government to women who do not qualify for SMP.

- 8.3.3 When the maternity leave ends the employee must return to work for the GLA (or another GLA Group employer) for at least six months. If the employee does not do this, she will have to repay any salary paid to her after the first eighteen weeks of her maternity leave in excess of Statutory Maternity Pay. Failure to repay could result in legal proceedings being taken to recover the money.

9. Starting maternity leave

- 9.1 A woman may start her maternity leave not earlier than 11 weeks before the EWC which is shown on the MAT(B)1. However, while she is fit to work a woman may continue to work beyond this period up to the EWC.

10. Compulsory maternity leave

- 10.1 The law obliges all employees to take a minimum of two weeks maternity leave immediately following childbirth. The employee must send a copy of the baby's birth certificate to the HR group as soon as possible after the birth.

11 Stillbirth or miscarriage

- 11.1 If the employee has a stillbirth after 24 weeks or more, she is entitled to receive the benefits which would have applied if the baby had lived. This includes the right to paid and unpaid leave up to the full entitlement.
- 11.2 However, in these circumstances the employee may decide that it would be better to return to work when she has recovered or when her doctor advises that she is fit. However, the employee must give notice that she is returning to work and cannot, in any event, return to work during the two weeks immediately after the birth.
- 11.3 If the employee has a miscarriage before the 24th week of pregnancy, the employee will be treated as being on sick leave and she will have to provide a sickness certificate in line with the sickness notification procedure.
- 11.4 The employee must tell her manager as soon as possible so that appropriate leave or other arrangements can be made.

12. Contact during maternity leave

- 12.1 Shortly before the employee's maternity leave starts, the line manager will discuss the arrangements for her to keep in touch during the leave. In any event, the GLA reserves the right to maintain reasonable contact with the employee during maternity leave. This may be to discuss plans for the employee's return to work, to discuss any special arrangements to be made or training to be given to ease her return to work, or simply to update her on developments at work during her absence. Such contact will not constitute 'work' and will not count towards the 10 days specified below.

13. Keeping in touch days

- 13.1 Except during the first two weeks after childbirth, the employee can agree to attend work or training courses for the GLA for up to ten days during the period of her maternity leave, without that work bringing the maternity leave to an end and without the loss of a week's SMP. These are known as 'keeping-in-touch' days. Any work carried out on a day will constitute a day's work for these purposes.
- 13.2 There is no obligation on the employee to carry out any work, and the employee has no right to undertake any work, during her maternity leave. The GLA will grant time off in lieu for any agreed work undertaken, which should be taken by the employee when she has returned to work following maternity leave. Any keeping-in-touch days do not extend the period of maternity leave.

14. Returning to work

- 14.1 Subject to the exception below, the employee has the right to return to the job in which she was employed under her contract of employment. This depends on any organisational change that may have happened during her leave. If her substantive post has been deleted she must be offered any suitable alternative post but the terms and conditions must be no less favourable as those that would have applied to her substantive post.
- 14.2 An employee on a fixed term contract, whose contract expires during the period of maternity leave, will have no right to return to work, regardless of her length of service.
- 14.3 The employee will have been formally advised in writing by the HR group of the date on which she is expected to return if she takes her full 52 week entitlement to maternity leave. The employee is expected to return on this date, unless she notifies the GLA otherwise. While there is no legal obligation for the employee to confirm that she will be returning on the expected date, it will assist the GLA if she does so.
- 14.4 If the employee wishes to return to work earlier than the expected date she must give at least eight weeks notice of her intended return date. If she does not do so, the GLA will retain the right to postpone her return until eight weeks notice has been given.
- 14.5 If the employee has already given notice of an early return date, and subsequently wants to return even earlier, she will need to give notice eight weeks before the new date. If the employee wants to postpone her early return date, she will need to give notice eight weeks before the original early return date.
- 14.6 If the employee wishes to return on a part-time or job share basis, or any other flexible working arrangements, she should discuss this with her line manager before the start of maternity leave, or at least twelve weeks before she is due to return. Although there is no automatic right to such changes in the employee's

working patterns, where possible, depending on the needs of the service, every effort will be made to accommodate requests for part time or flexible working.

15. Resigning before maternity leave

- 15.1 Employees who have been continuously employed for a minimum of 26 weeks by the end of the 15th week before childbirth who leave the GLA at the start of their maternity leave will still be entitled to SMP. Employees wishing to resign will be required to give their normal period of contractual notice.
- 15.2 Employees with less than 26 weeks continuous service by the end of the 15th week before childbirth will not be entitled to SMP. Individuals may, however, be entitled to claim MA.

16. Resigning following maternity leave

- 16.1 If the employee decides not to return to work at the GLA following maternity leave she will need to give the normal period of contractual notice.
- 16.2 Any maternity pay in excess of SMP paid to the employee from the 19th week of absence (Scheme A) or the 11th week of absence (Scheme B) will need to be repaid, unless the employee is taking up a job with another organisation in the GLA Group.

GLA Pay Scales

Appendix F

GLA Grades and spine points 1 January 2015 to 31 March 2016					
Grade	Grade Code	Spinal column point	Basic salary 01/01/2015 to 31/03/2016	01/01/2015 to 31/03/2016	Employee pension contribution
Grade 1	GL01	1	19,772	10.25	5.80%
		2	20,268	10.51	5.80%
		3	20,775	10.77	5.80%
		4	21,295	11.04	6.50%
		5	21,827	11.31	6.50%
Grade 2	GL02	6	22,734	11.78	6.50%
		7	23,301	12.08	6.50%
		8	23,885	12.38	6.50%
		9	24,481	12.69	6.50%
		10	25,092	13.01	6.50%
Grade 3	GL03	11	25,288	13.11	6.50%
		12	25,920	13.44	6.50%
		13	26,568	13.77	6.50%
		14	27,232	14.12	6.50%
		15	27,913	14.47	6.50%
Grade 4	GL04	16	26,046	13.50	6.50%
		17	26,699	13.84	6.50%
		18	27,365	14.18	6.50%
		19	28,049	14.54	6.50%
		20	28,751	14.90	6.50%
Grade 5	GL05	21	28,150	14.59	6.50%
		22	28,853	14.96	6.50%
		23	29,574	15.33	6.50%
		24	30,312	15.71	6.50%
		25	31,071	16.10	6.50%
Grade 6	GL06	26	31,067	16.10	6.50%
		27	31,844	16.51	6.50%
		28	32,640	16.92	6.50%
		29	33,455	17.34	6.50%
		30	34,291	17.77	6.80%
Grade 7	GL07	31	37,406	19.39	6.80%
		32	38,341	19.87	6.80%
		33	39,300	20.37	6.80%
		34	40,281	20.88	6.80%
		35	41,290	21.40	6.80%
Grade 8	GL08	36	41,209	21.36	6.80%
		37	42,241	21.89	6.80%
		38	43,296	22.44	8.50%
		39	44,379	23.00	8.50%
		40	45,489	23.58	8.50%
Grade 9	GL09	41	46,095	23.89	8.50%
		42	47,019	24.37	8.50%
		43	47,958	24.86	8.50%
		44	48,917	25.35	8.50%
		45	49,896	25.86	8.50%
Grade 10	GL10	46	51,220	26.55	8.50%
		47	52,243	27.08	8.50%
		48	53,287	27.62	8.50%
		49	54,354	28.17	8.50%
		50	55,441	28.74	8.50%
Grade 11	GL11	51	55,234	28.63	8.50%
		52	56,340	29.20	8.50%
		53	57,468	29.79	8.50%
		54	58,616	30.38	8.50%
		55	59,789	30.99	8.50%
Grade 12	GL12	56	66,183	34.30	9.90%
		57	67,507	34.99	9.90%
		58	68,855	35.69	9.90%
		59	70,234	36.40	9.90%
		60	71,637	37.13	9.90%
Grade 13	GL13	61	75,320	39.04	9.90%
		62	76,826	39.82	9.90%
		63	78,364	40.62	9.90%
		64	79,931	41.43	9.90%
		65	81,529	42.26	9.90%
Grade 14	GL14	66	81,597	42.29	9.90%
		67	83,230	43.14	9.90%
		68	84,895	44.00	9.90%
		69	86,592	44.88	10.50%
		70	88,324	45.78	10.50%
Grade 15	GL15	71	105,893	54.89	11.40%
		72	108,010	55.98	11.40%
		73	110,171	57.10	11.40%
		74	112,376	58.25	11.40%
		75	114,622	59.41	11.40%
London's Living Wage (including Apprentices and paid work placements)	GA01	85	17,653		5.80%

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Description of indicative proposed OPDC posts

Old Oak and Park Royal is London's largest regeneration site, and when the HS2 and Crossrail stations open in 2026 it will be the most connected opportunity area in London, and possibly the UK. There has been significant and continued interest in the location and there is a tremendous amount of work that must be done quickly to ensure that the scale of the opportunity can be planned not only effectively but in a way that maximises the benefits and captures the value for London and Londoners.

The HS2 Growth Taskforce identified the huge opportunities for delivering jobs and homes around HS2 stations and it is therefore appropriate that the OPDC has sufficient staff in place to undertake these important and urgent tasks. The detailed work priorities have been identified in the OPDC Business Plan, and the immediate known priorities for the OPDC staff will be predominantly, although not exclusively, as follows:

- Building a strong vision and compelling proposition: to give Government, the private sector, and investors the confidence to invest in the infrastructure necessary to unlock the development potential;
- Community benefit: engaging existing residential and business communities in preparing a Community Charter and Statement of Intent, setting out early activation activities to give them a strong sense of ownership of the emerging new neighbourhood, and newer arrivals the confidence to make it their location of choice;
- Planning Framework: creating the foundations for transformational change through robust planning and regeneration policy and transparent governance arrangements that provides clear and consistent leadership and incentives to collaborate;
- Publication of an Old Oak and Park Royal Opportunity Area Planning Framework (OAPF), and adoption of a Local Plan and CIL Charging Schedule to help realise the area's growth potential;
- Planning Authority: undertaking statutory planning (Development Management) functions seamlessly, in fulfilment of the OPDC's capacity as planning authority for the designated area;
- Delivery Strategy: preparation of a strategy alongside a robust delivery programme that sets out development phasing, the land assembly strategy and the framework for future commercial considerations and negotiation, along with clear development guidance on infrastructure delivery;
- Growth Strategy: preparation of the case to Government and other funding partners for investment, working with London and Partners, UKTI and others to set out and promote the significant development opportunities for potential investors; and secure support to finance and fund early strategic infrastructure;
- Infrastructure: Development of a phased infrastructure delivery plan to support integrated urban change across the area, including utilities, transport and social infrastructure;
- Communications Strategy: to foster a high quality relationship with local residential and businesses communities, securing their support and ownership, whilst actively marketing the area to developers, that enables a targeted, clear and consistent awareness of the scale of the opportunity; and

- An overarching Performance Management Framework for the Old Oak and Park Royal Regeneration programme, with excellent financial control and efficiency that secures the maximum benefits through exemplar programme governance, active management of risks and issues, opportunities and challenges.

This list will of course continue to evolve as the full magnitude of this significant and unique regeneration project continues to take shape, but is indicative of the scale of work to be undertaken by the OPDC over the next two years. The below sets out further information in relation to the nature of the proposed senior level posts.

Executive Programme Office and Corporate Governance

- The Chief Executive Officer will effectively lead the Old Oak and Park Royal Development Corporation (OPDC) to deliver the Mayor's vision, manage the OPDC relationship with the Board, work with the Chair, Board and management team to set, implement and review the OPDC vision, mission and strategic plan, and enhance the OPDC's impact and profile with key delivery partners and stakeholders at both local and regional level. The CEO will lead and guide the recruitment of the OPDC. This post will be supported by an Executive Assistant, who would also provide day to day support to the Director of Planning.
- The Head of Programme will provide oversight of all the corporate functions and drive forward delivery of the OPDC business plan by utilising effective programme management, and will undertake and oversee the governance, risks and issues management, budgetary management and assurance for of OPDC. The Head of Programme will lead on all Corporate Governance management and provide the gateway for the OPDC programme, providing monitoring and oversight of delivery of OPDC Business Plan and leading on the operational management of the OPDC and all its business functions. The Head of Programme will also manage the shared services arrangements, lead on financial reporting, risk management, assurance and auditing, decision making control and change management control, and lead on contracts and procurement. The Head of Programme will provide the interface between the Executive and the Secretariat, including leading on the preparation of agendas and reports for board meetings. This is a key role in the delivery of OPDC objectives and will be supported by officers as appropriate.

Planning

- The Director of Planning will be the Chief Planning Officer for the OPDC, which is the statutory Planning Authority for the designated area. The Director of Planning will oversee and drive forward the Planning Policy and Planning Development. This is a key role in the delivery of OPDC objectives, and in order for the OPDC to conduct its responsibilities to the highest standard it is appropriate to follow the planning department structure of the other Mayoral Development Corporation, the London Legacy Development Corporation, (LLDC), and it is therefore recommended that a Director of Planning should be appointed at the earliest opportunity.
- The Head of Development Management will lead the day-to-day statutory development management obligations of the OPDC. Given the scale of regeneration potential at Old Oak there is already substantial interest amongst the development sector and pre-application discussions have commenced on a number of significant development sites. It is anticipated that the workload will accelerate substantially as pre-application discussions identify in the run-

up to submission. The first major planning application is expected in the summer of 2015 and within the first two years 400 planning applications are expected to be received, of which a quarter are expected to be determined by the OPDC.

- The Head of Planning Policy will lead the day-to-day work required for the OPDC to fulfil its statutory duty to prepare a Local Plan and CIL. Given the scale of regeneration potential at Old Oak there is a significant opportunity set out a new statutory masterplan that will guide the development of Old Oak and Park Royal over the next 20 years. As planning making authority, the OPDC has an urgent priority to provide development certainty through the planning framework to ensure the OPDC can be in the best possible position to capture the benefits from the already substantial interest amongst the development sector. It is anticipated that the workload will be substantial given the need to progress with the Local Plan and CIL preparation rapidly.
- Both roles will play a key function in the delivery of OPDC objectives and align with the planning department structure of the other Mayoral Development Corporation, the LLDC. These roles will be supported by a Principal and Senior Planning Officers, a Planning Officer to lead on validation and a Planning Technician to support the functions of the Planning department.

Land

- The Head of Land will lead the development of the land strategy for Old Oak, in particular development of the land options that will lead preparation of a delivery strategy. The Head of Land will bring a strong commercial and delivery experience from the housing and property sector to scope out the Corporations' future commercial work programme. Over the next six months the Head of Land would prepare a report setting out strategic options for ODPC in relation to land, for consideration and approval by the OPDC Board, develop the public sector land strategy, including proposed governance mechanisms, and establish productive working relationships with key landowners, investors, and interested parties in the development of the land at ODPC. A key priority will be to develop an enhanced understanding of the existing and future value of land associated with investments in new transport infrastructure and known property developments, and investment requirements required to unlock regeneration

Regeneration

- The Head of Regeneration and Strategic Partnerships will have responsibility for socio-economic regeneration (employment & skills, education, community engagement, young people, business development, arts and culture, health and sport) in the OPDC. Leading the OPDC's strategic partnership work with key stakeholders, including the development and delivery of policies, strategies, projects and programmes consistent with the objectives and priorities of the OPDC, to build and maintain relationships with a range of external and internal stakeholders and partners. This important post will take a lead in coordinating bids for external funding and 'asks' to central Government and the European Union, and will lead the strategic development and implementation of the OPDC's socio-economic regeneration strategy to ensure it is developed in a way that is responsive to the needs and expectations of local communities, key stakeholders and partners.

Communications

- The Head of Communications will develop and deliver a communications strategy for Old Oak and Park Royal, including external publicity, and will take a lead on communicating the key messages, including the branding and identify of Old Oak and Park Royal. This post will oversee the development and delivery of campaign and promotion work with the local resident and business communities, public sector stakeholders, developers, business, investors, and will provide a framework of opportunities for working through sensitive issues with stakeholders. This post will be the first point of contact for GLA press team, and will client internal and external PR agencies to target messaging as and when required, and lead on development of an annual events programme, and engagement programme and communications such as printed copy, digital media and social media for the OPDC. This post will be supported by two Senior Community Engagement Officers who will provide a vital role in undertaking the day-to-day engagement with the local resident and business communities.

2016/17 Additional Posts

- Based on current plans it is currently envisaged that in 2016/17 five additional posts will be needed. These are factored into the budget and include a Head of Delivery, a Senior Officer (Investment & Delivery) to support the Head of Delivery, a Senior Transport Policy Officer to support the Principal Transport Policy Officer, a Senior Policy Officer (Social Infrastructure) to support the Head of Regeneration and Strategic Partnerships, and an additional Planning Officer to support Planning Development. It is anticipated the scale of development activities will require support in these areas but the nature of these posts will be subject to further consideration and change.

Subject: Healthy New Towns Programme
Meeting date: 25 June 2015
Report to: Board
Report of: Chief Executive Officer

For decision

This report will be considered in public

1 Summary

- 1.1 This report provides a general overview of an initiative being developed by NHS England (NHSE) called Healthy New Towns, following on from the publication of the Five Year Forward View in October 2014¹ and asks the Board to support the principle of OPDC participating in this programme should the OPDC be asked to by NHSE.

2 Recommendations

The Board is invited to:

- 2.1 **Note** the work being developed with NHS England around the Healthy Towns Initiative;
- 2.2 **Agree** to continue to explore the opportunity for Old Oak to be an exemplar Healthy New Town with NHSE; and
- 2.3 **Note** that updates on NHS England Healthy New Towns Programme will be brought to the Board at suitable opportunities

3 Background

- 3.1 In October 2014 NHSE published the Five Year Forward View reflecting that although the NHS may be one of the proudest achievements of our modern society that the NHS needs to adapt to take advantage of the opportunities that science and technology offer. By taking a five year view the NHS is considering a longer view and starting to look at different ways of working.
- 3.2 The Five Year Forward View notes:

¹ <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

“We will explore the development of health and care ‘new towns’. England’s population is projected to increase by about 3 to 4 million by 2020. New town developments and the refurbishment of some urban areas offers the opportunity to design modern services from scratch, with fewer legacy constraints - integrating not only health and social care, but also other public services such as welfare, education and affordable housing. The health campus already planned for Watford is one example of this.”

- 3.3 In March 2015 the OPDC Interim Chief Executive Officer attended a Number 10 round table to discuss what “Healthy Towns” might look like. Senior members of NHSE including Simon Stephens, Chief Executive, Sir Malcolm Grant, Chairman and representatives of the Development, Design, Planning and Health arena were present.
- 3.4 The roundtable discussion has resulted in significant interest from senior members from NHSE, including Chairman Sir Malcolm Grant, keen to explore how best they can work with the OPDC.
- 3.5 Conversations have been had around both new ways of delivering health care, and how the work around Smart Cities might link into the Healthy New Towns
- 3.6 The Healthy New Towns concept is still very much a work in progress and we are awaiting further information from NHSE about the next steps.

4 Next Steps

- 4.1 The OPDC Health Advisor will support NHSE in this work to ensure that their thinking is linked into the work that has already been undertaken by the officers of the OPDC, and that there is shared learning.
- 4.2 The OPDC Health Advisor will continue to keep the Chief Executive Officer informed of developments and timescale and write a more detailed report about the initiative when there are further confirmed details. Given the early interest from NHSE, the Board is asked to support the principle of OPDC continuing to engage with NHSE on the Healthy New Towns initiative.

5 Financial Implications

- 5.1 Involvement in the Healthy New Towns programme may bring additional resources to the OPDC. Although details of these are not yet confirmed, the OPDC Board will be notified of any updates in terms of costs or income from this initiative as and when this information is available.

6 Legal Implications

- 6.1 At this stage there are no legal implications.

7 Appendices

None

8 Background Papers

NHS Five Year Forward View.

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Subject: OPDC Budget Update
Meeting date: 25 June 2015
Report to: Board
Report of: Chief Finance Officer

For noting

This report will be considered in public

1 Summary

- 1.1 This report sets out the change in the OPDC budget from that which was reported at the Board meeting of 1 April to now include £333,000 carried forward from 2014-15 to 2015-16.

2 Recommendations

The Board is invited to:

- 2.1 **Note** the OPDC new budget position that includes the carry forward of OPDC budget from 2014-15 to 2015-16.

3 Background

- 3.1 OPDC budget had an underspend of £333,000 at the end of 2014-15 and this has now been approved to be carried forward to 2015-16.
- 3.2 OPDC's revised 2015-16 net budget, including the carry forward of budget from 2014-15, is now £3,737,000 (£3,952,000 gross), an increase of £333,000 from the budget reported for 2015-16 at the Board meeting of 1 April 2015.

4 Financial Implications

- 4.1 The carry forward budget will be funded to OPDC by way of grant from the GLA in addition to the annual budget previously circulated.

5 Legal Implications

- 5.1 There are no legal implications arising from this report.

6 Appendices

None

7 Background Papers

OPDC Budget paper presented to the Board Meeting held on 1 April 2015

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