

Subject: HR and IT Shared Service Transfers

Report to:	GLA Oversight Committee
Report of:	Executive Director of Assembly Secretariat
Date:	1 November 2023
Public Access:	This report will be considered in public

1. Summary

- 1.1 This report sets out background information in relation to the Greater London Authority (GLA) Oversight Committee questions to GLA officers on the implementation of the GLA sourcing transactional human resource (HR) services from a shared service located within Transport for London (TfL). The Committee will also consider the planning for the proposal to share technology support services with TfL.

2. Recommendations

- 2.1 **That the Committee notes the report as background to putting questions to invited guests and notes the subsequent discussion; and**
- 2.2 **That the Committee delegates authority to the Chairman, in consultation with the Deputy Chair and party Group Lead Members, to agree any output from the discussion.**

3. Background

- 3.1 A proposal was submitted to the 15 September 2021 GLA Oversight Committee for the GLA to enter into a shared service where all transactional HR services are provided by TfL from September 2022. This would include all operational recruitment, learning and development, data and reporting, and first line advice to managers.

3.2 The Mayoral Decision for the transfer, MD2918, was signed on 16 December 2021.¹ This highlighted that the GLA was relying on the London Fire Brigade (LFB) for payroll services; LFB had plans to change its own arrangements with effect from Autumn 2022, which meant that the GLA must reconsider its own payroll arrangements.

3.3 On 1 February 2022 the GLA Oversight Committee received a proposal to share technology support services with TfL. The intention was for the GLA to enter this shared service from March 2023. The proposal highlighted that

“the technical transition to the new service is complex and will take over a year to complete. A substantial amount of GLA technical resource is required to support this work, and as a result there would be only limited capacity for other project work. As with any complex IT project the possibility of some disruption exists – though thorough planning should mitigate this risk.”²

3.4 The Mayoral Decision MD2929 was signed on 3 March 2022. This included the following risks:

- Organisations using the new service don't make the necessary practical and cultural changes to make it a success.
- The technical transition is complex and causes disruption.
- It is unclear who has responsibility for services between TfL and the new GLA digital service.
- The quality of the IT service deteriorates.
- The GLA will have no internal capacity to deal with staff training or service improvements.

4. Issues for Consideration

4.1 This meeting will be used to examine the implementation of the shared service arrangement for transactional human resource services for the GLA. The meeting will also examine the plans for implementation of the shared service arrangement for technology support services for the GLA. Both shared service arrangements will be hosted by TfL.

4.2 The following guests have been invited:

Panel 1 – Human Resources Shared Service (HRSS)

- Mary Harpley, Chief Officer, GLA;
- Shakira Keddo, Assistant Director of Human Resources and Organisational Development, GLA;
- Beth Cushion, Head of Human Resources, GLA; and
- Maureen Jackson, Director of Business Services, TfL.

¹ [MD2918 Shared HR Function Between TfL, GLA and OPDC | London City Hall](#)

² [London Assembly Report](#)

Panel 2 – Information Technology Shared Service (ITSS)

- Mary Harpley, Chief Officer, GLA;
- Niran Mothada, Executive Director of Strategy and Communications, GLA; and
- Vicky Ridley-Pearce, Digital Director, GLA; and
- Maureen Jackson, Director of Business Services, TfL.

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

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

List of appendices to this report:

None.

Local Government (Access to Information) Act 1985

List of Background Papers:

[Mayor's Decision \(MD2918\) - Shared HR Function Between TfL, GLA and OPDC](#)

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