

Request for Head of Paid Service Decision C0 168

Decision Required

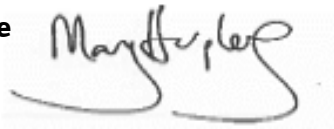
That the Head of Paid Service:

- Approves a proposal to introduce a fixed award approach to the calculation of recognition payments, to replace the current scheme for calculation of such payments;
- Approves updates and revisions to the scheme for “acting up allowances, honoraria and recognition payments”.

Head of Paid Service

The above proposal has my approval.

Signature



Date 03/06/2020

1. Proposals

- 1.1 Agreement is sought from the Chief Officer to introduce a fixed award approach to the calculation of recognition payments to replace the current scheme for calculation of such payments and to update and revise the scheme for “acting up allowances, honoraria and recognition payments”.
- 1.2 The rationale for change, issues for consideration and a summary of the key changes were presented in a report for the Oversight Committee on 17 March 2020 (**Appendix 1**).

2. Consultation

- 2.1 Under section 7.2 of the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the “Staffing Protocol”), the Head of Paid Service (the “HoPS”) is responsible for determining the terms and conditions for GLA staff (outside of the statutory officers and Mayoral appointees). Paragraph 7.1 of the Staffing Protocol says that terms and conditions for the purposes of the Staffing Protocol means terms and conditions of employment that apply to all GLA staff appointed by the HoPS and includes all employment policies and procedures, whether contractual or not.
- 2.2 The introduction of a proposed new policy therefore falls within the definition of “determining terms and conditions” contained within the Staffing Protocol so requires HoPS approval. In accordance with the Staffing Protocol, formal consultation with Unison is also required for this proposal. Consultation with Unison (and with staff) took place between 10 March and 6 April 2020. Unison provided feedback during the consultation process. The responses to questions raised are shown in the summary of consultation feedback in Appendix 2 and the changes incorporated into the proposals as a result of that feedback are set out in paragraph 2.7 below.
- 2.3 In accordance with paragraph 7.4 of the Staffing Protocol, a report containing the proposed changes and appropriate background information was sent to the Chief of Staff (on behalf of the Mayor) and the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) on 17 March 2020. Both were supportive of the proposals.
- 2.4 In addition to obtaining feedback from the Mayor, Assembly and Unison, responses were also received from the following Staff Networks (Carers and Parents Network and Christian Network) and from an individual member of staff. This feedback has been included in the summary of consultation feedback in Appendix 2.
- 2.5 There was overall support for ensuring equity in the award of recognition payments. No alternative was put forward to the ‘fixed level’ approach proposed. There were questions about how we ensure that managers make fair decisions when allocating recognition payments.
- 2.6 There were a number of questions on the changes made to other sections of the scheme, relating to acting-up allowances and honoraria. The majority of questions related to existing policy, rather than changes to the scheme.
- 2.7 **Appendix 2** summarises the consultation feedback and the responses given/action taken in response to the feedback.

The following amendments have been made to the draft policy in response to consultation feedback:

- Under “absence” in section 2, the meaning of the word “imminent” in relation to the employee’s return date has been clarified (i.e. where there is a confirmed return date within the next 2 weeks).

- In section 3, honoraria timescale and review, the wording was amended so as not to contradict advice that both acting-up allowances and honoraria will normally relate to periods of no more than 6 months.
- In section 4, recognition payments, the criteria have been slightly re-ordered and re-worded, to make it clearer that the main criterion is for a member of staff to have gone ‘above or beyond’ (or both) the requirements of their current role. Additional requirements are listed separately.

In relation to questions about the information available for managers and how we ensure that decisions on payments are fair, we have confirmed that:

- The role of the Corporate Management Team (in their Establishment Control Meeting) is to make the final decision on approval of *all* types of additional payments to ensure consistency and transparency.
- We will monitor the payment of honoraria to ensure that there is no confusion with acting-up allowances or recognition payments and will undertake a more comprehensive review if necessary.

3. Changes proposed

- 3.1 The revised and final draft incorporating consultation feedback is attached at **Appendix 3**.

4. Financial comments

- 4.1 The financial implications from the introduction of a fixed award approach to the calculation of recognition payments, and the update and revision of the scheme for acting up allowances, honoraria and recognition payments are set out in the Oversight Committee paper at **Appendix 1**.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service (the “HoPS”) may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly’s staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority’s agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 7.2 of the Staffing Protocol says that, “*The HOPS is responsible for determining terms and conditions for GLA staff (outside of the statutory officers and the Mayoral appointees) with the exclusion of staff transferred under a statutory transfer.*” Paragraph 7.1 of the Staffing Protocol says that “*Terms and conditions for the purposes of this Protocol means terms and conditions of*

employment that apply to all GLA staff appointed by the HoPS and includes all employment policies and procedures (whether contractual or not)."

- 5.5 The proposals set out in this Chief Officer Form fall within the definition of 'determining terms and conditions' contained within the Staffing Protocol so require approval from the HoPS. Paragraph 2 confirms that Unison has been consulted and the HoPS has taken its views into consideration when making this decision. Paragraph 2 also confirms that a report has been sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) containing the proposed changes and appropriate background information.
- 5.6 The HoPS has considered all the information in this Chief Officer Form and is satisfied that the proposals are appropriate, taking into account the:
- i. Priorities of the Authority;
 - ii. Need for the Authority to properly discharge its functions;
 - iii. Available resources of the Authority; and
 - iv. Need to comply with legislative changes/ statutory requirements.
- 5.7 The HoPS has the power to make this decision.

6. Equalities consideration

- 6.1 This policy has been reviewed in response to concern about inequalities in relation to the award of recognition payments arising from the gender and ethnicity pay gap data.
- 6.2 Equality, diversity and inclusion considerations are central to the development of all policies and procedures and an Equalities Impact Assessment has been undertaken to ensure compliance with the Equality Act 2010.
- 6.3 To ensure that there is no potential for discrimination against specific groups, Unison and Staff Network representatives were formally consulted as set out in section 2. Comment or action on their feedback is contained in **Appendix 2**.
- 6.4 An Equality Impact Assessment has been completed and is attached at **Appendix 4**.

7. Appendices

Appendix 1: Report to the Oversight Committee on 17 March 2020

Appendix 2: Summary of consultation feedback

Appendix 3: Revised draft incorporating consultation feedback

Appendix 4: Equality Impact Assessment

8. Approval

	<i>Tick to indicate approval</i>
	✓
Executive Director Mary Harpley has reviewed and commented on this proposal.	

Assistant Director <u>Charmaine de Souza</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Laura Heywood</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓

Request for Head of Paid Service Decision C0 169

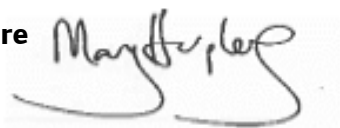
Decision Required

That the Head of Paid Service approves a proposal to introduce a Secondment Policy and Procedure.

Head of Paid Service

The above proposal has my approval.

Signature

A handwritten signature in black ink, appearing to read 'Mary H. Jones', written over a light blue rectangular background.

Date 30/06/2020

1. **Proposals**

- 1.1 Agreement is sought from the Chief Officer to introduce a Secondment Policy and Procedure.
- 1.2 The rationale for change, issues for consideration and a summary of the key changes were presented in a report for the Oversight Committee on 17 March 2020 (**Appendix 1**).

2. **Consultation**

- 2.1 Under section 7.2 of the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the “Staffing Protocol”), the Head of Paid Service (the “HoPS”) is responsible for determining the terms and conditions for GLA staff (outside of the statutory officers and Mayoral appointees). Paragraph 7.1 of the Staffing Protocol says that terms and conditions for the purposes of the Staffing Protocol means terms and conditions of employment that apply to all GLA staff appointed by the HoPS and includes all employment policies and procedures, whether contractual or not.
- 2.2 The introduction of a proposed new policy therefore falls within the definition of “determining terms and conditions” contained within the Staffing Protocol so requires HoPS approval. In accordance with the Staffing Protocol, formal consultation with Unison is also required for this proposal. Consultation with Unison (and with staff) took place between 10 March and 6 April 2020. Unison provided feedback during the consultation process. The responses to questions raised are shown in the summary of consultation feedback in Appendix 2 and the changes incorporated into the proposals as a result of that feedback are set out in paragraph 2.6 below.
- 2.3 In accordance with paragraph 7.4 of the Staffing Protocol, a report containing the proposed changes and appropriate background information was sent to the Chief of Staff (on behalf of the Mayor) and the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) on 17 March 2020. The GLA Oversight Committee was supportive of the proposals. Feedback from the Mayor’s Office has been included in the summary of consultation feedback in Appendix 2.
- 2.4 In addition to obtaining feedback from the Mayor, Assembly and Unison, responses were also received from the following Staff Networks (Carers and Parents Network and Christian Network) and from 4 individual members of staff. This feedback has been included in the summary of consultation feedback in Appendix 2.
- 2.5 Responses included requests for the timescales to be reviewed (qualifying period, maximum length of secondment and time between secondments), questions about the content of the policy, requests for clarification and some suggestions to improve the wording/processes.
- 2.6 **Appendix 2** summarises the consultation feedback and the responses given/action taken in response to the feedback.

The following amendments have been made to the draft policy and procedure in response to consultation feedback:

- Clarification regarding sickness absence – amendments have been made in section 2 to clarify that sickness absence may affect the qualifying period and in section 10, to explain that long-term sickness absence during a secondment may result in it ending earlier than planned.
- In section 5, the timescale for discussion and agreement to a secondment extension has been amended where the original secondment was for a short period of 3 months or under. For such

secondments, the requirement is for discussion and agreement 1 month before the secondment end date, rather than the usual 3 months.

- In section 9 it has been clarified that external incoming secondments will be advertised in accordance with usual recruitment procedures, unless exceptionally, secondments arise through an agreement between organisations in order to bring specific skills and knowledge into the organisation to fulfil a specific business need.
- In section 9, it has been clarified that induction sessions for the secondee may be undertaken before the secondment if appropriate, as well as on their first day.
- In section 9, the wording has been amended to state that incoming secondees will be required to follow the Code of Ethics and Standards for Staff rather than make a separate declaration.
- In section 11, the wording has been amended to specify that a secondee applying for a lower graded post will be put on the grade of the post to which they are seconded to, but placement on the incremental spine will take account of the increments they have accrued (e.g. if they are on the 3rd increment of their current post, they would be put on to the 3rd increment of the post they are seconded to).
- In section 11, it has been made clearer that the salary during secondment will be adjusted for any increments/pay awards due and the salary of the substantive post that the employee returns to will reflect any incremental progression that would have taken place during the secondment.
- In section 12, a reference to 'domestic issues' has been removed.
- We have undertaken to put together some FAQs to answer questions on the policy and procedure in more detail.

3. Changes proposed

- 3.1 The revised and final draft incorporating consultation feedback is attached at **Appendix 3**.

4. Financial comments

- 4.1 There are no direct financial implication arising from the contents of the proposed Secondment Policy. The purpose of the revision is to ensure there is a more robust, coherent and transparent approach to secondments at the GLA, providing the right guidance to Managers and GLA officers.
- 4.2 It should be noted from a finance perspective, secondments whether they are internal or external should be cost neutral to the GLA; meaning the hosting organisation or internal team always meets the cost of the secondment allowing for the vacated post to be backfilled on a fixed term basis. Where there is a business decision to deviate against this model, costs or budget pressures that arise from this are to be contained within existing budget provision.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).

- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
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- 5.5 The proposals set out in this Chief Officer Form fall within the definition of 'determining terms and conditions' contained within the Staffing Protocol so require approval from the HoPS. Paragraph 2 confirms that Unison has been consulted and the HoPS has taken its views into consideration when making this decision. Paragraph 2 also confirms that a report has been sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) containing the proposed changes and appropriate background information.
- 5.6 The HoPS has considered all the information in this Chief Officer Form and is satisfied that the proposals are appropriate, taking into account the:
- i. Priorities of the Authority;
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- 5.7 The HoPS has the power to make this decision.

6. Equalities consideration

- 6.1 Equality, diversity and inclusion considerations are central to the development of all policies and procedures and an Equalities Impact Assessment has been undertaken to ensure compliance with the Equality Act 2010.
- 6.2 To ensure that there is no potential for discrimination against specific groups, Unison and Staff Network representatives were formally consulted as set out in section 2. Comment or action on their feedback is contained in **Appendix 2**.
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7. Appendices

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Appendix 2: Summary of consultation feedback

Appendix 3: Revised draft incorporating consultation feedback

Appendix 4: Equality Impact Assessment

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Mary Harpley</u> has reviewed and commented on this proposal.	
Assistant Director <u>Charmaine de Souza</u> has reviewed and commented on this proposal.	✓
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Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓