

Appendix 1 – Assessment of buildings in Group Estates portfolio vs the GLA’s requirements

Executive Summary

This assessment considers several specific factors relating to each of the following four buildings as potential alternative locations for the relocation of City Hall. The assessment sought advice from Dron & Wright, real estate advisors to the London Fire Brigade (LFB) and Knight Frank’s space planners.

The four buildings are

- The Crystal Building Royal Docks
- 169 Union Street. London SE1 0LL
- Palestra, 197 Blackfriars Road, London SE1 8NJ
- 14 Pier Walk London, SE10 0ES

The factors considered by the assessment are

- Building location, type & layout
- Accessibility
- Security
- Sustainability
- Implications for the GLA Group Estates Strategy

This assessment does not include a consideration of the relative costs of relocating to each of the buildings, nor of relative running costs which is considered, where appropriate, in the financial appraisal.

The assessment’s findings are

- The most appropriate building for the GLA’s public facing activities (Chamber, Committee Rooms, London’s Living Room etc) is The Crystal Building
- Whilst the initial space planning exercise shows the GLA’s requirements for these facilities can be met at Union Street, significant and costly further due diligence would be required to determine whether this is physically and technically possible. Even if this were to prove positive, there are a number of trade-offs that the GLA would need to accept if it were to relocate the Chamber etc here. These include a sub-optimal layout, increased security concerns, a significant fit out cost when faced with a relatively short lease term as well as the risk around the attitude and requirements of the landlord towards the required extensive changes.
- However, Union Street would be suitable for use by the GLA as office space for Assembly Members and the Secretariat, enabling them to retain a central London presence whilst relocating the Chamber elsewhere. This would be a relatively straightforward, lower cost, lower risk option. Landlord consent may still be required but would be much less contentious.
- Both Palestra and Pier Walk are well located modern office buildings. Neither are suitable for the GLAs public facing activities but could provide modern workspace for office based staff.
- To gain maximum flexibility and resilience and to realise benefits envisaged within the GLA Group Estates Strategy of co-locating GLA teams alongside their TfL

counterparts, consideration could be given to spreading GLA teams between Pier Walk and Palestra.

Detailed assessment of alternative options for relocation of City Hall

Building	Description	Available space (sq ft)	Accessibility	Security	Sustainability	Real Estate Strategy	Suitable for use by GLA as a public building/ Chamber?	Suitable for use by GLA for offices?
The Crystal Building	Exhibition venue with a 270-seat theatre; some office space; significant public space previously used as an exhibition venue	75,000	The main entrance is at street level & there are no steps to navigate. There are two passenger lifts to the 1 st and 2 nd floors.	Hostile vehicle mitigation measures need to be put in place & additional security improvements need to be implemented eg blast proof film on the windows. The building currently has 24 hour security, There is a CCTV system in operation but this may need to be improved to comply with GLA requirements.	The building was constructed as a showcase for sustainable building technology and the design achieved BREEAM Outstanding and LEED Platinum in 2012. The alteration works are also targeted to achieve BREEAM Outstanding.	Owned freehold by GLAP. The GLA Group Estates Strategy envisages that freeholds will be preferred over leasehold buildings.	Yes There is sufficient space to create both the public facing and private areas within the same building. The building is already a public venue. All of the proposed public facilities can be accommodated on the ground floor. Fit our works to adapt the space to create a Chamber etc will be required	Yes although fit out works to create the required amount of office space will be necessary The whole building would be taken by the GLA and its activities and access would not be shared
169 Union Street	Detached building of red brick & stone built c1905, arranged over basement & 3 upper floors. Refurbished in 2007, LFB have made enhancements since.	26,000	The main entrance to Union Street is directly onto the street & is shared by all occupiers of the building. Inside, access is gained via a short flight of steps & a powered stairlift considered to be	Whilst access control could be installed restricting public access to private areas the required proximity & lack of separation between the public facing & private activities of the	The age of the building means it is more difficult to achieve the standards of sustainability seen in more modern office buildings.	The LFB lease expires in 2027 with a rent review in Dec 2020. Change of use of part of the building to a Chamber etc will require landlord's consent which may include onerous	No Whilst a space plan shows the GLA's requirements can be met, there are various trade-offs that the GLA would need to accept These include a sub-optimal layout, increased security	Yes. It would be a relatively low cost, low risk option to accommodate Assembly Members & Secretariat Landlord consent may still be required but likely

Building	Description	Available space (sq ft)	Accessibility	Security	Sustainability	Real Estate Strategy	Suitable for use by GLA as a public building/ Chamber?	Suitable for use by GLA for offices?
			inadequate for the public use but sufficient for office occupants	GLA could present a security risk if the Chamber etc were to be located here		restrictions / liabilities.	concerns, a c£3m fit out cost with a relatively short lease term as well as the risk around the attitude & requirements of the landlord.	to be less contentious The LFB are in discussion with another GLA related party interested in taking space on the first floor. There is sufficient space for both.
Palestra	Standalone building c300,000 sq. ft, built 2006, comprises 10 floors of relatively modern, largely open plan office space around a central core with ground floor reception.	c30,000	The building has level access to the street and is accessed via both revolving and power assisted doors. The only publicly accessible rooms are on the ground floor	Hostile vehicle mitigation measures and CCTV are in place & the building has been designed to recognised standards of blast resistance. Ground floor reception has a 24/7 security presence & access control which can also be deployed on other floors DfT undertake regular security audits	Rated BREEAM Excellent at TfL fit out Features include a living roof and significant cyclists' facilities. Building systems including tri-generation plant provide better than typical energy efficiency	The TfL lease expires 2036. The GLA Group Estates Strategy envisages the building will be retained until then. Other GLA family members will co-locate with TfL as the estate is further consolidated & rationalised.	No. There are two rooms outside the gate line on the ground floor which are used for public meetings. Beyond this, there is very limited scope to create public facing facilities at Palestra	Yes. The GLA could take the space as already set up with desks, meeting rooms, break out areas and lockers. The costs of adaption will be relatively low.
Pier Walk	Built 2009. There are several retail units on the ground floor. Open plan accommodation is laid out over six floors.	c45,000	Level access is provided via two separate entrances from the street which converge on the same lift core. The building is fully accessible.	The perimeter is covered by CCTV. Ground floor reception has a 24/7 security presence & access control. Each floor has access control	Pier Walk achieved BREEAM Excellent at construction including living roof and significant cyclists' facilities	The TfL lease expires in 2029. The GLA Group Estates Strategy envisages that TfL will give up the building on expiry.	No The security profile of the building makes it unsuitable for a public facility.	Yes The space is already laid out with banks of bench style desking, meeting rooms, break out areas and lockers. The cost of

Building	Description	Available space (sq ft)	Accessibility	Security	Sustainability	Real Estate Strategy	Suitable for use by GLA as a public building/ Chamber?	Suitable for use by GLA for offices?
	arranged around a central lift core.			& the floors can be sub divided with each half being independently accessible. It is possible to create separate public facing areas, but the risk profile of the building makes the location unsuitable				adaption of the offices is relatively low

PROPOSED RELOCATION OF CITY HALL: CONSULTATION BRIEFING DOCUMENT

24 June 2020



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Background



The Greater London Authority (GLA) has been based in City Hall by Tower Bridge for almost twenty years. Purpose-built for the GLA, the building has served three Mayors and the London Assembly well. The elected members and the GLA and MOPAC officers who are located in the building are proud to be there.

However, the Mayor now needs to decide whether the GLA should remain in City Hall until our lease expires in 2026 or if we should instead take the one and only opportunity in the lease to move out early by giving our landlord formal notice that we will move out during 2021.

City Hall's lease and location make it an expensive building to occupy. We know that the impact of Covid-19 on Londoners and London's economy is severe and that there will be a significant future impact on the finances of the GLA as a direct result. In this context it is more important than ever that we focus our expenditure on supporting Londoners by minimising our internal running costs.

Summary

The Mayor is therefore proposing that he, the Assembly, GLA and MOPAC staff should leave City Hall and that the GLA establishes a new City Hall at The Crystal at the Royal Docks in the London Borough of Newham – a landmark, highly sustainable building on the site of London's most ambitious regeneration project.

The GLA would continue to lease its current space at the London Fire Brigade's HQ in Union Street, but would also lease space at TfL's Palestra office, next to Southwark station. MOPAC staff would be located with GLA staff at one or both of these sites, as well as at Newlands Park in Penge.

The GLA would have less space overall than we do now in recognition of the significant investment we have made in enabling remote working for GLA and MOPAC staff and the benefits of remote working which have become clear during the Covid-19 crisis; at the same time we would support some colleagues' specific needs.

In making this move, the GLA Group would make a saving of c £55m over five years – savings and efficiencies that would otherwise have to be made from other services, including frontline services provided directly to Londoners.

And by relocating to the Royal Docks, the GLA would contribute to raising the profile of this major regeneration area among Londoners, as well as nationally and internationally.

This paper lays out the rationale for this proposed relocation to inform the formal consultation on this proposal which has now begun with the London Assembly, UNISON, PCS, the Chairs of GLA staff networks, and all GLA and MOPAC staff.

The consultation is open for six weeks from 24 June until 5 August.

Why are we considering leaving City Hall now?

The GLA leases City Hall from St Martins Property Group, on terms originally contracted by Government and subsequently assigned to the GLA. The lease was granted for 25 years in December 2001 but allows for one break on the 20th anniversary in 2021, as long as notice is served before 25th December 2020.

This is therefore the first opportunity any Mayor has had to consider whether remaining in the current City Hall for the full term of the lease is the right decision, and specifically to consider whether there is an opportunity to redeploy the considerable funds required to run City Hall to front-line services. The decision whether or not to break the lease has to be made in the next three months; otherwise the opportunity to consider moving will be lost for another five years.

The terms of the City Hall lease, combined with business rates, make City Hall an expensive location. Our 130,000 square feet (sq ft) will cost the GLA £11.1m this year in rent (£61 per sq ft), service charges and rates. If we were to stay at City Hall beyond Christmas 2021, increases in annual rent built into the lease would increase our costs to £12.6m per year in rent (£73 per sq ft), service charges and rates.



Why are we proposing to move to The Crystal?

The Crystal, at the Royal Docks in the London Borough of Newham, was opened in 2012, having been commissioned by Siemens as an exemplar of sustainable design.

This building has been owned since 2016 by GLA Land and Property Limited (GLAP), a subsidiary company of the GLA. Our Royal Docks team is located at The Crystal, but the building has otherwise been almost empty since Siemens moved out last year.

As well as the cost savings detailed in this document, there are a number of non-financial benefits which make The Crystal a potentially fitting successor to City Hall.

- Like City Hall, The Crystal is accessible by public transport:
 - the DLR's wheelchair-accessible Royal Victoria station is right by the Crystal
 - the Jubilee line station at Canning Town connects directly with the DLR, or is a half-mile walk to the Crystal
 - when opened, Elizabeth line trains will come into the new station at Custom House, again one stop on the DLR or a half-mile walk to the Crystal; Custom House will be a 15-minute journey from Tottenham Court Road
 - and if you want to arrive by air, the Emirates Airline connects the Crystal with the Jubilee Line at North Greenwich.
- Like City Hall twenty years ago, The Crystal is a building that seeks to be as sustainable as possible. It meets the most stringent international standards for certification as a sustainable and green building. This helps to minimise the building's running costs.
- And the GLA's relocation to The Crystal (at a stunning site on the water's edge) would enable us to play a catalytic role in the regeneration of the Royal Docks, echoing the role the Mayor's and Assembly's arrival at City Hall played in the transformative regeneration of the Tower Bridge area.



The ambitions for the regeneration of the Royal Docks are huge. Once the largest enclosed docks in the world, 250 acres of water sit at the heart of 1,200 acres of land, where 25,000 new homes and 60,000 new jobs are planned within the next 20 years. In 2018 the Mayor approved a £314m investment programme at the Royal Docks, funded by borrowing against future business rates income from the development. Very significant strides have already been made by us and the London Borough of Newham, working with stakeholders, towards these ambitions.

City Hall was purpose-built for the GLA, with the respective needs at the time of the Mayoralty and the London Assembly in mind. The Crystal, in contrast, was designed as an exhibition venue, with a 270-seat theatre and some office space.

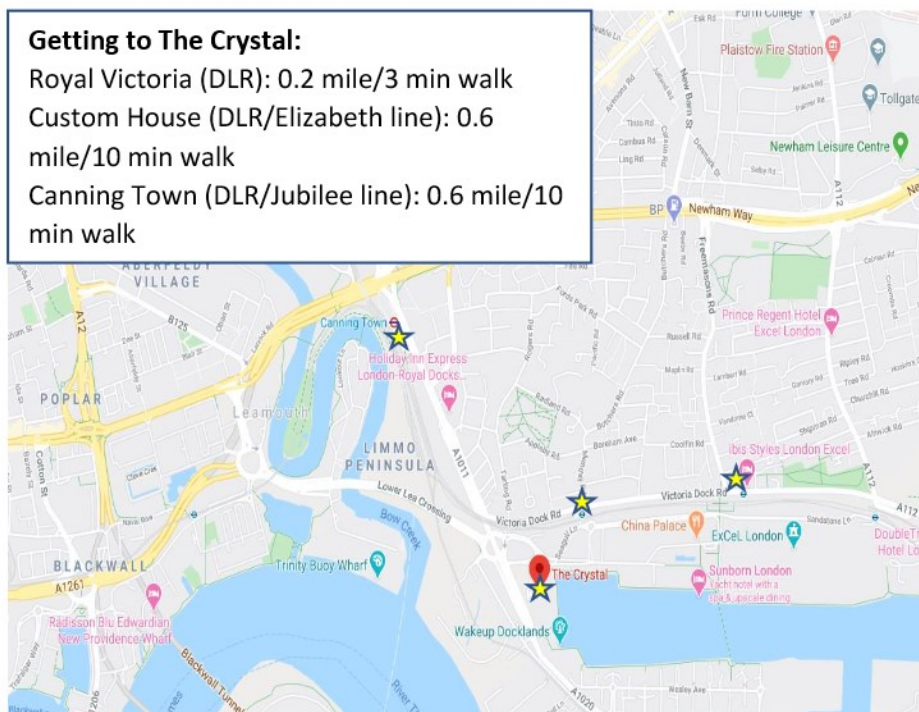
However, we think that it will be relatively straightforward to re-model the interior of the Crystal to provide suitable accommodation for the Mayor and Assembly Members, a chamber for the London Assembly, space for Assembly Secretariat staff, committee rooms and space for some other GLA staff. At the same time, we would retain some exhibition space. Enhanced security measures would need to be put into place, as would the IT, broadcasting, meeting technology and other infrastructure we would need.

Getting to The Crystal:

Royal Victoria (DLR): 0.2 mile/3 min walk

Custom House (DLR/Elizabeth line): 0.6 mile/10 min walk

Canning Town (DLR/Jubilee line): 0.6 mile/10 min walk





Why are we also proposing to take space in TfL's Palestra office?

The Crystal is smaller than City Hall and will provide us with only about sixty per cent of the space we have at City Hall now. However, in proposing this move, we must also consider how much space the GLA needs overall.

The Covid-19 crisis has shown that most of us can work effectively without any access to our buildings. We made a significant investment last year in developing our Smart Working policy in the GLA and MOPAC and supporting this with the right technology in terms not only of IT kit issued to staff, but also meeting room technology and digital tools for collaborative working. As a result, we propose taking the opportunity to reduce our overall footprint by replacing some, but not all the space we would lose by relocating from the current City Hall to The Crystal.

We propose to lease one floor (30,000 sq ft) in TfL's Palestra office which would mean we would replace eighty per cent of our current space in City Hall across the combined space in The Crystal and Palestra.

Palestra, a modern office building, is situated next to Southwark tube station on the Jubilee Line. It is also minutes from Waterloo East station (served by regular trains from London Bridge) and very close to Waterloo Station. It is also just a few minutes' walk from London Fire Brigade's HQ in Union Street where the GLA already leases space.

Leasing space at Palestra would also offer the opportunity to co-locate particular GLA and TfL teams to support greater collaboration between the two organisations and more effective delivery of the Mayor's priorities.

Getting to Palestra:

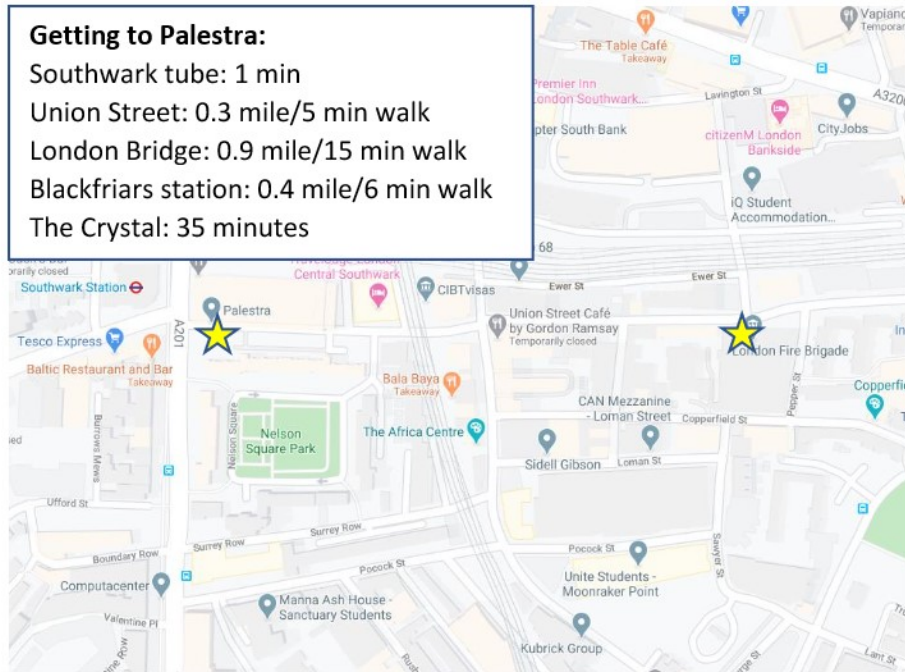
Southwark tube: 1 min

Union Street: 0.3 mile/5 min walk

London Bridge: 0.9 mile/15 min walk

Blackfriars station: 0.4 mile/6 min walk

The Crystal: 35 minutes



What does this mean for GLA and MOPAC staff?



This proposal means we would have three main workplaces in the future: The Crystal at the Royal Docks; leased space, as now, at the London Fire Brigade's HQ on Union Street; and new leased space in TfL's Palestra office.

The Crystal would be the new City Hall and home of the Mayor and the Assembly. Assembly Secretariat staff would be based at The Crystal, as would staff directly supporting the Mayor and a small number of others. The Royal Docks team would also be there. All our events and engagement with the public would happen at The Crystal, just as now at City Hall. Staff supporting such events would need to be at The Crystal as and when required.

All other GLA teams would be allocated an anchor point in either Union Street or Palestra. The location of each team's anchor point would be determined as part of the detailed planning for these moves, should this proposal be taken forward. The configuration of our current space in Union Street, including which teams' anchor points are there, would be reviewed as part of our planning for how we work across the two sites.

MOPAC staff would be located with GLA staff in either Union Street, Palestra or at both locations. MOPAC staff would also occupy part of Newlands Park, a Metropolitan Police

Service building in Penge, following MOPAC's move out of the Empress State Building in September.

We know that as we went into lockdown, desk space at City Hall was at a premium on the middle days of the week. However, we have proved to ourselves over the last three months that the vast majority of us can do our jobs without access to any of our buildings. But the disadvantages of working remotely all the time have become clear too – all of us miss interacting with each other face-to-face.

All our workplaces would have the meeting room technology to support the same extensive use of MS Teams for meetings and collaboration which we are now well used to. At the same time, we would reconfigure our workplaces primarily as spaces for face-to-face interaction and collaboration, rather than for working at banks of desks. All three of our potential future workplaces would be easier to remodel in this way than City Hall would be. The desk signposting system in which we have already invested would remain a valuable tool in helping us maximise the use of the space we would have. And we would of course remain committed to supporting members of staff with reasonable adjustments.

In planning a future with less space than we have now, and a further reduction to the number of desks per staff member, we are assuming that most people will now want to retain the benefits of remote working and be willing to work away from our workplaces (at home or elsewhere) at least two, if not three, days a week.

But we also know that working at home is difficult for some colleagues. Working away from our buildings would remain voluntary under this proposal – although we are working on the basis that a significant number of staff would increase considerably how much time they spend working remotely, now we have all seen how possible this is and what advantages it can bring. If we don't see this expected change in behaviour, it will not be possible to keep this voluntary.

Initial Equalities Impact Assessments have been carried out for GLA and MOPAC staff.

So how much money would this move save?

By moving the GLA from City Hall to The Crystal and simultaneously taking on additional space at Palestra, the GLA, as against the GLA Group, would save some £31.5m over five years. This is after taking one-off costs of £10.5m into account and assuming our City Hall landlord would charge a rent of £9.4m from 2022, as currently contracted.

Our total costs (rent, service charges and rates) at The Crystal and at Palestra would be £4.3m per year compared to £12.6m at City Hall – an annual saving of £8.3m. The rent for The Crystal (around £1.8m per year) would be paid to GLA Land & Property Ltd, so the GLA could use it to help fund our work to develop land and build homes.

The terms of the City Hall lease require us to make good all alterations and restore the building to its original state before leaving it, whether that happens in 2021 or later. We would meet these costs from reserves we have built up for this purpose and therefore do not need to finance this as part of this proposal. But this work will take some time, so we

have allowed £2.5m to reflect the fact that we will be using The Crystal and space at Palestra before we stop paying for City Hall.

We estimate that the internal modifications we would need to make at The Crystal would cost about £5m.

Exiting City Hall would incur further costs of c £3m:

- c £2m for equipment salvage – there is a significant amount of technical equipment related to IT, security, broadcasting, the post room and catering, which would need to be removed and reused, sold or disposed of. A large quantity of furniture would need to be disassembled, stored and reassembled at The Crystal and Palestra. Other furniture (too bespoke or in too poor a condition) would have to be replaced.
- c £0.5m for records management – City Hall contains a significant amount of paper records. These will need to be reviewed, destroyed, digitised and, where necessary, stored.
- c £0.5m for a number of Facilities Management contracts which would need to be terminated and/or renegotiated.

Total savings to the GLA Group (i.e. the overall financial benefit to the Mayor) would be £55m, given that the GLA would be accommodated in space already owned or leased elsewhere in the GLA Group. This means that our City Hall costs over five years, less one-off costs, would be saved in their entirety.

There are two other financial uncertainties which need to be considered:

- There is an opportunity cost of not renting out The Crystal. However, achieving this will be challenging, and it is unlikely that a rent higher than the one which would be paid by the GLA would be secured.
- On the other hand, there would be operational savings from leaving City Hall, as many of the running costs at The Crystal will be lower.

Further work is required to establish these costs, but the current assumption is that these two issues would broadly cancel one another out and so their exclusion does not impact on the costings laid out in this paper.

Finally, we have notified St Martins Property Group that the Mayor proposes to exercise his option to leave City Hall. We will of course consider any alternative rental arrangements St Martins Property Group might want to offer us and take these into account in our ongoing evaluation of this proposal. However, even if they were to offer the GLA a rent level which was a third lower than the rent the GLA will pay from 2022, the savings from this proposal to the GLA and the GLA Group over five years would still be £16m and £40m respectively.

Next steps

Once the consultation period has closed on 5 August and all consultees' comments have been taken into account, the Mayor will decide whether or not to proceed with this

proposal. The decision needs to be made by September, given the terms of the City Hall lease.

Dedicated email addresses have been established for consultation responses:

- GLA_Consultation@london.gov.uk
- Consultation_HR@mopac.london.gov.uk

GLA and MOPAC staff will have a number of opportunities to ask questions about this proposal in the early weeks of the consultation period. All these opportunities will be featured in a joint GLA/MOPAC consultation briefing which will be emailed regularly to all GLA and MOPAC staff.

Chair of the London Assembly



Navin Shah AM
Member for Brent and Harrow

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19 August 2020

Sadiq Khan
Mayor of London

Sent by email

Dear Sadiq,

Consultation on the proposed relocation of City Hall to The Crystal

This letter comprises the London Assembly's response to your consultation exercise on the proposed relocation of City Hall to The Crystal.

The London Assembly fully understands the scale of the financial challenges facing London and London government. We will play a full part in finding solutions to these problems.

However, the Assembly wishes to register its formal objection to the specific proposal regarding the relocation to The Crystal.

The first appendix to this letter sets out the detailed response of the London Assembly.

The Assembly urges you to take the following actions:

- 1) Immediately start negotiations with the current City Hall landlord, the St Martin's Property Group, to (a) allow for a six-month extension to the December 2020 break clause and (b) allow for full, open consideration of any new proposals that the landlord has put forward to the GLA for future lease arrangements at City Hall.
- 2) Present a proper, more comprehensive options analysis in September 2020 which includes a balanced and well-informed presentation of these options:
 - a. Remaining in the current City Hall, based on any new proposals that have been submitted by the landlord;
 - b. Making other use of The Crystal building – for example by selling it, renting it commercially and/or moving the Housing & Land and/or Good Growth directorates to The Crystal, to better align the GLA's housing and regeneration functions with one of the GLA's most significant housing and regeneration projects. There cannot, as a matter of fact, be only one option for the future use of The Crystal; the alternatives need to be presented and given consideration; and

- c. Taking additional space at Union Street, and locating (i) the London Assembly and its staff there, noting that you have already agreed to undertake an assessment of this option and/or (ii) the London Assembly and its Secretariat *and* the Mayor's Office at Union Street.

Subject to your response on options (2) (a) and (c) above, the London Assembly may submit further alternative accommodation proposals for consideration. Our request above for you to agree an extension to the break-clause deadline with City Hall's landlord is therefore of vital importance.

You should not create fundamental, potentially irrevocable, division within the Greater London Authority, in terms of the relationship between the Mayor of London and London Assembly. As Mayor, you should only proceed with accommodation proposals for the Greater London Authority that are supported by the Greater London Authority (as a whole), after a proper process. The presentation of one option, and one option only, is simply not meaningful consultation.

To proceed on that basis, and in the face of reasoned objection from one of the two constituent bodies comprising the Authority, which has its own democratic mandate and a legitimate interest in this matter, would be wrong.

We are cognisant of the issues but there is more than one way to deliver savings. A negotiation on lease terms with the current landlord would have been an obvious, basic first step. There has also been no robust financial case presented as part of the consultation. The financial case should have included a comprehensive options appraisal; this is standard practice across governmental bodies.

Furthermore, it appears as though a significant, viable alternative option – taking space at the LFC's Union Street headquarters – was excluded from the consultation process. The motivation behind the decision not to present this even as an option remains unclear, as the current lease runs for longer than the 5 year planning horizon you have used in the proposals for The Crystal.

The Assembly formally requests that options for future lease arrangements at City Hall are given full consideration, including in discussion with Assembly Members, and that a fully worked-up proposal for taking more space at Union Street is now developed.

Your proposals for The Crystal do not have a sound financial basis and, when one considers value as well as cost, are detrimental to the standing of the Greater London Authority.

This view is echoed by Professor Tony Travers, who said, in a BBC article on 18 August, that "It does risk, however accidentally, reinforcing the idea that the Mayor is less central to the life of the city than he ought to be. I can't think of another City Hall that isn't in the middle of a city." It is something Dave Hill agreed with in the same article: "I do think moving would have a diminishing effect. You've been in a bespoke building, next to Tower Bridge, one of the most famous London landmarks. Whatever the benefits of The Crystal, the Mayoralty will look shrunken in authority."

We urge you to re-think your proposals, by working more effectively with the Assembly and engaging positively with the alternative options that are hereby presented.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Navin Shah', enclosed within a thin black rectangular border.

Navin Shah

Chair of the London Assembly

Enc. Appendix

A. A lack of consideration of the alternatives

1. It did not seem reasonable that the GLA's Chief Officer should appear at the Assembly's GLA Oversight Committee on 21 July 2020 and, noting that County Hall had already been suggested by Assembly Members, ask that Members make other suggestions of viable alternative locations and that they do this during the remaining two weeks of the consultation period.
2. Surely setting out, and assessing, options is the role properly to be undertaken by the GLA's professional officers and by them alone. A proper assessment of the market should be a prerequisite to launching a consultation document. A failure to present options, or even actively seek out options during the consultation period, gives the strong impression that the matter had, in fact, already been determined prior to the consultation being started.
3. It is now clear that there is at least one viable alternative option within the GLA Group – namely, taking additional space that is available at the LFC HQ at Union Street. The Assembly is at a loss to understand why this option was not presented for consideration as an option, along with The Crystal. It is a matter of serious concern to us that, at no stage in the process to date, was this option presented. In fact, the Assembly was told that that there were no alternatives. That is, clearly, untrue.
4. As another viable option has arisen, and others also exist, the current consultation exercise is clearly an inadequate basis on which to take decisions. Members and staff have not had a chance to comment on these other options (remaining in City Hall under new terms or using Union Street for Assembly and Mayoral operations). All viable options need to properly considered and presented in a balanced and well-informed manner to interested parties.
5. Furthermore, it seems surprising to us, to say the least, that conversations about the proposed move started as recently as May 2020, as the Chief Officer informed us at the 21 July meeting of the GLA Oversight Committee. This is because:
 - As the Mayor's Chief of Staff informed the 7 July meeting of the Assembly's Budget and Performance Committee, there has been an active programme of work on collaboration and shared services in recent years, which has included for the last two years an estates workstream. If this proposal made sense on its own terms, then it seems surprising that it did not arise through this collaboration and shared services route rather than being forced on us by a financial imperative.
 - It seems astonishing that, as part of the work on collaboration and shared services, that the option of purchasing the freehold of Union Street was not explored more deeply in early 2019. That would seem to have been part of a properly Group-wide approach to estates. It is not clear what the estates workstream has achieved, nor why it took the Mayoral team 2 years to establish this workstream. The existence of the break clause in December 2020 and the end of the lease in December 2026 have been widely known for a very long time. Indeed, alternative accommodation options have been actively explored as far back as the beginning of Mayor Johnson's first term, over ten years ago.

- Indeed when, in correspondence we exchanged with the Chief Officer, we asked for details of the GLA Group estate, we were provided with a list of properties solely within the GLA estate. It is therefore questionable the extent to which a Group-wide approach has been adopted, particularly as the GLA's Union Street sharing arrangements with the Fire Brigade are of some years' standing.
- Given this context, given the corporate memory on these matters and the efforts over a long period of time on collaboration and shared services, it is unacceptable that a proposal as far-reaching as this should emerge as little as two months' ago and be made subject to a 6 week timescale, with only one option put forward.

B. A failure to negotiate with the current City Hall landlord

6. The Chief Officer informed the 21 July meeting of the GLA Oversight Committee that no negotiations had been conducted with the current City Hall landlord, the St Martin's Property Group, prior to the consultation paper being issued.
7. This appears to us to be a completely unsatisfactory state of affairs, particularly as the announcement of the consultation included inflated claims of financial savings (see 'C' below) which did not factor in any discount that the current landlord might offer. Current market conditions would indicate that such a discount is entirely achievable.
8. Given the time constraints involved, particularly those related to the planning process (see 'D' below), we recommend the following options to the Mayoralty:
 - 1) Remaining in the current City Hall, based on any new proposals that have been submitted by the landlord;
 - 2) Making other use of The Crystal building – for example by selling it, renting it commercially and/or moving the Housing & Land and/or Good Growth directorates to The Crystal, to better align the GLA's housing and regeneration functions with one of the GLA's most significant housing and regeneration projects. There cannot, as a matter of fact, be only one option for the future use of The Crystal; the alternatives need to be presented and given consideration; and
 - 3) Taking additional space at Union Street, and locating (i) the London Assembly and its staff there, noting that you have already agreed to undertake an assessment of this option and/or (ii) the London Assembly and its Secretariat and the Mayor's Office at Union Street.
9. There would be an incentive for the current landlord to agree a six-month extension to the break clause as the landlord could see that the 'Remain in the current City Hall' option would be given a fair hearing.

C. A significant overstatement of the financial savings arising

10. The Mayor issued a press release on 24 June 2020, entitled 'Mayor to consult on relocating City Hall to protect services.' The press release goes on to say, at the beginning of its second paragraph and without any equivocation or qualification, that 'The move would save the GLA Group £55m over five years.' This is clearly not the case. It also adds to the impression that this matter has already been determined.

11. We make the following points in this regard:

- The GLA's Executive Director of Resources informed the GLA Oversight Committee that the savings level is in fact £31.5m over five years, once the recurring costs of the GLA occupying The Crystal had been factored in. It would be unthinkable to take any other approach to the costings for the GLA occupying The Crystal.
- Indeed, as the GLA's Assistant Director of Housing acknowledged at the 21 July meeting of the GLA Oversight Committee, there had been active negotiations in 2019 and early 2020 with other prospective tenants of The Crystal. Those tenants would have provided an income stream to the GLA.
- In setting out the level of savings expected, the Mayor has made no allowance for any discount the current City Hall landlord would offer for staying. A failure to negotiate with the current landlord is highly regrettable, as stated in 'B' above, and serves substantively to undermine this entire exercise. The Chair of the Assembly's GLA Oversight Committee has recently written to your Chief of Staff, to request full details of any proposals for future lease arrangements that have been made by the landlord of the City Hall site. It may be that any such proposals serve further to undercut the claim of £55m savings – a situation that would have been avoided if those discussions had taken place in advance of issuing the proposal to relocate to The Crystal.
- The Chief Officer wrote to the Chair of the Assembly on 17 July to say that: "Since the commencement of the lease a reserve has been built up year after year in the GLA accounts to cover the cost of dilapidations." When the Chair of the GLA Oversight Committee emailed the Chief Officer to clarify this point, the Chief Officer responded on 14 August to say that: "The closing balance at 31.03.2020 of the Estates reserve was £7.69m. The closing balance of the City Hall Lease reserve was £3.14m. This total value of £10.83m will be ring-fenced to fund dilapidation works." Leaving aside for the moment the point that none of this information can be gleaned from MD2645 (which is meant to set out in detail the GLA outturn for 2019-20, including supposedly a full set of movements in reserves for the Mayor to approve), and also leaving aside for the moment the point that these two statements contradict one another, the only authoritative source of information we can turn to is the audited GLA Statement of Accounts for 2018-19, which sets out that:
 - "The Estates Reserve has been created to fund exceptional repairs and maintenance works across the GLA Estate, works undertaken at Parliament and Trafalgar Squares and the development of land and property schemes." (page 83)
 - "The City Hall Lease Smoothing Reserve is used to ensure that the fixed percentage increases in the City Hall operating lease are charged to the Comprehensive Income and Expenditure Account on a straight-line basis over the lease term and to smooth the budgetary impact on the revenue account of the increase in lease payments." (pages 82 and 83).
- So, neither of these reserves was created to deal with dilapidations. MD2645, signed by the Mayor on 12 August, does not refer to the amalgamation or alternative use of these reserves. The reason this matters is that, if the argument is being put forward that "since the commencement of the lease a reserve has been built up year after year in the GLA accounts to cover the cost of dilapidations", then that would mean that, in any business case or options appraisal put forward, the cost of dilapidations would already have been met by funding set aside for that purpose. We now know that this is

not the case. Funding had not been set aside for this purpose. Two reserves are being used which were set aside for a different purpose. This fundamentally affects the costings involved. The Estates Reserve was mainly, but not solely, set up for the Housing & Land directorate to access. Has that directorate been consulted on the alternative use proposed? If that directorate no longer needs the reserve, surely it could be put to a different use? Similarly, were the City Hall Lease Smoothing Reserve, to give it its proper title (a title which explains its purpose), not to be needed, surely that too could be put to a different use?

The point being made here is that the dilapidation costs of up to £10.83m represent an additional cost for the GLA and further reduce the savings being claimed for the move by the Mayoralty. We also understand that there are significant additional costs (more than £2m) arising from the need to relocate the broadcast facilities to The Crystal. These costs – which do not include the costs for any broadcast facilities in Palestra or Union Street – must be likely to represent yet another decrease in the savings that can be achieved from your proposal.

- The savings figure makes no allowance of the element of downsizing that is assumed as part of the relocation. The Chief Officer has informed the Assembly that the relocation includes a generous assumption for staff working from home of around 2-3 days each week. This translates into significantly fewer desks after the relocation than are currently available. Applying this new working from home assumption to the existing arrangement could allow the Housing & Land directorate to be relocated to City Hall and the vacated space at Union Street to be sub-let externally. The capacity of the Chamber offered at the Crystal with 150 audience seats is also significantly smaller than at the current City Hall which seats an audience of 250.
- No allowance is made in the savings figure for the income the GLA currently gets from commercial filming in City Hall and from the commercial use of London's Living Room which would be unlikely to be at the same level in The Crystal.
- While a five-year financial planning horizon is logical in one sense, in that it represents the gap between handing City Hall back 'early' in December 2021 and the end date of the current lease in December 2026, it is by no means the only approach which can be taken:
 - The annual recurring net saving is £6.3m (i.e. the annual equivalent of the £31.5m over five years), which is a significant amount and would certainly be very welcome. However, it is not as eye-catching as the £55m erroneously quoted in the Mayoral press release, generated in part by choosing a five-year period. It also needs to be set in the context of the size of the GLA budget and the flexibilities available within that budget. Looking at the 2019-20 outturn position for the GLA budget:
 - Income from interest receipts was as much as £22.8m over budget.
 - The use of reserves was £6.3m under budget.
 - This additional budget capacity of £29.1m enabled as much as £24.7m worth of capital items to be funded directly from revenue, leaving a surplus of £4.4m on corporate items.
 - The forecast underspend across the organisation is higher still at £9.9m.

- The current budget guidance has a financial planning horizon of less than two years. This is clearly at odds with the five-year approach being taken to savings arising from the proposed move.
 - Looking specifically at the 2021-22 financial year, which is the primary focus of current budget setting activities, the proposed move would only generate one quarter of its annual savings as the GLA would still be responsible for City Hall until December 2021. Indeed, once the £8m move costs have been factored in, and also the dilapidation costs, the proposal does in fact represent significant additional cost for the 2021-22 financial year; and
 - There is no requirement for the GLA to leave the current City Hall in December 2026. The GLA could of course negotiate with its landlord to stay beyond that date. So, it is not inevitable that a five-year financial planning horizon from December 2021 has to be adopted.
12. We are now being told by the Chief Officer that a failure to move and make the savings arising would equate to the loss of 100 GLA posts. None of us want to see any redundancies in any part of the GLA. It is worth noting, though, from the Chief Officer's own figures, that as many as 124 non-externally funded GLA posts (i.e. staffing growth met by the GLA budget) have been created outside the Assembly Secretariat (whose staffing numbers have been flat) in the last four years.
13. It does not seem reasonable, or necessary, to place different types of savings in opposition to one another in this way. Indeed, a wider set of financial factors needs to be borne in mind:
- The value to London of the current City Hall location in more general terms needs to be considered carefully (see 'E' below).
 - The nature of the financial savings for 2021-22 arising from the GLA:Mayor component will also need to be considered in due course. If those savings can be made relatively painlessly from existing GLA programmes, then the principal rationale (i.e. financial savings) behind the proposed move would immediately be called into question. Indeed, and although we have yet to have the opportunity to scrutinise MD2666 on the repurposed GLA budget for 2020-21 in detail, it would appear that the flexibilities in the GLA:Mayor budget are such that a substantial level of savings have been relatively easily to find, including as much as £14m in in-year programme savings.
 - It is of course entirely appropriate that the GLA should review its estates strategy and make financial savings where it can. However, the GLA does not operate in a vacuum and the signals it sends to others are important. That is part of the Mayor's leadership role. If other blue chip organisations were to follow the GLA's lead and look to abandon their Zone 1 headquarters location, then there would potentially be dire consequences for the Group budget as the result of a drastic reduction in business rate income.
14. There has been no robust financial case presented as part of the consultation. The financial case should have included an options appraisal; this is basic, standard practice across governmental bodies. The financial case should have presented full, worked-up information on the following matters (as a minimum) at the start of the process. The fact

that this did not happen has led confidence in your proposals to be completely undermined during the consultation process:

- The impact on potential savings arising from revised proposals from current landlord
- Clear, transparent information on the GLA's dilapidations reserve and its project use
- Full fit-out costs (for all 3 locations)
- Broadcast costs (for all 3 locations)
- Estimate of savings (cash & efficiency) that would have been achieved through mass homeworking without leaving City Hall
- Updated commercial estimates on sale & rental options for The Crystal
- Annual rent and running costs (for all 3 locations).

D. A lack of information relating to the planning process, to staff and to other issues

15. The Chief Officer acknowledged at the 21 July meeting of the GLA Oversight Committee that key questions remain unanswered. The Chief Officer also informed the Committee that there was a balance to be struck between working through the detail of the proposed move and focusing on other priority tasks. This is deeply unsatisfactory approach for a proposal of this magnitude.
16. We perceive the main information gaps to be:
 - Commercial use of The Crystal. It has not been made clear what other uses The Crystal could be put to and what income could accrue to the GLA from that.
 - The planning process. An application for a change of use of The Crystal will need to be made to the London Borough of Newham. It did not seem clear from the GLA's Assistant Director of Housing's responses at the 21 July meeting of the GLA Oversight Committee that all the issues had been fully worked through, specifically: the 13 week statutory timetable, the 21 day public consultation exercise, whether or not the application would be referable to the Mayor and what grounds the Secretary of State might have for intervening.
 - Benefits for the Royal Docks. It is not yet clear, in concrete terms, what benefits would arise to the Royal Docks from City Hall being located there.
 - It is surprising and unhelpful that the results of the staff post code exercise and consultation process are still not available at the time of making this submission.
 - Consideration of other options in the GLA Group estate. In correspondence we exchanged with the Chief Officer, we asked for details of the GLA Group estate and were presented with details of the GLA estate only.
 - Multiple sites. The GLA would be operating from multiple sites (The Crystal, Union Street and Palestra) which are greater in number (three rather than two) than at present and more distant from one another (The Crystal would not be within walking distance of the other sites; currently staff can walk between City Hall and Union Street). It is not clear what impact this would have on the organisation's efficiency and effectiveness in terms of time and effort spent moving between sites.
 - Broadcasting at The Crystal. The costs and operational arrangements required to set up suitable broadcasting equipment in The Crystal.

- Management of public meetings and functions in The Crystal. The capacity of the public gallery will be reduced from 250 in the current City Hall to 150 in The Crystal. It is not clear what impact this would have.
- Cycling and walking plans for the Royal Docks and cycling facilities at The Crystal. It is not clear how easy it would be for GLA staff to either cycle or walk to and from The Crystal. Initial impressions are that both of these modes, which are fundamental to the operation of this option, are fraught with difficulties arising from the location of the building surrounded by hostile main roads.
- There is no information currently available from TfL in relation to the potential impact on transport in the area of The Crystal arising from the proposed construction of the Silvertown Tunnel northern portal.
- General GLA use of The Crystal. It appears from the Chief Officer's answers at the 21 July meeting of the GLA Oversight Committee that basic questions as to which GLA teams would use The Crystal, and how they will do that, will remain unanswered for quite some time.

E. An underestimation of the value of an accessible Zone 1 location

17. There is a danger that the savings driven approach being taken to the proposed move will underestimate the value of an accessible Zone 1 location for City Hall and thereby diminish London government.
18. It is of concern to us that the Chief Officer described the proposed move at the 21 July meeting of the GLA Oversight Committee in terms of the accessibility of The Crystal site to localised groups of Londoners. That is, The Crystal is local to Newham and the current City Hall is local to Southwark. Similarly, any site chosen would be local to a particular area of London. We feel that misses the point, though.
19. The home of London government needs to be accessible to as many Londoners as possible and be symbolic of City Hall's desire to work on behalf of the entire city. That is why Zone 1 locations have been chosen previously.
20. This view is echoed by Professor Tony Travers, who said, in a BBC article on 18 August, that "It does risk, however accidentally, reinforcing the idea that the Mayor is less central to the life of the city than he ought to be. I can't think of another City Hall that isn't in the middle of a city." It is something Dave Hill agreed with in the same article: "I do think moving would have a diminishing effect. You've been in a bespoke building, next to Tower Bridge, one of the most famous London landmarks. Whatever the benefits of The Crystal, the Mayoralty will look shrunken in authority."
21. For The Crystal, it still remains unclear exactly when the Elizabeth Line – and its Custom House station – will open. It may or may not be in time for a potential GLA move to the Royal Docks in the summer of 2021.
22. Similarly, the future of the Cable Car from the Jubilee Line station at North Greenwich to the Royal Docks is unclear. These uncertainties over transport could present Members and staff with problems accessing The Crystal.

23. For The Crystal is to function effectively as London's City Hall, then not just Members and staff but also community groups would need to be able to access it easily. That has not shown to be the case, given the lack of external engagement on the proposal.
24. Furthermore, were the Mayor to use Palestra as an office as well as – or even instead of – The Crystal, that would further cast doubt on The Crystal's status as London's City Hall. Given that the Mayor could of course visit any location within the GLA Group as he wishes, at any time, the fact that it is felt necessary to confirm that the Mayor will also have a base at Palestra only serves to enhance the growing sense that officers are not being 'straight' with the Assembly or the public, and that The Crystal will quickly become the home to the London Assembly (and Royal Docks team) only, and there will, in reality, no longer be a 'City Hall' for Greater London.
25. There is a danger that our city government would be diminished by a move of the sort proposed. It seems remiss to us that this has not figured in the thinking to date and that no work has been done to gauge Londoners' and London stakeholders' views. The London Assembly believes that the proposals will negatively impact on the ability for constituents, other members of the public, members of the press & media, guests and other visitors properly to attend, engage with and participate in the work of the London Assembly, and wider Authority.
26. The Chief Officer told us at the 21 July meeting of the GLA Oversight Committee that staff post code data could act as a proxy for Londoners accessing a relocated City Hall. This approach seems to miss the point and do down London government.
27. Attempts to draw comparisons between the 2002 move and the proposed move to The Crystal also show a lack of understanding of the history of the Greater London Authority, which is rather worrying as those views come from senior officers of the Greater London Authority.
28. At this our twentieth anniversary, we should be proud of what this institution has achieved and what it can achieve in the future. Investing in the right location for City Hall is part of that and it must be done properly; it needs to be done in conjunction with others and take people with it as part of a vision for London.
29. We understand and support the Mayoralty's ambitions for the Royal Docks but have strong reservations that the manner in which the proposed relocation of City Hall is being handled will have the benefits claimed for either the Royal Docks or the GLA.

Proposed Relocation of City Hall

Consultation report

August 2020

1. Introduction

A consultation ran from 24 June to 5 August to gather views from GLA and MOPAC staff. The aim of this consultation was to help the Mayor decide whether or not to proceed with the proposed relocation.

The consultation took place via email, with dedicated email addresses established for GLA and MOPAC staff. In total, **468 responses to the consultation were received**, with 79% of responses sent to the GLA inbox and 21% sent to the MOPAC inbox. Individual responses account for approximately 72% of total responses received and 28% are from teams.

An external company (Roots Research) was commissioned to analyse the responses to the consultation and produce a report. This report is based on that external analysis, and first summarises the overall sentiment of responses before then outlining the key hot topics from the consultation exercise.

2. Overall sentiment

The majority of responses to the consultation highlighted the need for greater clarity on some issues, as well as potential risks and issues with the proposed move. However, while many respondents raised issues, the overall language used was not overtly emotional or confrontational. Additionally, many of those who raised issues were not necessarily against the proposed relocation and instead held a more neutral or ambivalent stance (i.e. they were not opposed but had some questions or raised points to be addressed). The number of overtly positive responses, however, were limited.

Please note, the consultation did not explicitly ask if staff are in favour or against the proposed relocation. The analysis of the consultation therefore did not attempt to quantify that.

3. Hot topics

The rest of the report summarises the key hot topics that came out of the consultation. These topics were raised consistently among both GLA and MOPAC employees and teams.

Cost saving and financial validation

To some, moving City Hall to The Crystal is seen to make perfect sense as a money saving exercise and they appreciate the pressure present to reduce costs considering COVID-19. Many who agree with this

highlighted their preference for this proposed relocation over other cost-saving measures such as reducing team sizes. Some also believe it is more appropriate and beneficial for Londoners to move to The Crystal as this is an asset of GLA and will reduce public spending on high central London rents.

Some staff also noted that some of the facilities in both City Hall and Union Street either no longer fit the needs of the staff or are in disrepair and not suitable for working life.

I think moving out of City Hall to save money makes sense and I preferentially welcome the move to the Crystal.

I do not agree with using an astronomically large amount of public money to pay rent to a private company. This money could be better spent elsewhere and benefit so many organisations that are for all Londoners, not the few.

I would be sorry to leave City Hall, because of its iconic status, location near world renowned attractions, and access to the London Bridge transport hub. However, I would equally not be sorry because it is sadly an impractical building to work in, despite being only 20 years old. The limited space created by the circular design means teams are hidden away around corners, with a space wasted for a central stairwell which no-one uses.

However, others questioned how the cost-savings were calculated and request further information. Especially when taking into account refurbishment, updating workspaces, purchasing furniture, and returning the current City Hall building to its previous format (i.e. removal of chambers). For these staff, further breakdown will need to be provided to convince them of the financial benefits of moving to The Crystal, including perceived high running costs.

Many also questioned the full extent to which the GLA have explored alternative options, with some feeling that the decision has already been made. Key alternative options that staff would like to see properly explored or explained, before ruling out, are:

- Renegotiating the lease in current location
- Ability to work in local hubs (shared workspaces)
- Ability to work in underused Borough Town Halls
- Ability to use underused GLA buildings
- Exploration of Central London based buildings with the mindset that more will be available due to closures / relocations of other businesses due to COVID

Please can you set out how you calculated £55m saving over 5 years? None of the numbers in the consultation document add up to that figure. I think it would help if we could be clear that the move is definitely worth it and that the numbers make sense.

Local regeneration

A key positive of the proposed relocation is that moving City Hall to the Docklands will aid the regeneration of the local area, and some applaud the Mayor for leading by example. There is also appetite to invite local businesses (such as cafes) to have presence if appropriate within the Crystal.

I think the move to Royal Docks is an important signal to the rest of London of the importance in investment in East London.

I think the idea of moving City Hall to the Crystal is a great one and will be a real boost for the area and its future Regeneration. London is moving East!

The weight the move to The Crystal will add to the development of the area far outweighs the risk of moving from the iconic CH/Thames location and I think is commendable, the Mayor should lead by example in helping to bring wealth and prosperity to areas that have suffered from underfunding and underdevelopment for years.

Location of The Crystal

The largest concern and barrier that The Crystal faces is its location and travel links. The Crystal is seen to be inconvenient for most staff – some stating it could add up to 90 mins to their commute. There is an expectation among some staff that a postcode analysis of travel times will need to take place to inform the impact on staff commutes.

There is risk that this location could cause problems in attracting new talent as it's deemed as less desirable than a central London location. This could also impact current staff retention – especially amongst new joiners as they may have joined on the basis of the central London location.

Concerns around safety have also arisen as cycle lanes are not present or adequate to make staff feel comfortable cycling to The Crystal. The lack of cycling options also poses contradiction to some when considering the Mayor's promotion of cycling in and around London. Many staff currently cycle to work but do not see this as possible if the move to The Crystal happens. There is also questions around showering facilities being available at The Crystal, for those who will cycle to work, with an expectation that these will match current facilities at City Hall. A final concern regarding cycling to The Crystal is around parking for bikes. There is understanding that there is a plan in place to convert the existing parking to be secure; however, some question how secure it will be and if it will match the security currently found at City Hall.

Many have also stated that the 0.6 mile walk from the train station is poorly lit and would feel unsafe walking this alone, especially in the evenings and winter – this is a primary concern amongst female staff.

There was suggestion that the increase of remote working will reduce travel costs, however this is not felt to be true especially for those who live outside of London as the cost of annual (or weekly) travel cards tend to be cheaper than the purchase of individual day tickets. It has also been noted that if there is an expectation for staff to travel between the three buildings then there will be additional travel implications that will need to be addressed and costed for.

Lastly, the surrounding area is not considered to be appealing as it lacks the range of amenities that can be found in the current City Hall location, such as cafes, restaurants, supermarkets and so forth. Some expect similar perks to those received in Southwark (discounts at local businesses).

I would like to ask what plans are in place to improve the cycling infrastructure near, and on key routes, to the Crystal – by the time of the proposed move from City Hall?

Travel costs (this is very important as undermines the claim that increased home working reduces travel costs) - Reducing the days we need to be in the office will help mitigate the increase in travel costs to the Crystal. But note that if you commute from Surrey for 3 days a week, it is actually cheaper to get a weekly travel card. So some of us part-time workers have been paying for full time travel. The days commuting would need to be reduced enough to generate a saving for part time workers, especially those of us outside of London.

Reimbursement for additional travel expense? Given cycling to The Crystal will become impractical and travel to the Crystal will be expensive (given cycling is free and the Crystal will involve more modes of transport and possibly the Cable Car too) – will it be possible to claim expenses for when travel to The Crystal is necessary?

The location of the building is also pretty bleak. There is nowhere to socialise with colleagues or visitors, there is nowhere to shop, there is nowhere to eat. It is a desolate place with no attractions whatsoever for people who work there. On one side is a major road, the other is an airport.

The Crystal working environment

Key factors that are causing concern for many staff regarding the move to The Crystal include:

- **Hot desking** – a major concern for some staff is travelling to The Crystal (which is an increased travel time for many) to find there are no available desks. Reassurances are needed that a system will be in place to mitigate this – ideally the ability to book desks ahead of arrival.
- **Privacy and noise** – this is a concern as The Crystal is understood to be mostly open plan; along with the anticipated increase of calls / video conferences it is expected to be a louder environment with little privacy available. This is especially a concern due to the sensitive nature of some team conversations (i.e. opposing political parties). Approaches to ease these concerns is needed to be clearly communicated.
- **Inappropriate facilities** – questions around the facilities of The Crystal especially for the chambers, meeting rooms, storage and public toilets is not clear. The glass that is present in the building is also not deemed as appropriate as could be a security risk for the Mayor.

The proposals for the set-up of the political groups is inadequate...Soundproof walls are inadequate, and no privacy is available. With no individual offices for members, there is no provision for unscheduled private meetings for briefings, a key staple of working in a political group.

The Crystal is not a suitable building to host the London Assembly, its staff and visiting Londoners.

Impact on perception and engagement

There is an expectation that moving to The Crystal will cause a reduction in attendance from the public and media alike – this is largely linked to the more challenging location and transport links.

However, one staff member noted that GLA has held several successful industry leading events at The Crystal building – others may not be aware of these and how well attended they were. Raising the profile of these events to show that industry leaders are more than willing to travel to this area, and are comfortable using the facilities, would help significantly in staff seeing how this would operate.

Concern surrounds the impact on public perception if City Hall is moved away from its iconic building and central London location. There is a belief amongst some that moving City Hall out of central London could cause the GLA to be viewed as less influential, powerful and important – which could lower the Mayor's profile on both the national and international stages.

Some have noted concern that when a new Mayor is elected, they may overturn this decision and move back to an iconic building thus making the exercise and overall cost impact wasteful.

We are concerned that journalists will not come to cover Assembly meetings this far from central London. What assessments have been made of whether there will be journalists will make the extra effort to come from either Westminster, Gray's Inn Road Great Portland Street to the new City Hall and report the events at new City Hall?

The GLA Education Visits programme welcomes between 13 and 15,000 Londoners (around 300 groups) each year to learn about London and the way it is governed. The majority of visits are taken by primary and secondary schools, but we also host groups from Universities and any other London group wishing to learn more. For many of our visitors it is their first taste of local politics and their first visit to our building; as such it is essential, we make the best first impression possible.

However, I think it's worth noting that other global cities such as New York, Paris and Tokyo have central and prestigious city halls. The benefits of being physically close to the centre of power (Westminster) cannot be overstated. We risk lowering the profile of the Mayor and making it easier for the Government to ignore London's voice. As a planner, I am very aware of the importance of geography in terms of status and political power in the heavily centralised UK system.

Remote working

Many staff noted that The Crystal has a limited number of workspaces, and there are questions whether the proposed office spaces will be able to accommodate the whole GLA and MOPAC staff. Some staff are taking the message that remote working will become more of a requirement of their job (beyond COVID-19), if the proposed relocation is to go ahead.

Largely, remote working at times is agreeable across most staff – with many stating that it will help with their work: life balance due to the reduction of travel time. However, it is not suitable for all and some are concerned about having to work remotely more often in the longer term. The 'Our ways of working' online survey has explored this topic in greater depth and provides deeper understanding of staff preferences and concerns on working from home.

Some highlighted the impact this proposal will have on the Smart Working Policy – there is an expectation for this to be reviewed and updated based on learnings from the lockdown and going forward.

Location of teams

Anchor points for teams are largely agreed on as the best approach to organise desk space, and there is anticipation to find out where teams will be located (and in what buildings). There is an expectation that specific teams will be placed in the same building as they frequently work together – for example, some highlighted the need for the Housing & Land and Planning teams to be co-located in the same building.

Some have also made requests for their team to be placed in specific buildings – it is worth noting that none have requested to be in The Crystal due to its more challenging location.

However, many have concerns that teams being split across multiple offices (more-so than currently) could create silos that teams work in and damage a sense of unity and collaboration across the organisation.

I can imagine there may be some difficulty with deciding which teams go to which of the three buildings and for those that don't get to go to the Crystal working from a building won't have solved the issue of not being able to easily interact with the Mayor's Office in person.

The Safer Youth team would like their anchor point to be based at one of the Southwark buildings as a central location as the team live in dispersed locations across and outside of London. None of the team would want to utilise Newlands Park location.

Technology

Huge importance has been placed on the necessity of ensuring that IT, software and hardware is up to date and maintained along with safely having access to documents – especially with remote working and working across various buildings. Many have noted that IT support during lockdown was good, and there is an expectation for this to be maintained as a minimum.

Especially important to those who manage and deal with media, questions raised around the broadcasting suite facilities that would be available at The Crystal. Further reassurance may be needed for those teams.

The current state of flexible working and online tools needs to be not only retained but upgraded with more sophisticated means of software.

Meeting spaces

Questions around meeting rooms, break out areas and their facilities, and methods of booking meeting rooms have been raised and are high on the agenda for many staff – regardless if the move takes place or not. There are key frustrations with the current City Hall building, notably not enough meeting rooms and staff block booking and then not using meeting rooms, that remain concerns and need to be addressed for The Crystal – the same applies to Palestra and Union Street as well.

There is desire for smaller break out areas for staff to use for 1-2-1s or as a place to do focused work on their own.

With the move to increased remote working, it is vital that all meeting rooms are equipped with appropriate technology to ensure others can dial in or be present via Teams. The minimal expectation is for all meeting rooms to have screens with webcams and conference call phones.

Certain teams have greater need for private meeting rooms, due to the sensitive or political nature of their work, that will need to be considered when planning office space for both face-to-face and telephone/video meetings. This includes teams like Victims' Commissioner team or the London Assembly.

Previously in the office, some members of staff were having very loud conference calls in the middle of the office due to a lack of such spaces.

[Victim's Commissioner team] often meets with victims directly and as a team we discuss sensitive issues, and so this needs to be considered when planning office space and layout between the GLA and MOPAC.

Other comments

The consultation also highlighted some other concerns:

- **Impact on planned events** – in the short-term, some concern has arisen if the proposed relocation will impact on pre-approved or planned events, such as the annual London Ed conference. Staff are struggling to plan accurately as they are unsure of location, capacity sizes, funding and so forth. Further reassurance or guidance is needed on this.
- **Mail** – some concerns were raised around internal and external mail across multiple locations. The Public Liaison Unit, for example, handle large amounts of mail and go through a special security filtering procedure when opening letters. Concern was raised that having multiple sites that are located further from one another will result in delays in post arriving to staff.
- **Office equipment** – questions were raised around access to specific in-house kit such as radios, chair elastics, and banners; along with adequate AV provisions at The Crystal for events.



Our ways of working

Staff survey findings

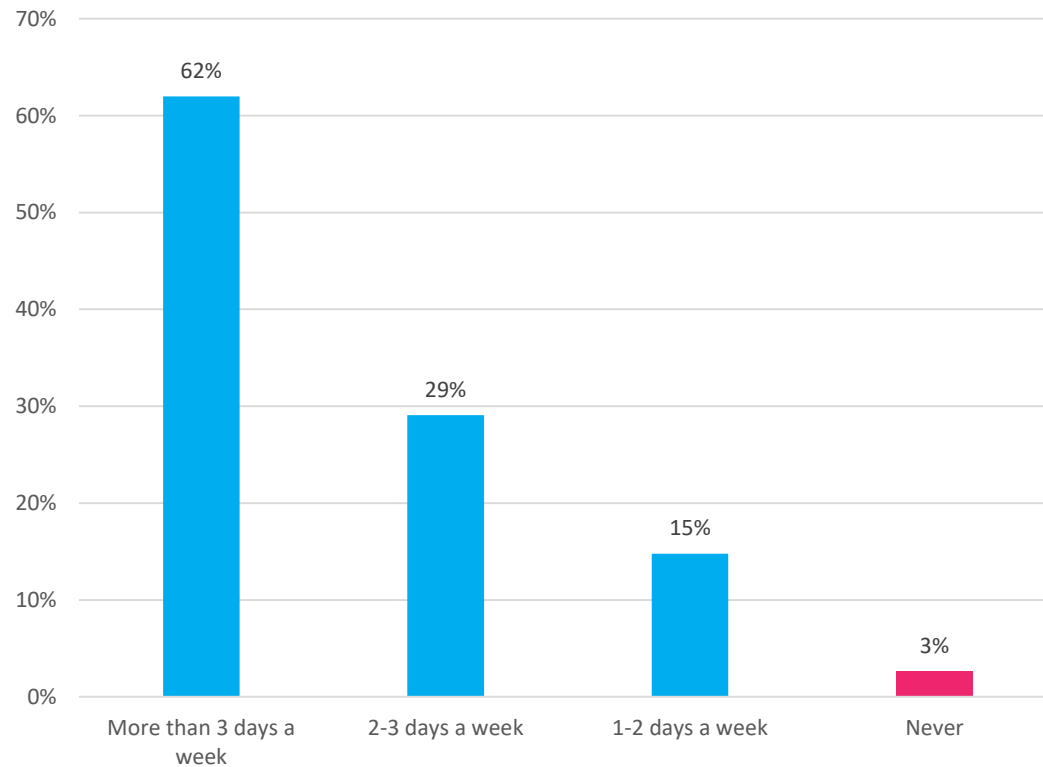


Introduction

- In July 2020, we launched **Our Ways of Working** survey to understand preferences among GLA staff for returning to more regular working practices, and to help understand what further work is needed to ensure that working remotely is adopted and is effective in the immediate and longer term.
- The survey was live from 22 July to 7 August.
- In total, 652 GLA staff responded to the survey. This represents a response rate of 63% across the GLA. A breakdown of who responded to the survey can be found in the Appendix.
- This report presents key findings from the survey.

Ability to work from home

Thinking about when we return to our office spaces,
are you likely to be able to work from home...



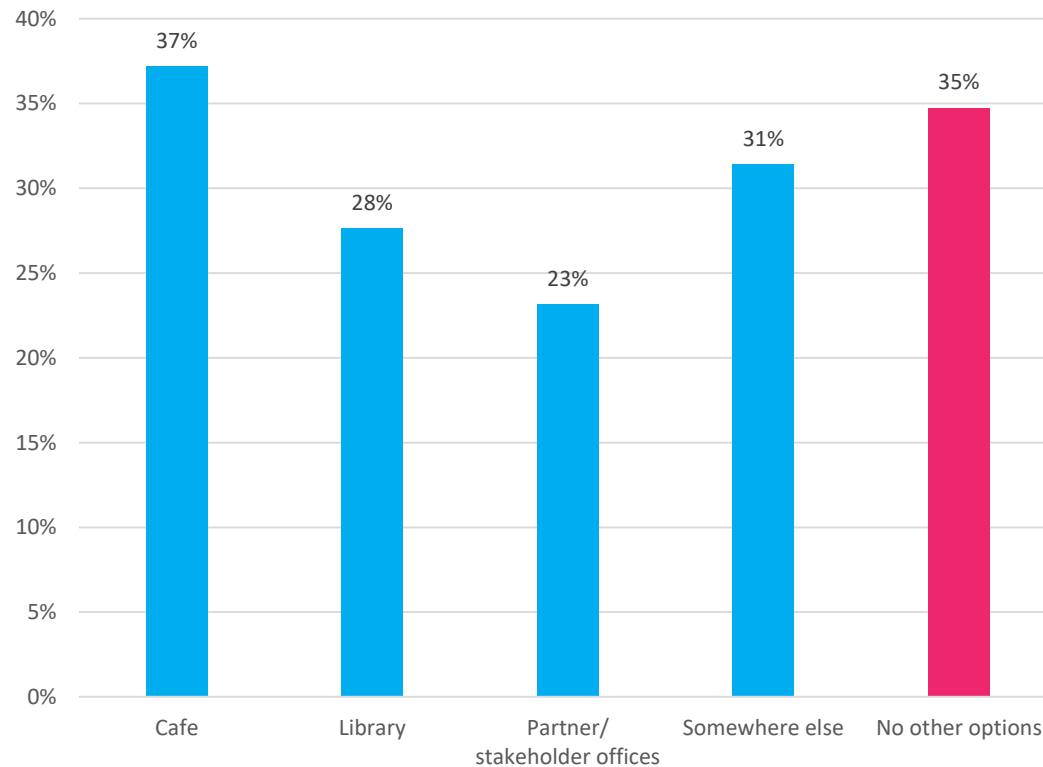
Base: 650

Percentages do not add up to 100% as respondents were able to select more than one option

- 62% of respondents are likely to be able to work from home more than 3 days a week, and 29% are likely to work from home 2-3 days a week.
- Only 3% would likely never be able to work from home.

Alternative remote working locations

If you are unable to work at home regularly, are there other locations where you could work?

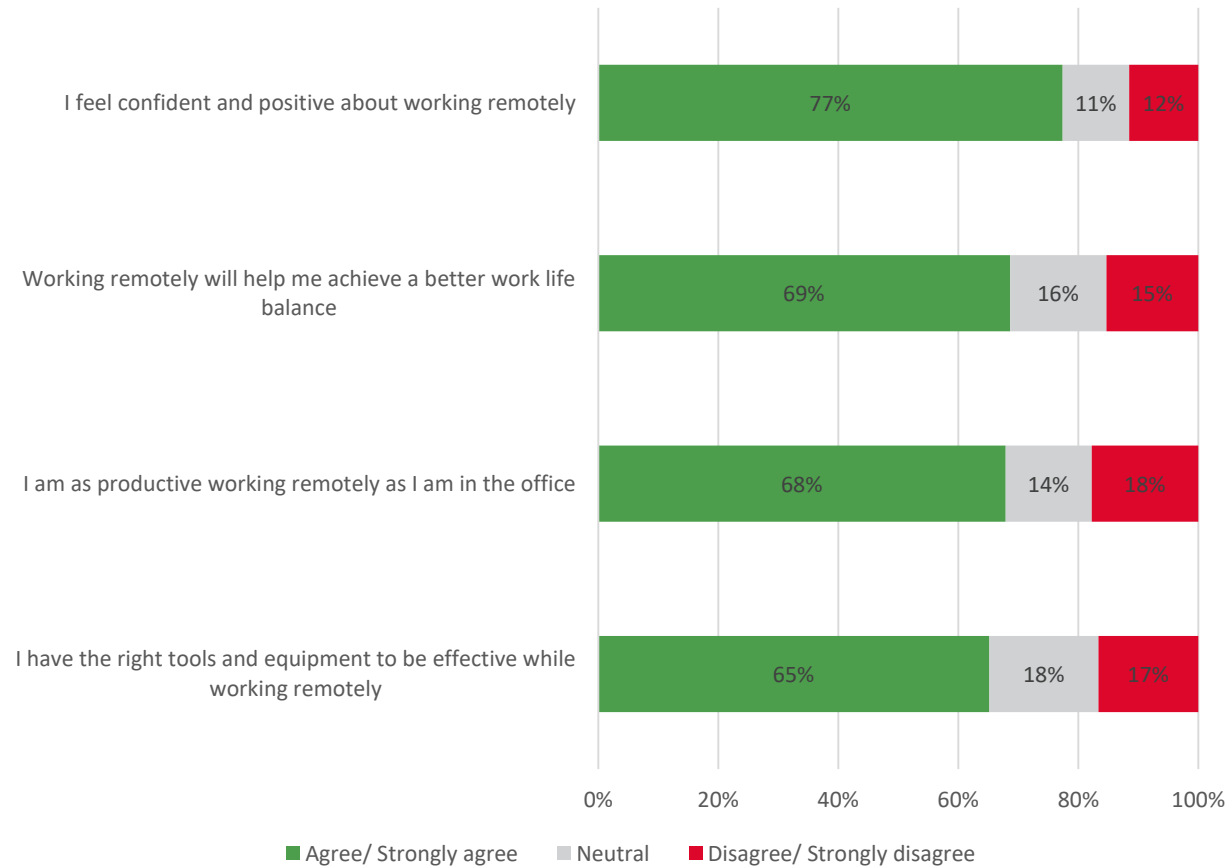


- Outside of the home, cafes were selected as the number one location to work remotely. Though many noted that working in cafes requires having to buy food or drink. As such, it may be a less feasible option for lower paid staff. There are also concerns about noise, confidentiality (in libraries also), and lack of appropriate equipment when working in cafes. Overall, cafes are only seen to be appropriate locations for short durations and certain types of work (i.e. not video calls). They are not seen as viable long-term alternatives to remote working.
- Some asked whether it is possible to access Local Authority offices, other GLA Group offices, or paid co-working spaces (e.g. We Work) as well venues for occasional team meetings and events.
- **35% (156 respondents) have no other option** aside from their home, which means that being able to book a desk in a GLA building when needed is vital for this group of staff.

Base: 449

Percentages do not add up to 100% as respondents were able to select more than one option

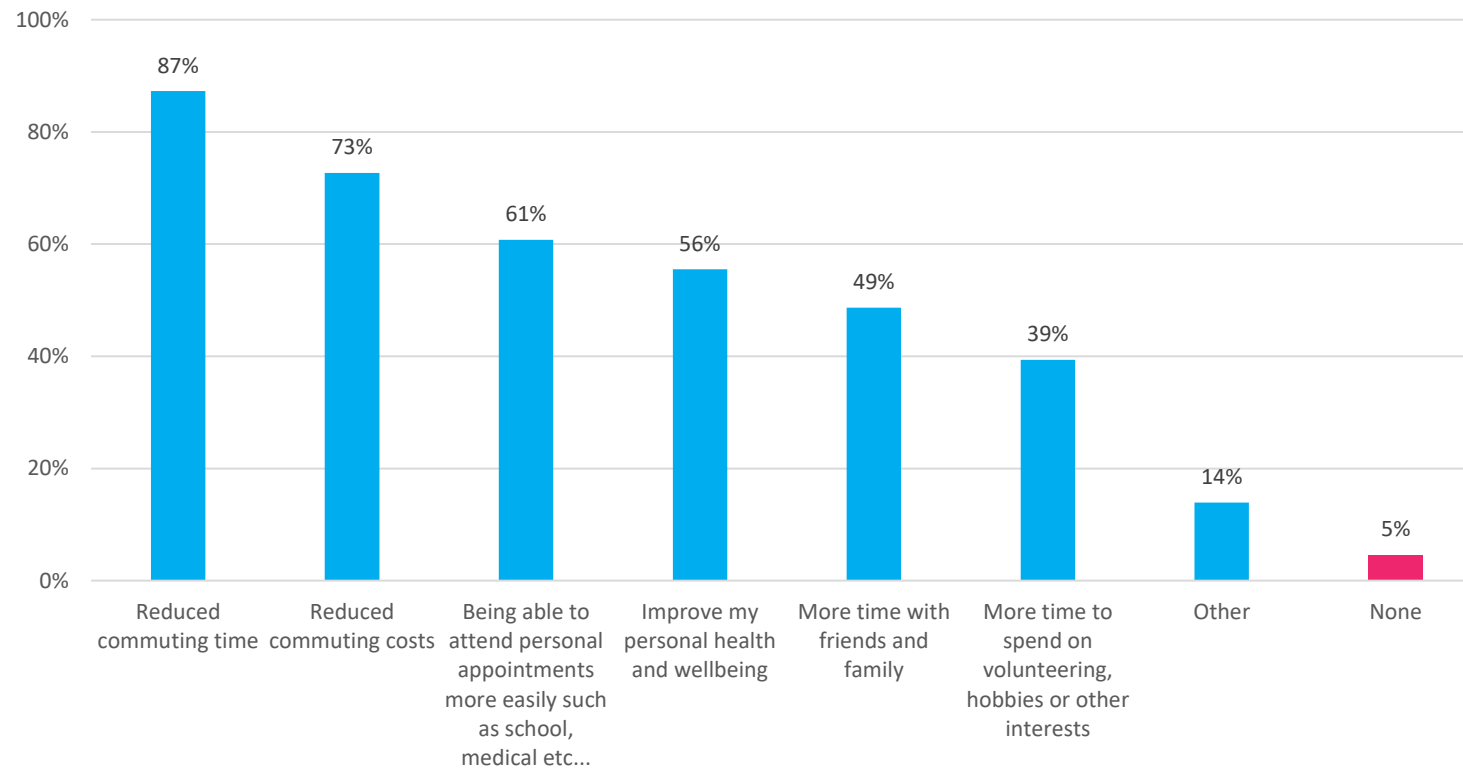
Experiences working remotely



- The vast majority of respondents feel confident and positive about working remotely, can achieve a better work life balance, are productive, and have the right tools and equipment (*those who selected 'Strongly agree' or 'Agree' to the statements in the chart*).
- A minority are not (*those who selected 'Strongly disagree' or 'Disagree'*).
- Respondents without caring responsibilities or those aged 30 or under are more likely to disagree with the top three statements.
- Notably, **28% of those aged 30 or under are not as productive working remotely** compared to 14% of those aged over 30.

Benefits to remote working

What would be a positive benefit for you personally of working remotely more frequently?



- The main benefits to working remotely more frequently are reduced commuting times and commuting costs.
- Only 5% of respondents see no benefit to them working remotely more frequently.

Base: 645

Percentages do not add up to 100% as respondents were able to select more than one option

Disadvantages to remote working

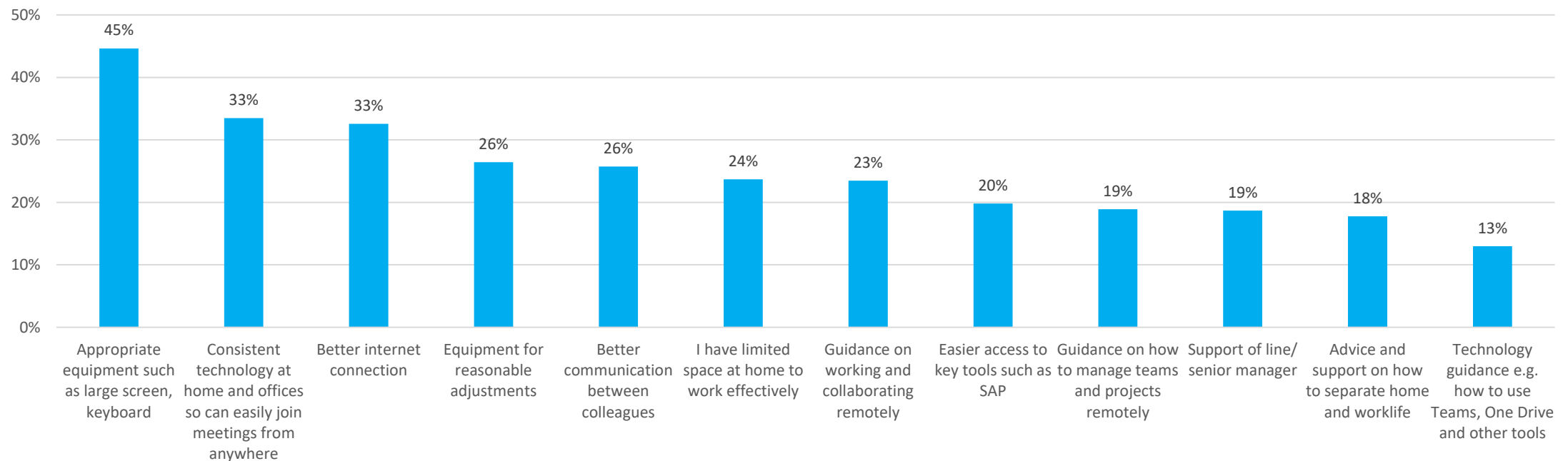
Although respondents are positive about remote working, some highlighted key disadvantages:

- **Not being able to see colleagues face-to-face** – this came out as one of the main downsides to remote working, even among those who are broadly content or positive about remote working. Some miss this for social reasons and team morale/ team-building. Others talked about the negative impact this has on their work, or performance of their team/ the GLA in general, through the difficulty building relationships and collaborating virtually. This includes team meetings or meetings with colleagues from other teams, as well as the casual tea-point chats which are particularly difficult to replicate online. This is particularly important for new joiners or more junior staff, as some believe this is limiting their learning and development.
- **Poorer work-life balance** – many have struggled to separate work and home and feel that they are ‘living at work’ rather than ‘working from home’, especially those who live in a small room or flat and who have their work equipment visible 24/7. Many also report working longer hours currently, though it is unsure if this is due to remote working or because of an increased workload due to C19. Though there are concerns about staff being expected to work longer hours because they are not commuting and for staff being expected to be accessible at all times because they are at home and have access to Teams.
- **Poorer health and wellbeing** – some reported being socially isolated, especially those living alone, or suffering from poorer work-life balance, being stuck indoors more often, or having lack of structure. Some also highlighted the negative impact on their physical health, due to lack of equipment and poor working conditions (causing back pain), too much screen time (causing eye strain), and lack of exercise (from moving or getting out).
- **Lower productivity** – some are simply not as productive as they would be in the office. This is caused by a variety of factors, such as issues with technology (e.g. Direct Access or Surface Pros), difficulty collaborating with colleagues, disruptions to their working day (e.g. looking after dependents), or simply a lack of motivation. Some also talked of Teams fatigue.

Further support

- Appropriate equipment, more consistent technology, and better internet connection would help the most when working at home. However, 24% have limited space at home to work effectively. Many staff who are positive about remote working also responded to this question, indicating that additional support would still be welcomed for that group.

What further support might help you work at home more?



Base: 439

Percentages do not add up to 100% as respondents were able to select more than one option



Ideas for further support

Expanding on the previous question, many respondents listed ideas to support staff with remote working at the end of the survey:

- Addressing the work-life imbalance that some staff are facing, some suggested setting guidance or restrictions to using Teams chat during out of hours.
- Guidance to schedule meetings in a way that reduces Teams and screen fatigue, e.g. limiting the number of back-to-back meetings or scheduling 10-minute grace periods between meetings.
- Additional financial support for staff to purchase equipment if needed (beyond the current £250 allowance).
- Provision of specialist IT equipment for those who need it for work, e.g. a desktop PC rather than a Surface Pro.
- Support to use alternative locations to work e.g. team budgets to rent co-working or meeting spaces or support for individuals to use locations closer to home (for those whose accommodation is not suitable). Some would also like access to use other GLA Group offices or suggest arrangements to be made with local authorities.

Other comments on remote working - 1

- There are concerns about **staff incurring financial costs** if they have to continue working remotely on a regular basis. This includes increased household bills such as heating and electricity in the autumn and winter (though none highlighted the HMRC £6 weekly allowance, suggesting low awareness or uptake of the offer) as well as upgrading to faster home Wi-Fi or purchasing additional equipment to make it easier or more comfortable to work from home (beyond the £250 allowance). It is important to note that although many staff may benefit from reduced commuting costs, others will not – e.g. those who usually walk or cycle to work or those who will still need buy a travel card even if they only commute to a GLA office a few days a week.
- A key barrier to remote working is **unsuitable accommodation**. Many staff are constrained by their accommodation and are simply unable to work effectively or comfortably at home. For example, some reported having to share small workspaces with housemate/ flatmates or not having a big enough space for a proper desk or large screen. This is a particular issue for younger and/ or lower paid staff, some of whom do not think that their situation has been fully acknowledged by senior management.
- The majority appear to want their work week to be split between the office and home i.e. few want to exclusively work from the office or exclusively from home. However, many foresee **issues with a mix of office and remote working** – the challenge of holding team meetings (technology in meeting rooms will be essential) as well as concerns that those who want to continue working remotely will be at a disadvantage e.g. from missing out on opportunities or even progression.
- As shown on p.4 and p.5, many staff are positive about remote working and have benefited from this. Going forward, many want the GLA and senior managers to fully embrace remote working and for a **flexible work culture to become the norm** – some want the option to continue working mostly or entirely from home and not be expected to go into the office. Importantly, they do not want to feel to be at a disadvantage for choosing to work remotely (as mentioned above). Ideas include reviewing the 10am-4pm core hours and offering remote working contracts for those who want one.

Other comments on remote working - 2

- Staff ideally want **flexibility in terms of when they can go to the office**, rather than a set schedule. This is seen to be needed to address changing work needs as well as home/ personal/ family life. However, it is important that those unable to work easily or comfortably at home have **guaranteed** desks in a GLA office.
- There is **concern around working from home in the winter**. Not only additional household bills, as mentioned previously, but also in terms of mental and physical health – shorter days and poorer weather meaning staff may not get outside as much and become more isolated when working from home.
- Some want **clarity on future working requirements** as soon as possible, e.g. whether they will be able to work remotely beyond C19. This is needed to inform personal decisions such as renting and buying property, as some question whether they even need to live close to London but are hesitant to re-locate.
- Some feel **communication from SMT has been contradictory** at times, especially around remote working being voluntary – “WFH cannot be both voluntary and there be an expectation on staff to do it for a certain number of days”.



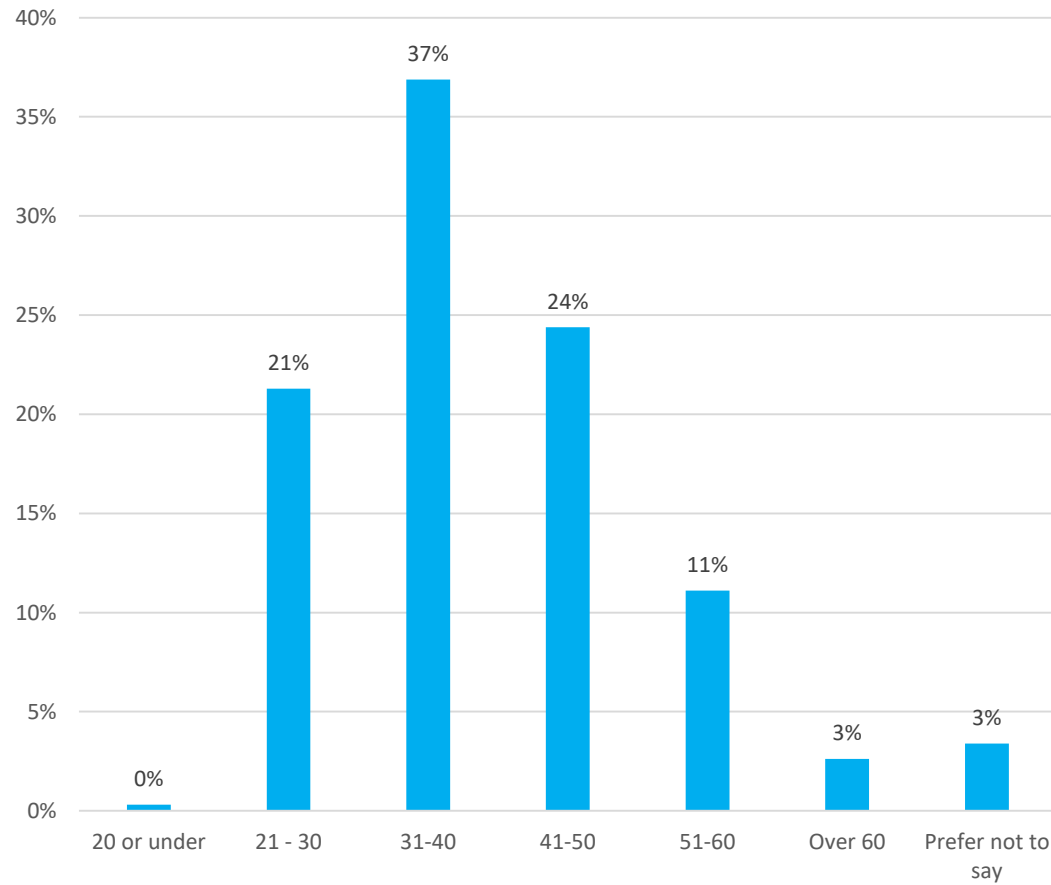
Conclusion

- The survey highlighted that the majority of staff are positive about remote working (77% of respondents), are productive doing so (68%), and they have the right tools and equipment (65%).
- There is appetite among many staff to continue working remotely on a regular basis, with key benefits being reduced commuting times and costs. Overall, remote working allows the majority of staff (69%) to have a better work life balance. As such, some want a flexible remote working culture to become the norm at the GLA.
- However, there are a minority of staff who are struggling and are unable to work effectively or comfortably at home. For this group, it is vital that there is guaranteed office space for them to work. The survey highlighted that younger members of staff (aged 30 or under) and those without caring responsibilities, in particular, are less likely to be positive about remote working and less productive working from home.
- Even among those who are generally positive about remote working, there are still difficulties to remote working, such as not being able to see colleagues face-to-face and separating work and home. Going forward, some also foresee issues when staff and teams are split between those in the office and those working remotely (e.g. difficult scheduling meetings).
- In terms of immediate support to help staff when working from home, appropriate equipment, more consistent technology, and better internet connection would help the most.



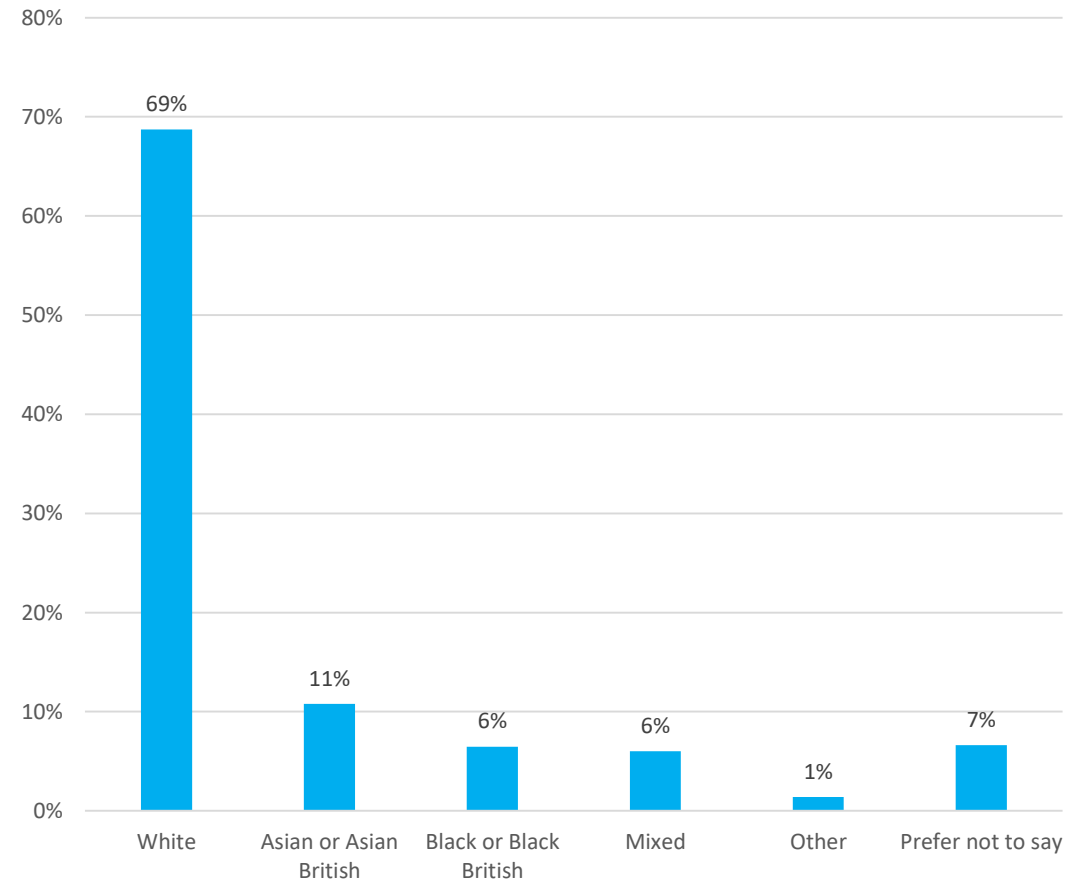
Appendix: Profile of respondents

Age



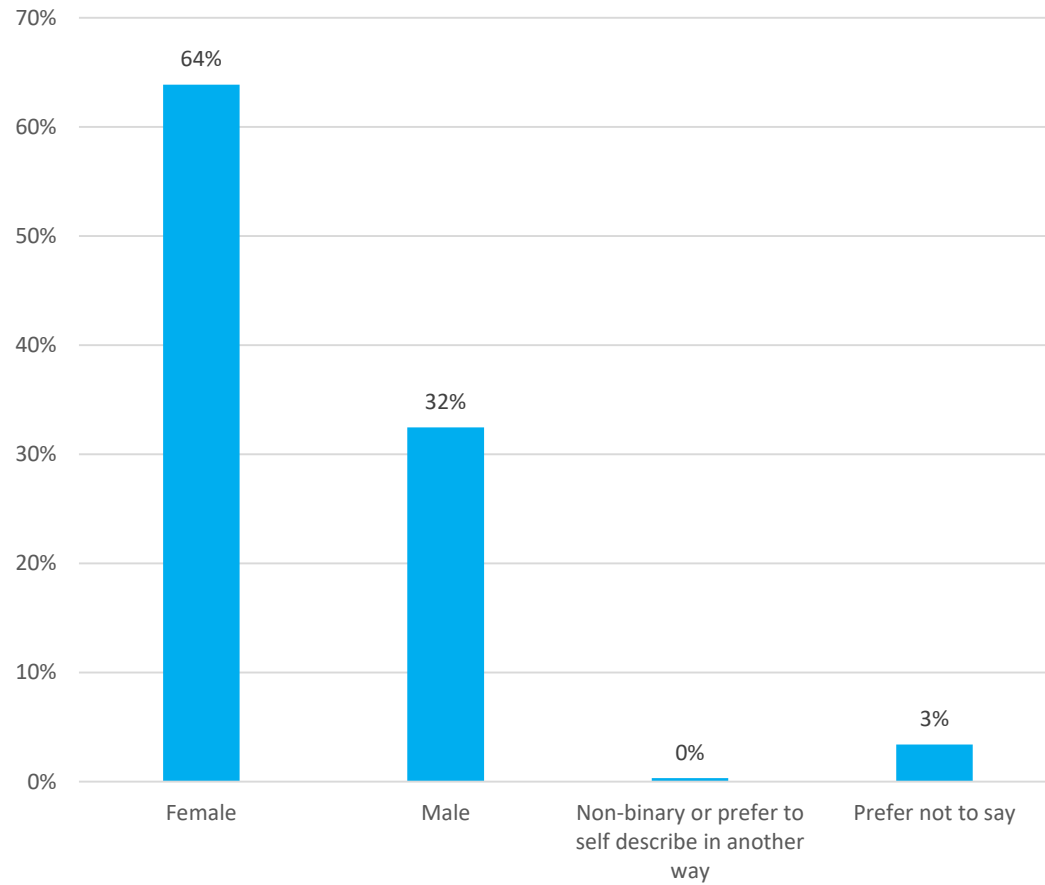
Base: 648

Ethnicity



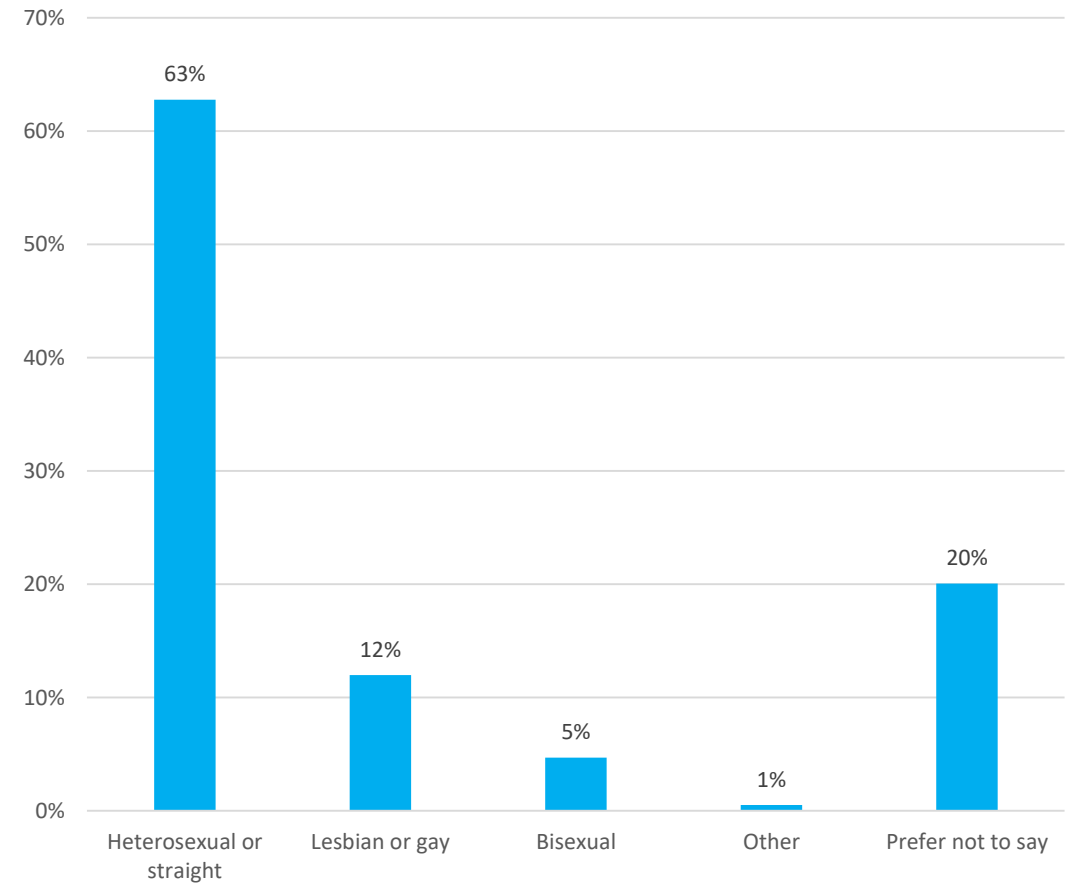
Base: 649

Gender



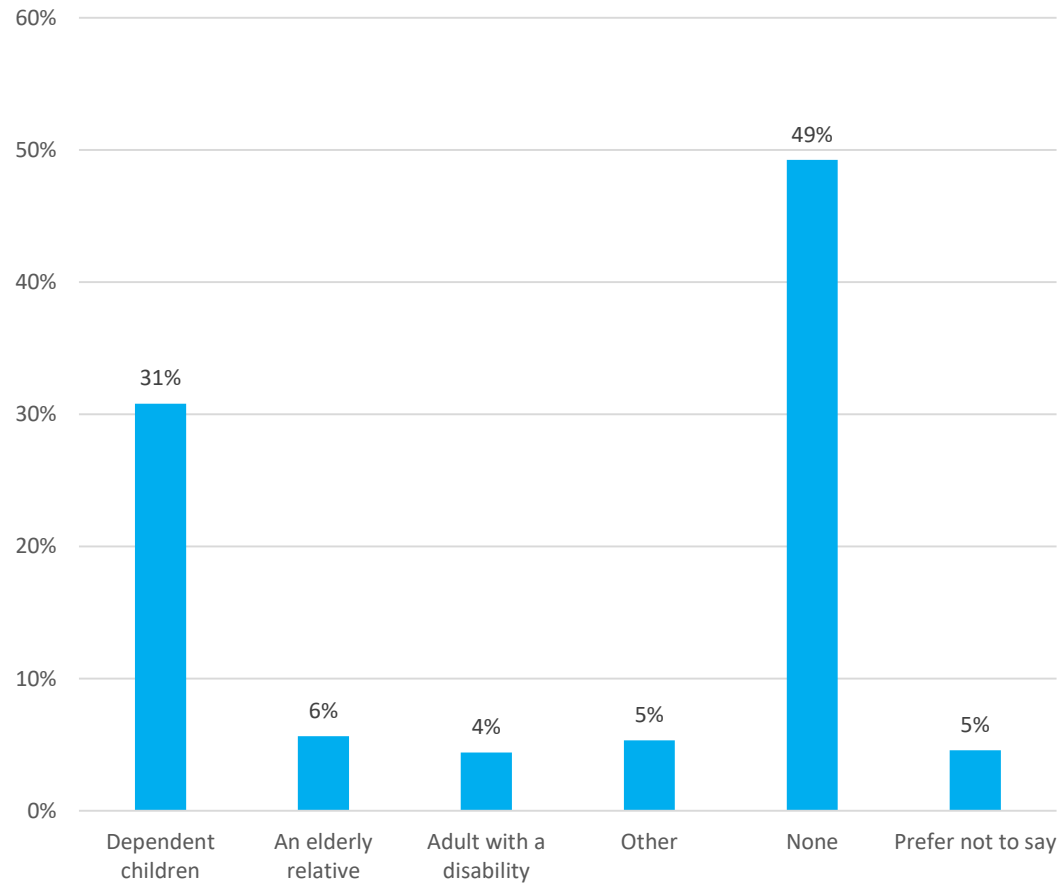
Base: 650

Sexual orientation



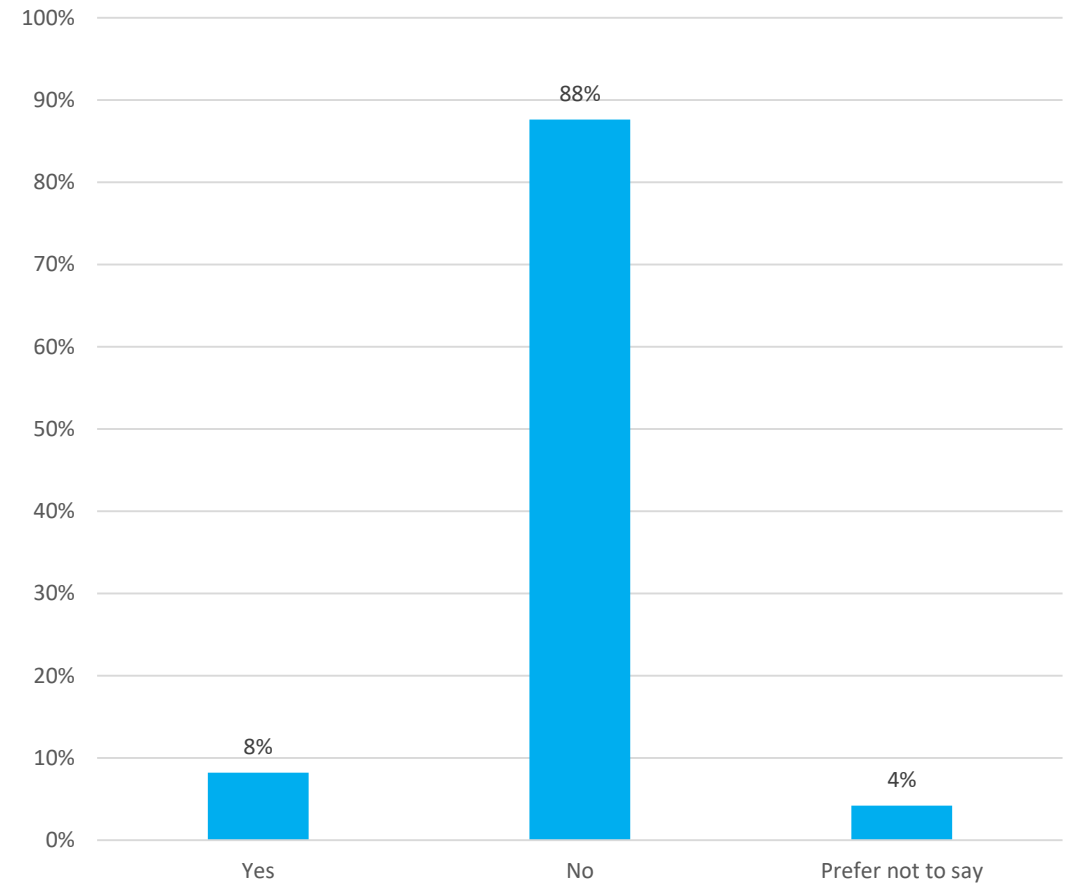
Base: 384

Caring responsibilities



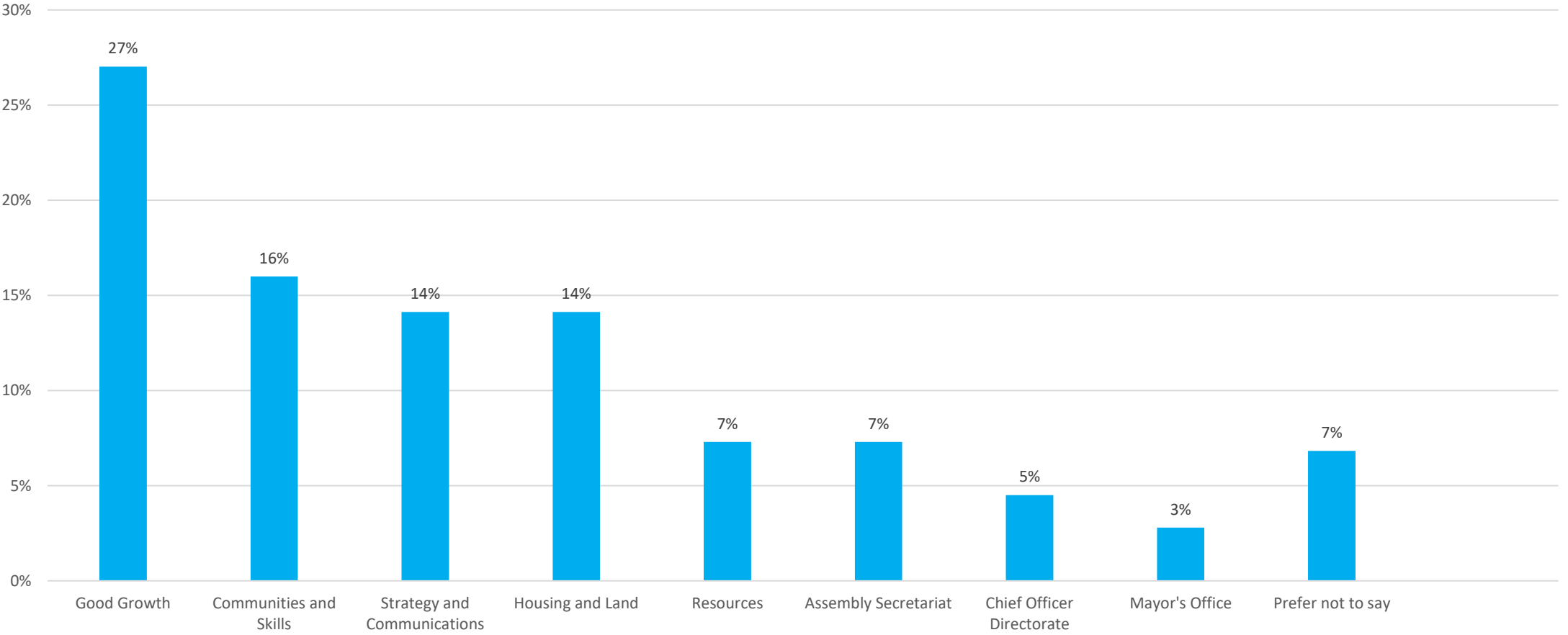
Base: 656

Disability



Base: 646

Directorate



Base: 644

Demographic breakdown of question 5*

(* 'Please read the following statements and then select how they apply to you when thinking about working remotely')

Statement	Response	Ethnicity		Gender		Caring responsibility		Age				ALL
		White (n=444)	BAME (n=158)	Female (n=412)	Male (n=210)	Yes (n=295)	No (n=321)	30 or under (n=139)	31-40 (n=238)	41-50 (n=158)	Over 50 (n=87)	
I feel confident and positive about working remotely	Agree/ Strongly agree	76%	84%	78%	78%	85%	72%	71%	79%	82%	78%	77%
	Disagree/ Strongly disagree	13%	8%	11%	12%	7%	16%	14%	10%	9%	15%	12%
I have the right tools and equipment to be effective while working remotely	Agree/ Strongly agree	67%	63%	63%	70%	67%	65%	63%	65%	66%	69%	65%
	Disagree/ Strongly disagree	17%	13%	18%	14%	13%	19%	19%	14%	16%	19%	17%
I am as productive working remotely as I am in the office	Agree/ Strongly agree	66%	76%	70%	65%	76%	61%	60%	69%	72%	72%	68%
	Disagree/ Strongly disagree	20%	13%	17%	19%	13%	22%	28%	16%	14%	14%	18%
Working remotely will help me achieve a better work life balance	Agree/ Strongly agree	68%	72%	70%	66%	77%	62%	63%	70%	73%	68%	69%
	Disagree/ Strongly disagree	16%	13%	14%	18%	9%	21%	19%	14%	15%	15%	15%

Due to small sample sizes, demographic breakdown was not possible for other questions

MAYOR OF LONDON

GLA City Hall Relocation Postcode Analysis

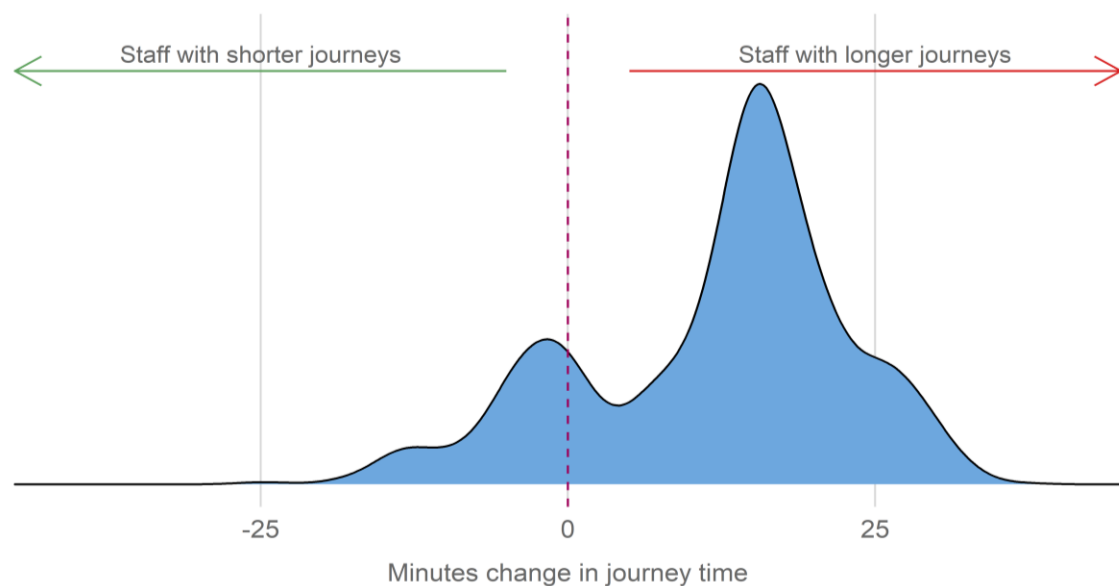
August 2020



Introduction

- The Mayor launched a consultation in June 2020 on plans for the Greater London Authority (GLA) to leave the current City Hall building next year and move its headquarters to The Crystal building in the Royal Docks. The GLA will retain a footprint at Union St and take on new space in TfL offices at Palestra in Southwark, which are close to the current City Hall. Therefore this analysis focuses on the change between travelling from the Crystal building and the current City Hall.
- As part of the formal consultation an initial Equality Impact Assessment (EIA) was undertaken to identify and highlight any equalities implications and mitigation, and this was published alongside the proposed plans for relocation.
- To supplement the EIA and in keeping with good practice for office relocation proposals it was agreed that an anonymous postcode analysis would be undertaken to identify the impact the move would have on staff travel times and travel costs. A similar but separate analysis would be undertaken for MOPAC staff.
- Anchor points for Directorates and teams have yet to be confirmed but it is anticipated that Assembly Secretariat and the Mayor's Office would be based at The Crystal Building.
- It is acknowledged that many staff will choose a variety of transport modes and creative routes, either to avoid cost, avoid congestion or include exercise. This analysis represents a reasonable estimate to help the GLA understand the broad impact across the organisation
- It is worth noting that GLA staff contracts all contain a mobility clause as follows: “We will give you reasonable notice if we want you to work in a different place in the Greater London area”.

Changes in travel times from home to City Hall v to the Crystal

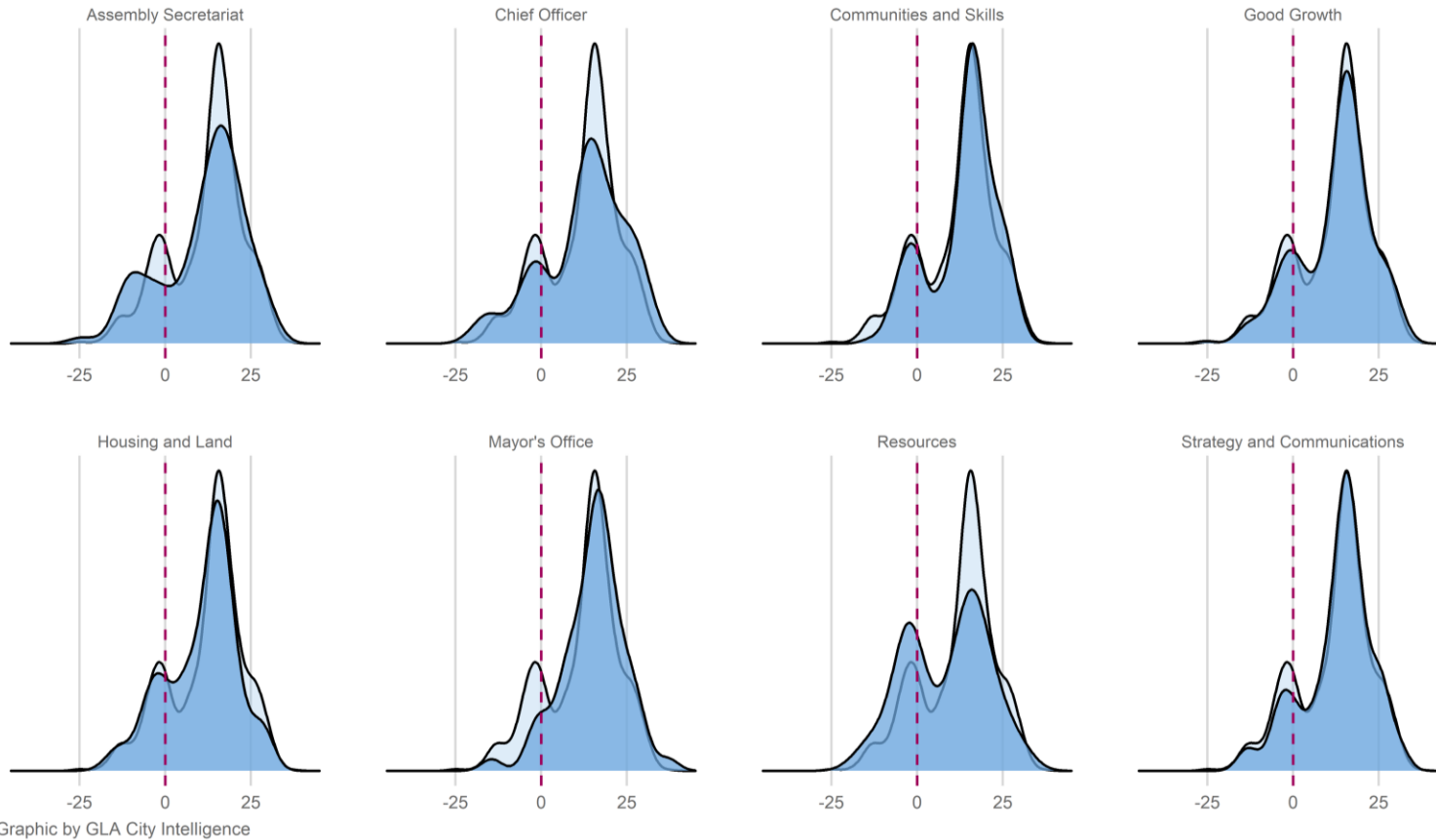


Graphic by GLA City Intelligence

Base number : 1,118 staff

- Average travel times between home postcodes and City Hall is 53 minutes. The average travel times from home postcodes to the Crystal building are 65 minutes making the overall **average increased travel time for GLA staff of 12 minutes**
- The infographic below illustrates the pattern of staff with longer or shorter travel times when comparing travel times from home to City Hall with Home to the Crystal.
- Overall 81% of staff will have increased journey times to the Crystal with the biggest increase being approximately 37 mins extra travelling time. 19% of staff would have reduced journey times with 16% of all staff saving up to 10 minutes on their journey and the biggest reduction being 25 minutes.

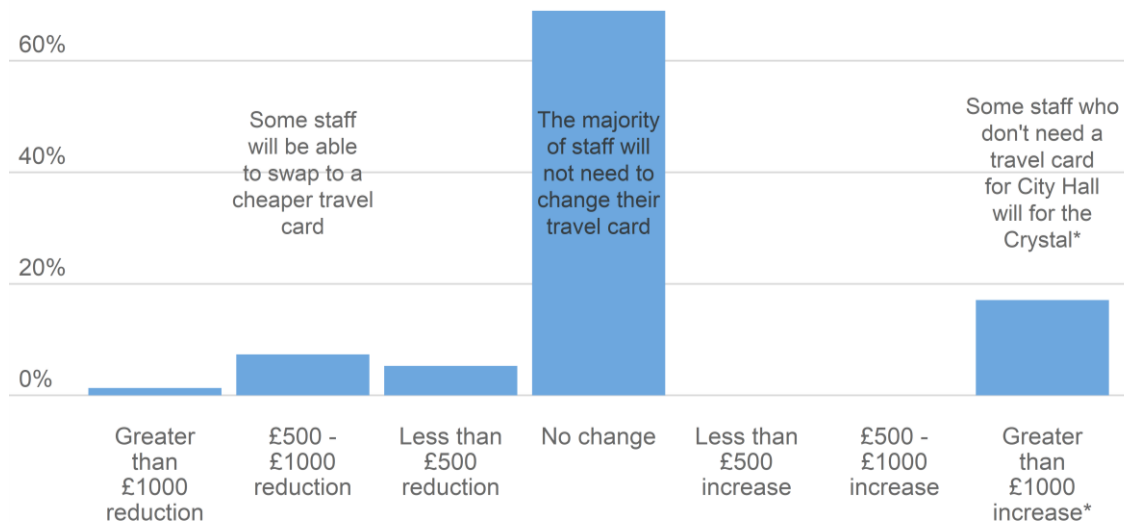
Changes in **travel times** from home to City Hall v to the Crystal – by Directorate



- For most Directorates the overall story is similar to that for the GLA as a whole
- The Mayor's Office would have the highest percentage of staff with longer journeys (93%, compared to 81% for GLA) and average increase to travel time of 17 minutes
- Resources would have the lowest percentage of staff with longer journeys (63%) and average increase of 12 minutes
- All Directorates would have some staff with shorter journeys

The infographic above illustrates the pattern of staff with longer or shorter travel times when comparing travel times from home to City Hall with Home to the Crystal (plot for all GLA staff shown in pale for comparison)

Changes in travelcard costs from home to City Hall v to the Crystal



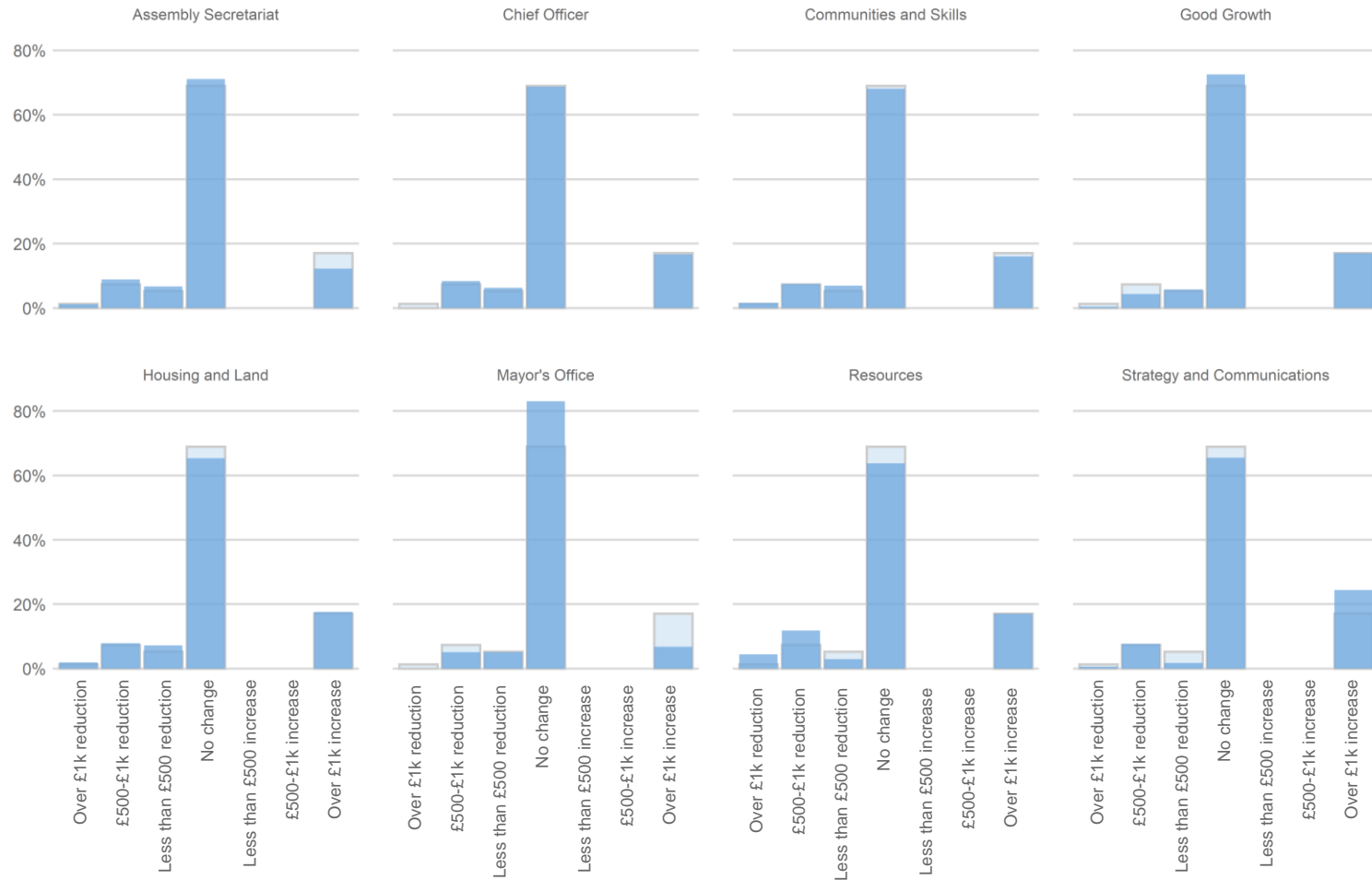
Graphic by GLA City Intelligence

*Actual cost likely to be lower than estimated for this group as TfL travel can be added to a season ticket

- The overall average travelcard cost for GLA staff to travel to City Hall per year is £1,541 which rises to £1,687 for travel to the Crystal
- Travelcard costs to City Hall for staff with postcodes within the TfL zones range from £1,444 to £3,392 per annum for an annual travel card. Travelcard costs to the Crystal for staff with postcodes within the TfL zones range from £1,092 to £3,392 per annum for an annual travel card
- 69% of staff (771) are unlikely to incur additional costs if travelling from home to the Crystal as they already pass through Zone 2 on their way to Zone 1
- If all staff moved to The Crystal, 17% (191) of staff may incur additional costs of up to a maximum of £1,444 per year
- 15% (156) of staff would potentially reduce their travelcard costs if travelling to the Crystal ranging from £364 to £1,272 per year.

All costs are based on TfL annual travel card costs and do not take account of individual ticket purchasing preferences e.g. daily or weekly tickets - see Appendix for detailed methodology. It should also be noted that some staff travelling from outside TfL travel zones (191 staff), who do not currently incur travel card costs for the part of their journey between the London terminus and City Hall may incur costs of up to £1,444 per annum to travel to the Crystal. The precise additional costs of adding a travel card to a mainline season ticket is unknown as discounts can be offered for combination tickets. As these staff would incur travel costs from home to London regardless, the cost of their annual season tickets has not been included in this data

Changes in travelcard costs from home to City Hall v to the Crystal - by Directorate



- For most Directorates the overall story is similar to that for the GLA as a whole, with most staff not seeing a change in cost (because of the structure of TfL fare bandings)
- The infographic illustrates the pattern of staff with increased or decreased travelcard costs when comparing journeys from home to City Hall with Home to the Crystal (plot for all GLA staff shown in outline for comparison)

Appendix – Methodology and detailed tables

Analysis methodology

1. An anonymised report of all staff and Office Holders with details of home postcode locations was run from the GLA's HR system – iTrent
2. This was passed to City Intelligence to estimate journey times between home and City Hall and also between home and The Crystal Building, as well as the costs of travel. NOTE: Estimates were made using the current network and travel times for many staff will reduce considerably once The Queen Elizabeth Line opens
3. HR then analysed the implications for staff by directorate

Detailed notes:

1. GIS software was used to map postcodes (using a national database, that is updated every 6 weeks)
2. The GLA subscribe to a commercial national journey planner (iGeolise) and a script was used to run over 2,000 comparisons (home to City Hall and home to The Crystal for each staff member). This provided estimated travel time for each location.
3. The cost of annual travel cards were used in all instances to determine the costs of travel for this exercise
4. Based on each home location's travelcard zone, cost of an annual pass to City Hall (Zone 1) and to The Crystal (Zone 2/3) were estimated. NOTE: for many staff, the costs didn't change as they already pass through Zone 2 on their way to Zone 1
5. Some staff living in East London may be able to access The Crystal without passing through Zone 1 and these journeys were discounted accordingly
6. Staff commuting from outside the TfL Zones were assumed to come directly into Zone 1
7. There were unmatched postcodes for 76 individuals which is due to either a postcode not having been updated, a typo error or just wrong postcode. This is not uncommon in postcode analysis work undertaken by City Intelligence; there will always be a number of unmatched postcodes.
8. Home addresses are as recorded on the GLA's HR system iTrent. This data is updated via self service by individual staff.

It is acknowledged that many staff will choose a variety of transport modes and creative routes, either to avoid cost, avoid congestion or include exercise. This analysis represents a reasonable estimate to help the GLA understand the broad impact across the organisation. It should also be noted that in practice most staff will be based at offices very close to City Hall, only travelling to The Crystal from time to time.

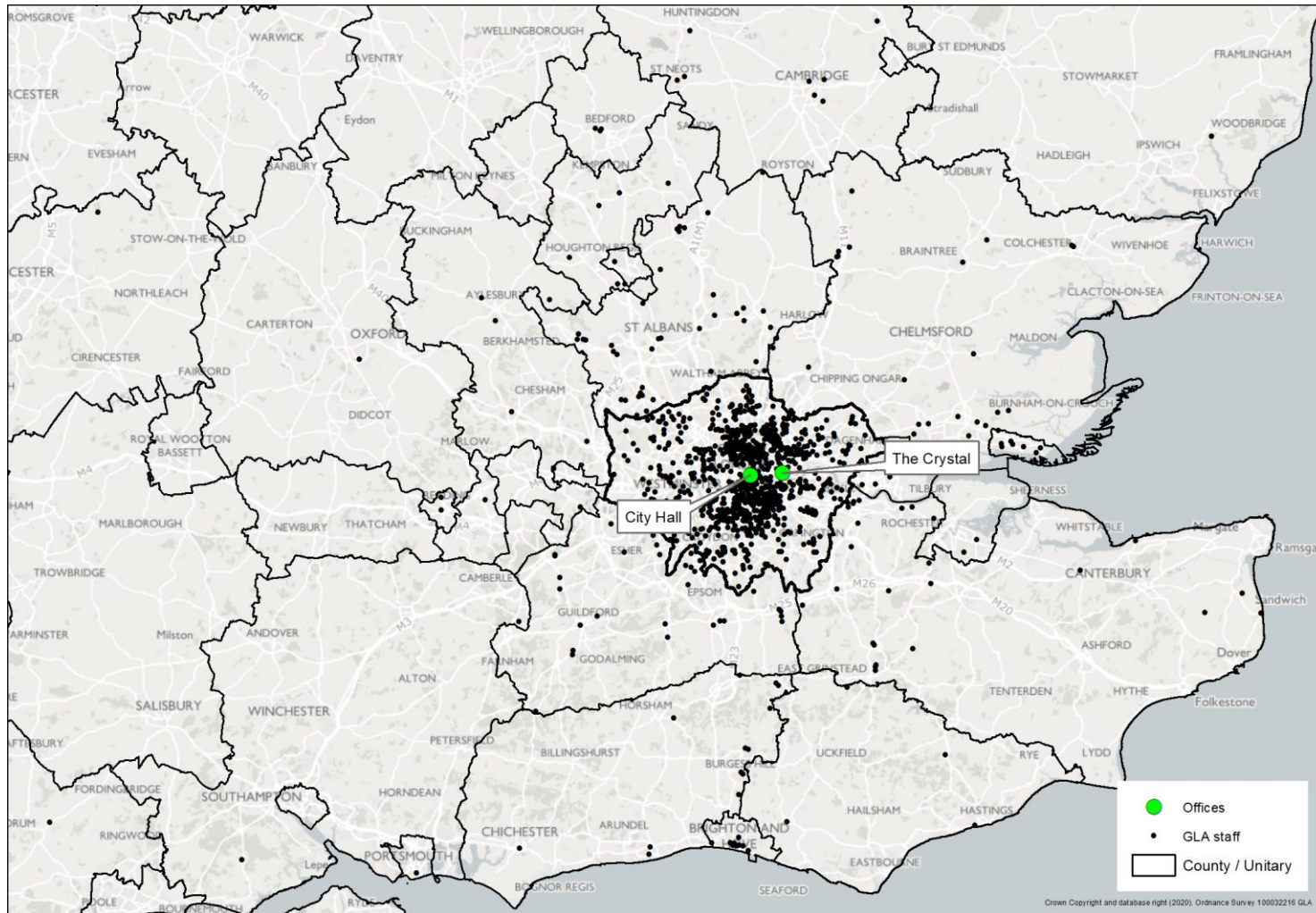
Changes in **travel times** from home to City Hall v to the Crystal – by Directorate

Unit	Number of staff	Percentage staff with longer journeys	Median change (mins)	Largest increase (mins)	Largest decrease (mins)
Assembly Secretariat	90	79%	15	31	24
Chief Officer	48	79%	15	30	17
Communities and Skills	188	84%	16	31	14
Good Growth	277	83%	15	33	25
Housing and Land	153	80%	14	30	17
Mayor's Office	59	93%	17	37	14
Resources	135	63%	12	33	18
Strategy and Communications	168	85%	15	33	15

Changes in **travelcard costs** from home to City Hall v to the Crystal - by Directorate

Unit	Number of staff	Percentage staff with costlier journeys	Median change (£)	Largest increase (£)	Largest decrease (£)
Assembly Secretariat	90	12%	0	1,444	1,272
Chief Officer	48	17%	0	1,444	996
Communities and Skills	188	16%	0	1,444	1,272
Good Growth	277	17%	0	1,444	1,272
Housing and Land	153	18%	0	1,444	1,272
Mayor's Office	59	7%	0	1,444	996
Resources	135	17%	0	1,444	1,272
Strategy and Communications	168	24%	0	1,444	1,204

Recorded home location (Greater South East shown only)



- Staff home postcodes were mapped against a national postcode database (1,118 matched postcodes)
- 82% of GLA staff live in the Greater London Area
- 98% of GLA staff live in the Greater South East (as shown on the map)

Changes in travel times from City Hall to the Crystal

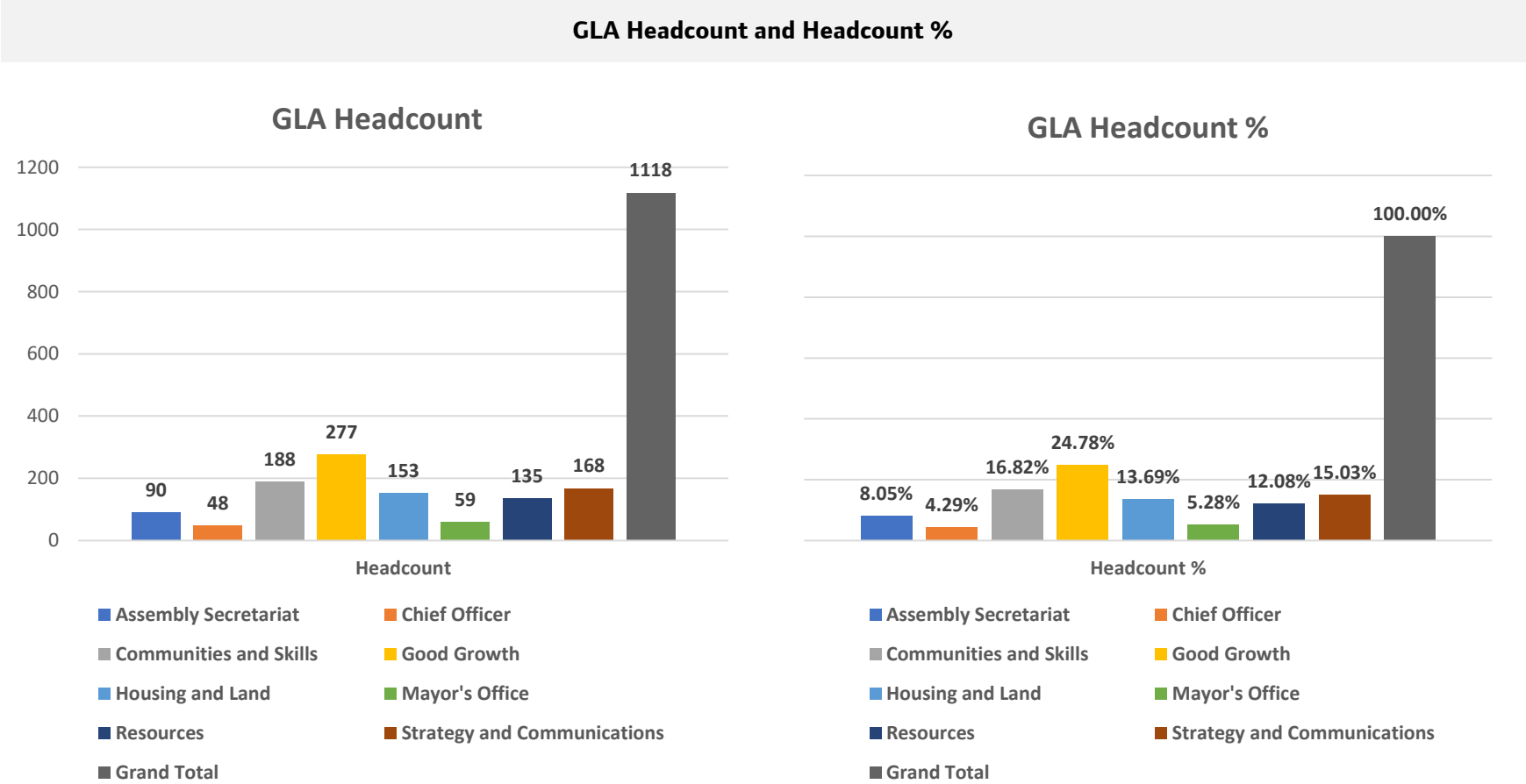
The table below shows the percentage of staff with longer or shorter travel times when comparing travel times from home to City Hall with Home to the Crystal.

Travel time impact	Assembly Secretariat	Chief Officer	Communities and Skills	Good Growth	Housing and Land	Mayor's Office	Resources	Strategy and Communications	GLA Total
Over 30 mins extra travelling time	2%	0%	1%	2%	0%	3%	1%	2%	2%
20 - 30 mins extra travelling time	20%	27%	21%	18%	13%	25%	16%	18%	19%
10 - 20 mins extra travelling time	42%	44%	50%	50%	49%	46%	36%	51%	47%
Up to 10 mins extra travelling time	14%	8%	11%	13%	18%	19%	10%	13%	13%
Up to 10 mins travelling time saved	12%	15%	16%	14%	16%	5%	30%	12%	16%
10 - 20 mins travelling time saved	8%	6%	1%	3%	4%	2%	7%	3%	3%
Over 20 mins travelling time saved	1%	0%	0%	0%	0%	0%	0%	0%	0%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Overall 81% of staff will have increased journey times to the Crystal with the biggest increase being approximately 37 mins extra travelling time. 19% of staff would have reduced journey times with 16% saving up to 10 minutes on their journey and the biggest reduction being 25 minutes.

GLA Headcount and Headcount %

The charts below provide details of the GLA Headcount and Headcount % used in this analysis. The overall headcount is higher than the numbers shown as there are 76 staff for whom there was no postcode match either because the postcodes have not been updated in line with postcode changes or due to typographical errors. All of the above data analysis is based on postcodes for 1,118 staff.



The headcount and headcount % includes, all HOPS appointed staff and Mayoral appointees but not Office Holders, Consultants, Sessionals and Peer Outreach Workers

Appendix 6B – Analysis of impact on MOPAC staff's commuting times and costs

M O P A C

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MOPAC City Hall Relocation Consultation: Postcode Analysis

September 2020

M O P A C

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

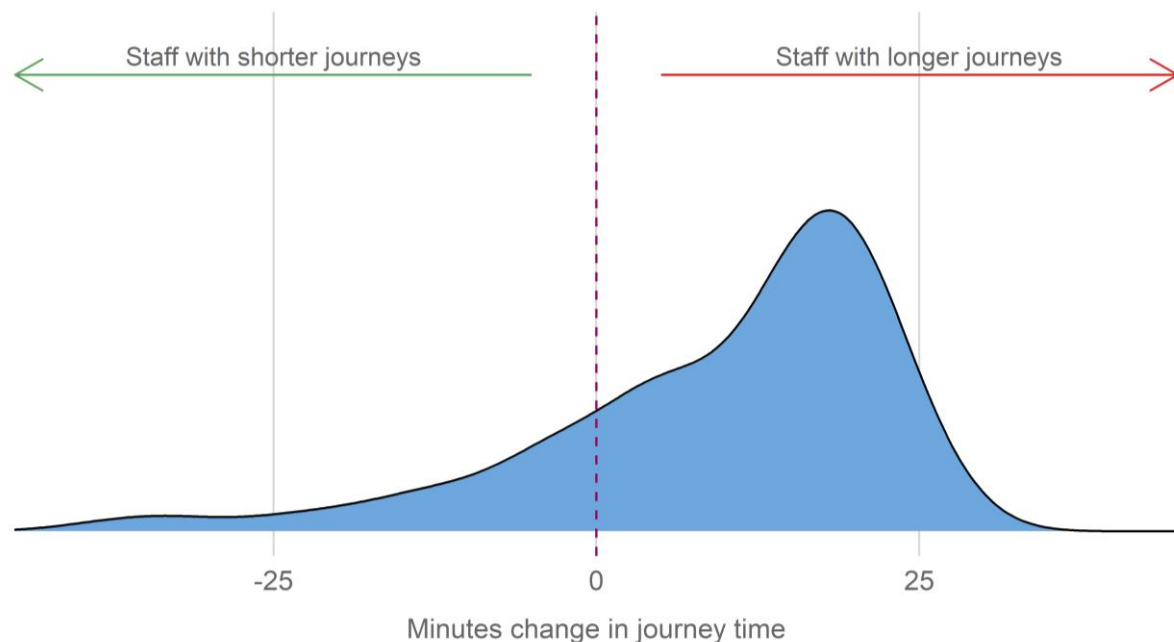
Introduction

- The Mayor launched a consultation in June 2020 on plans for the Greater London Authority (GLA) and the Mayor's Office for Police and Crime (MOPAC) to leave the current City Hall building next year and move its headquarters to The Crystal building in the Royal Docks.
- As part of the formal consultation an initial Equality Impact Assessment (EIA) was undertaken to identify and highlight any equalities implications and mitigation, and this was published alongside the proposed plans for relocation.
- To supplement the EIA and in keeping with good practice for office relocation proposals it was agreed that an anonymous postcode analysis would be undertaken to identify the impact the move would have on staff travel times and travel costs.
- It is anticipated that MOPAC will have anchor points for Directorates and teams at Newlands Park, Union Street & Palestra, but this is yet to be confirmed. Therefore the analysis looks at the difference in travel times from the home postcode to City Hall (SE1 2AA) and to Empress State Building (SW6 1TR), and the home postcode to Newlands Park (SE26 5NA). A similar but separate analysis would be undertaken for GLA staff and Assembly.
- It is acknowledged that many staff will choose a variety of transport modes and creative routes, either to avoid cost, avoid congestion or include exercise. This analysis represents a reasonable estimate to help MOPAC understand the broad impact across the organisation
- The data for ESB includes all of DARA and E&I, who are the directorates which have staff based at ESB. It is recognised that not all of DARA and E&I are based at ESB, with some based at Union Street and City Hall through a mixture of formal and informal arrangements. All of DARA and E&I are included in the City Hall data.
- It is worth noting that only MOPAC staff contracts since January 2019 contain mobility clause. Those prior to this date do not contain a mobility clause and as such a change in location may be a change to terms and conditions and excess fares may be applicable.

Changes in Travel Times

(Home to City Hall Vs Home to Newlands Park)

MOPAC Staff



Graphic by GLA City Intelligence

Base number : 138 staff

- Average travel times between home postcodes and City Hall is 57 minutes. The average travel times from home postcodes to the Newlands Park is 67 minutes making the overall **average increased travel time for MOPAC staff at City Hall of 10 minutes**
- The infographic below illustrates the pattern of staff with longer or shorter travel times when comparing travel times from home to City Hall with Home to the Newlands Park
- **Overall 80% of staff will have increased journey times to Newlands Park** with the biggest increase being approximately 27 mins extra travelling time.
- **19% of staff would have reduced journey times** with 40% of these staff saving more than 10 minutes on their journey and the biggest reduction being 38 minutes.

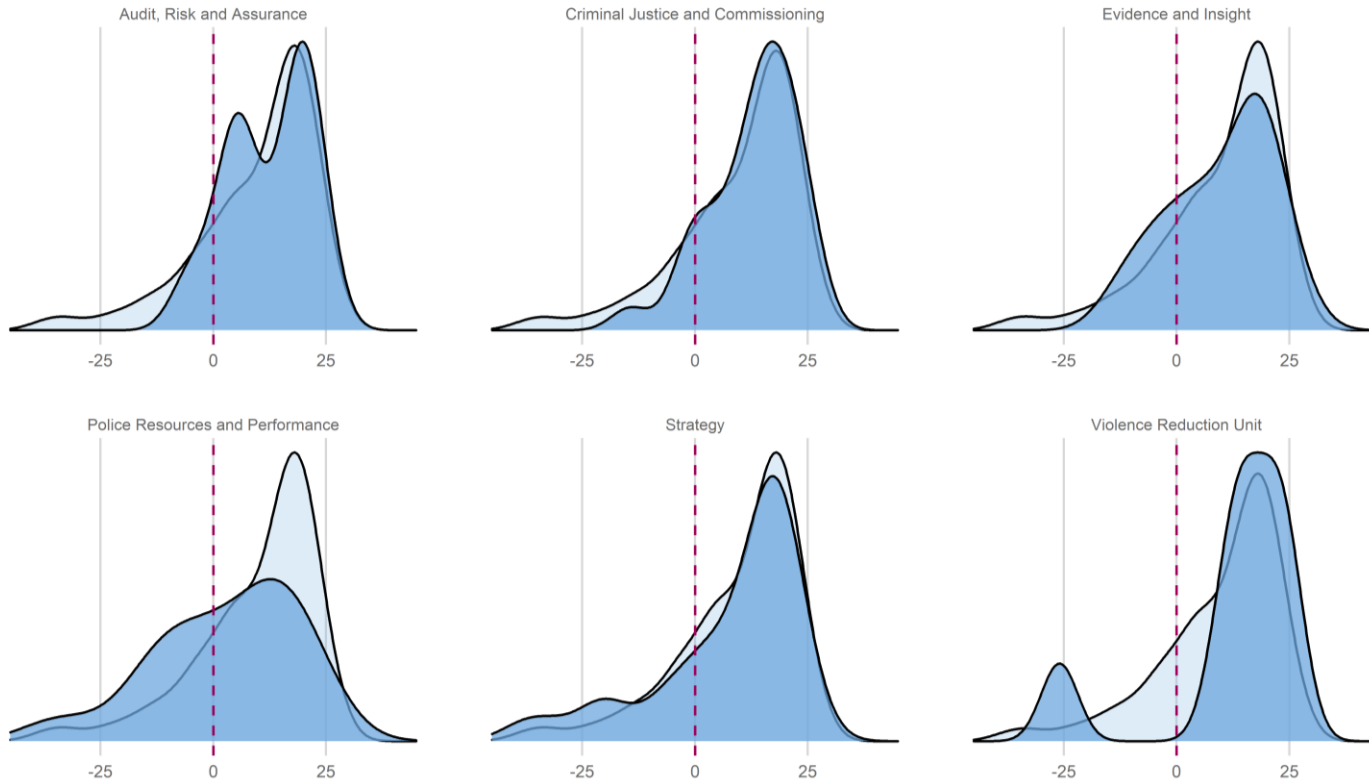
MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Directorate Changes in Travel Times

(Home to City Hall Vs Home to Newlands Park)

By directorate. Trace for whole of MOPAC staff also shown



Graphic by GLA City Intelligence

Light blue shows the MOPAC pattern, dark blue illustrates the change for each directorate

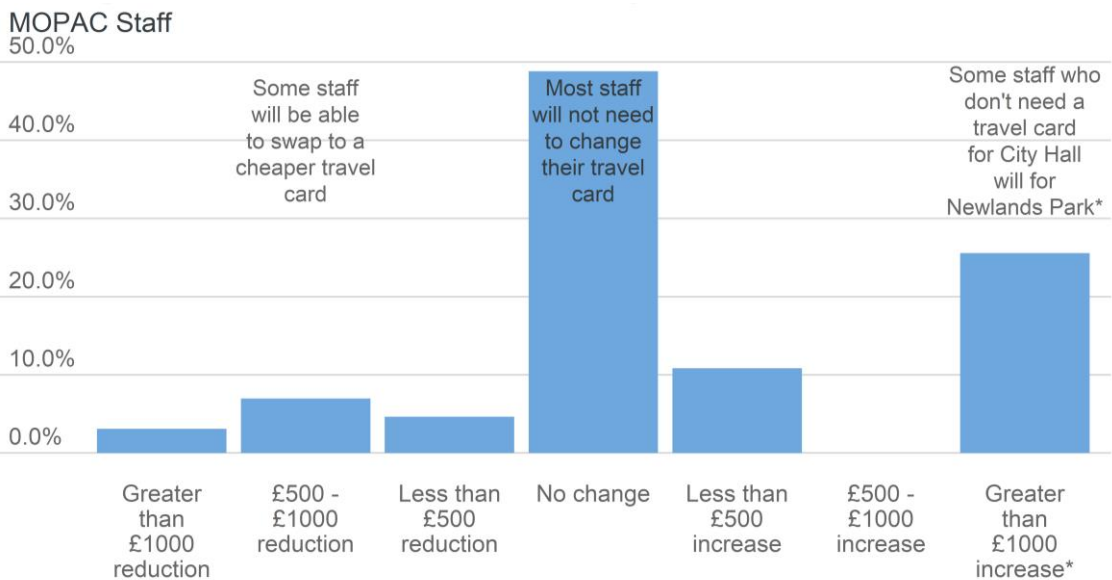
- For most Directorates the overall story is similar to that for MOPAC as a whole
- **DARA would have the highest percentage of staff with longer journeys (90%, compared to 80% for MOPAC) and average increase to travel time of 14 minutes**
- CJC and VRU have similarly high percentage of staff with longer journeys (86% and 88%, respectively)
- **PRP would have the lowest percentage of staff with longer journeys (63%) and average increase of 12 minutes**
- All Directorates would have some staff with shorter journeys

The graph above illustrates the pattern of staff with longer or shorter travel times when comparing travel times from Home to City Hall with Home to Newlands Park.

Changes in travelcard costs

(From Home to City Hall Vs Home to Newlands Park)

- The overall average travel cost for MOPAC staff to travel to City Hall per year is **£1,965 which reduces to £1,860** for travel to the Newlands Park.
- Travel costs to City Hall for staff with postcodes within the TfL zones range from £1,444 to £3,764 per annum for an annual travel card. Travel costs to Newlands Park for staff with postcodes within the TfL zones range from £1,080 to £3,764 per annum for an annual travel card.
- It should be noted that some staff travelling from outside TfL travel zones (37staff), who do not currently incur travel card costs for the part of their journey between the London terminus and City Hall **may** incur costs of **up to £1,444** per annum to travel to Newlands Park. The precise additional costs of adding a travel card to a mainline season ticket is unknown as discounts can be offered for combination tickets. As these staff would incur travel costs from home to London regardless, the cost of their annual season tickets has not been included in this data.



Graphic by GLA City Intelligence

*Actual cost likely to be lower than estimated for this group as TfL travel can be added to a season ticket

48% of staff (65) will incur no additional costs if travelling to Newlands Park

11% (15) of staff may incur additional costs of up to £252 per year.

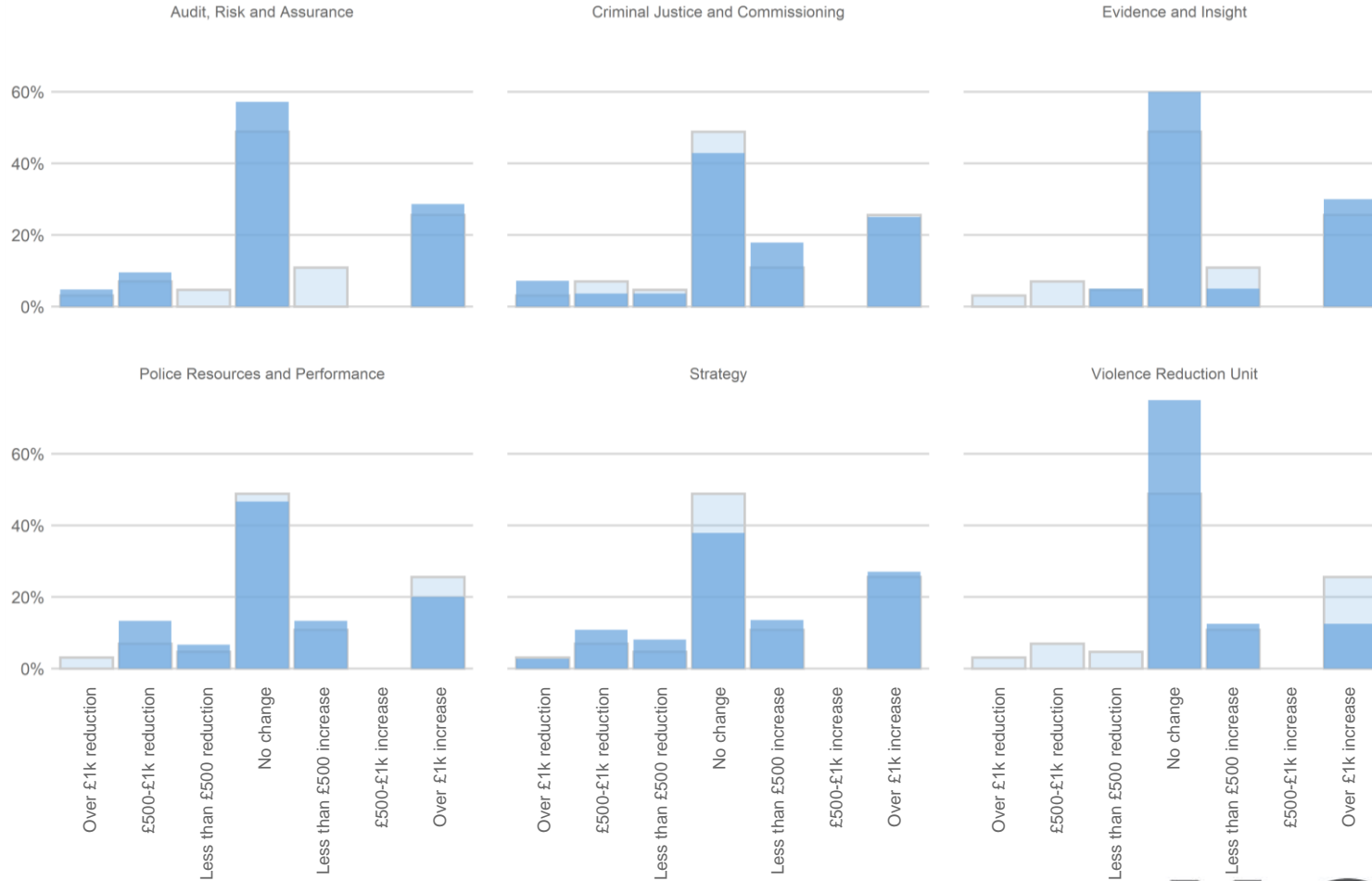
27% (37) of staff who live outside the TFL zone, may incur an additional cost of up to a maximum of £1,444

14% (19) of staff would potentially reduce their travel costs if travelling to Newlands Park ranging from £364 to £1,272 per year.*

Changes in travelcard costs by Directorate

(from Home to City Hall vs Home to Newlands)

By directorate. Trace for whole of MOPAC staff also shown



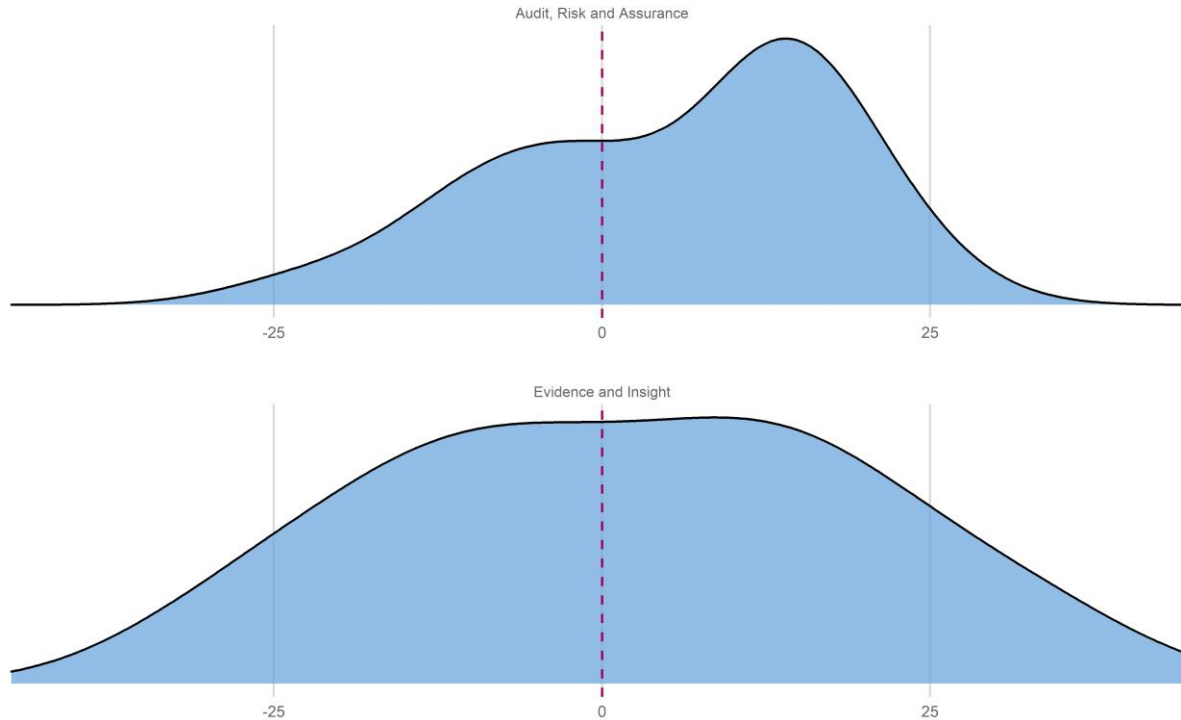
- The infographic illustrates the pattern of staff with an increase or decrease in annual travelcard costs when comparing home to City Hall with Home to the Newlands Park.
- For most Directorates the overall story is similar to the overall MOPAC pattern
- The VRU is the only directorate in which no staff will save on travelcard costs.
- Strategy and PRP have the greatest percentage of staff that will save on annual travelcard costs

Changes in Travel Times

(Home to ESB Vs Home to Newlands Park)

Changes in travel time from Empress State Building to Newlands Park

By directorate



Graphic by GLA City Intelligence

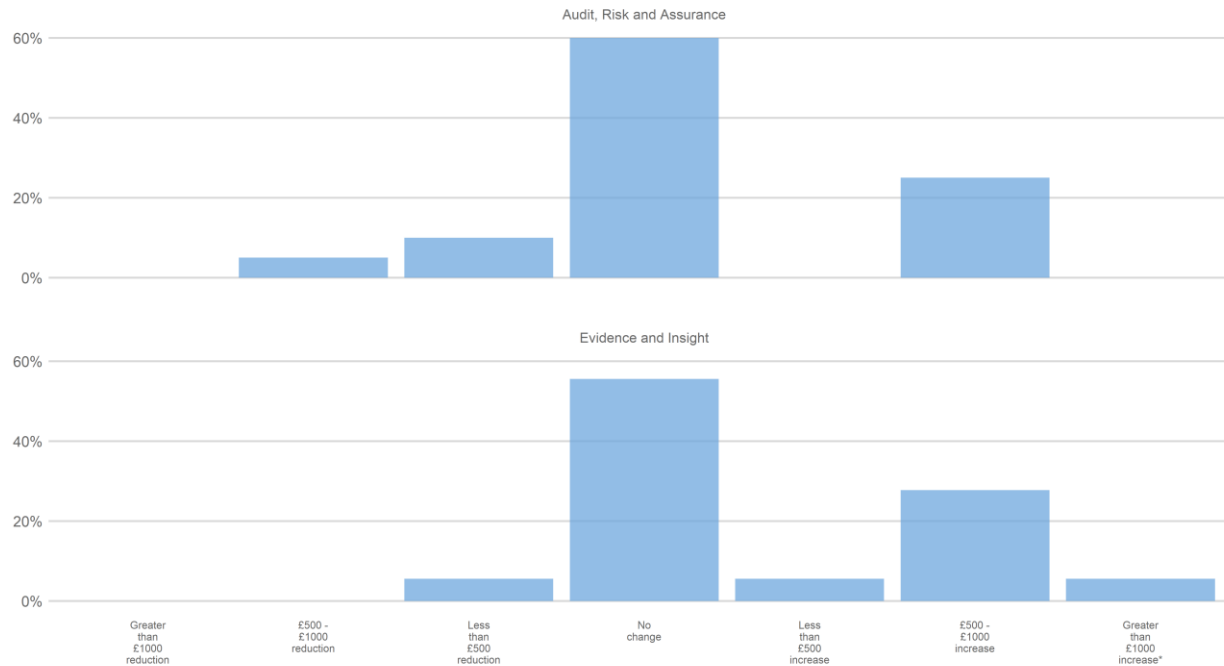
- The infographics illustrates the pattern of staff with longer or shorter travel times when comparing travel times from home to ESB with Home to the Newlands Park, in both directorates.
- Average travel times between home postcodes and ESB is 78 minutes. The average travel times from home postcodes to the Newlands Park is 68 minutes* making the overall average decrease travel time for MOPAC staff at ESB of 10 minutes
- Overall **64% of staff will have decrease journey times** to Newlands Park with the biggest decrease being approximately 47 mins extra travelling time.
- **36% of staff would have an increase in journey times** with 71% of these staff increase their journey time by up to 10 minutes and the biggest increase being 26 minutes.
- **DARA would have the highest percentage of staff with longer journeys** (40%, compared to 36% for MOPAC staff at ESB) and average increase to travel time of 6 minutes
- **E&I would have the lowest percentage of staff with longer journeys** (30%) and average increase of 5 minutes

* This is average to Newlands Park for all of E&I and DARA, who are the directorates which have staff based at ESB. It is recognised that not all of DARA and E&I are based at ESB, with some based at Union Street and City Hall. Total number of staff used in analysis was 40.

Changes in travelcard costs

(Home to ESB Vs Home to Newlands Park)

Changes in travel card costs from Empress State Building to Newlands Park
By directorate



Graphic by GLA City Intelligence

*Actual cost likely to be lower than estimated for this group as TfL travel can be added to a season ticket

35% could incur an additional cost of an annual travelcard by up to £1,444
56% could incur no additional charge in the costs of an annual travelcard
9% could decrease the cost of an annual travelcard.

The percentages provided are from the combined data from all of DARA and E&I

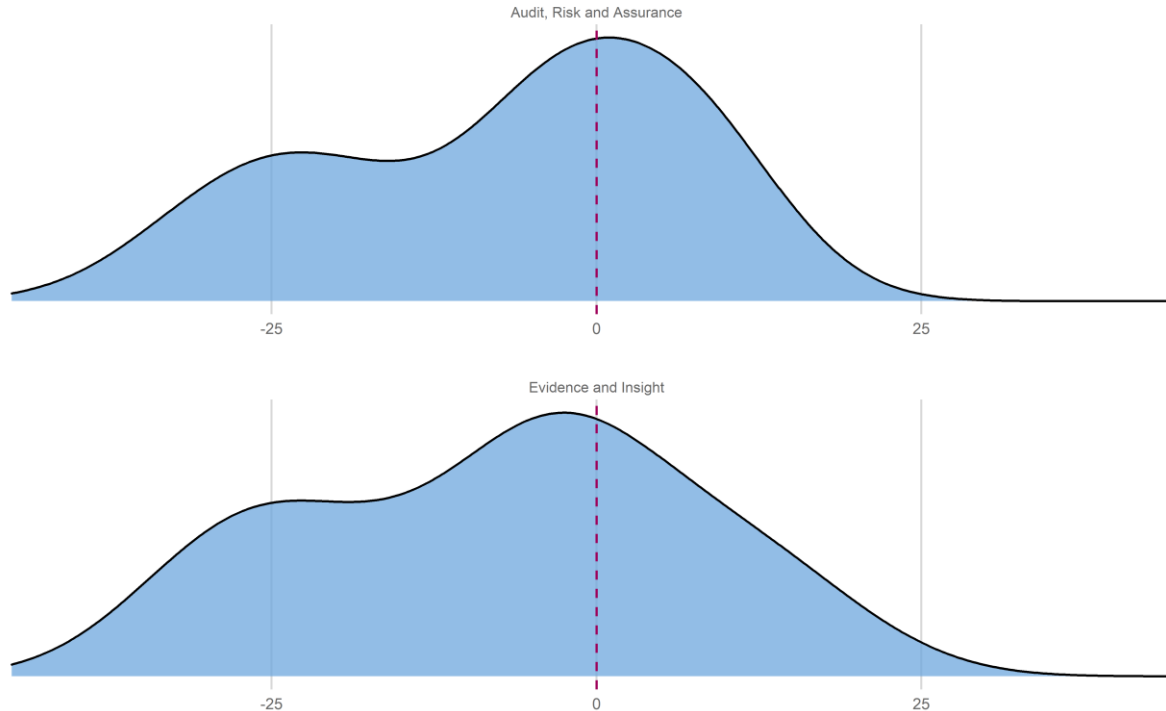
- The pattern of costs difference incurred between traveling to ESB vs Newlands Park is the same across both directorates.
- The overall average travel cost for ESB MOPAC staff to travel to ESB per year is £1,716, which increases to £1,860 for travel to Newlands Park.
- Travel costs to ESB for staff with postcodes within the TfL zones range from £1,080 to £3,764 per annum for an annual travel card. Travel costs to Newlands Park for staff with postcodes within the TfL zones has the same range for an annual travel card (£1,080 to £3,764 per annum).
- It should be noted that some staff travelling from outside TfL travel zones (14 staff), who do not currently incur travel card costs for the part of their journey between the London terminus and ESB **may** incur costs of **up to** £1,444 per annum to travel Newlands Park. The precise additional costs of adding a travel card to a mainline season ticket is unknown as discounts can be offered for combination tickets. As these staff would incur travel costs from home to London regardless, the cost of their annual season tickets has not been included in this data.

Directorate Changes in Travel Times

(Home to ESB Vs Home to City Hall/Union Street)

Changes in travel time from Empress State Building to City Hall

By directorate



Graphic by GLA City Intelligence

* This is average to Newlands Park for all of E&I and DARA, who are the directorates which have staff based at ESB. It is recognised that not all of DARA and E&I are based at ESB, with some based at Union Street and City Hall. Total number of staff used in analysis was 40.

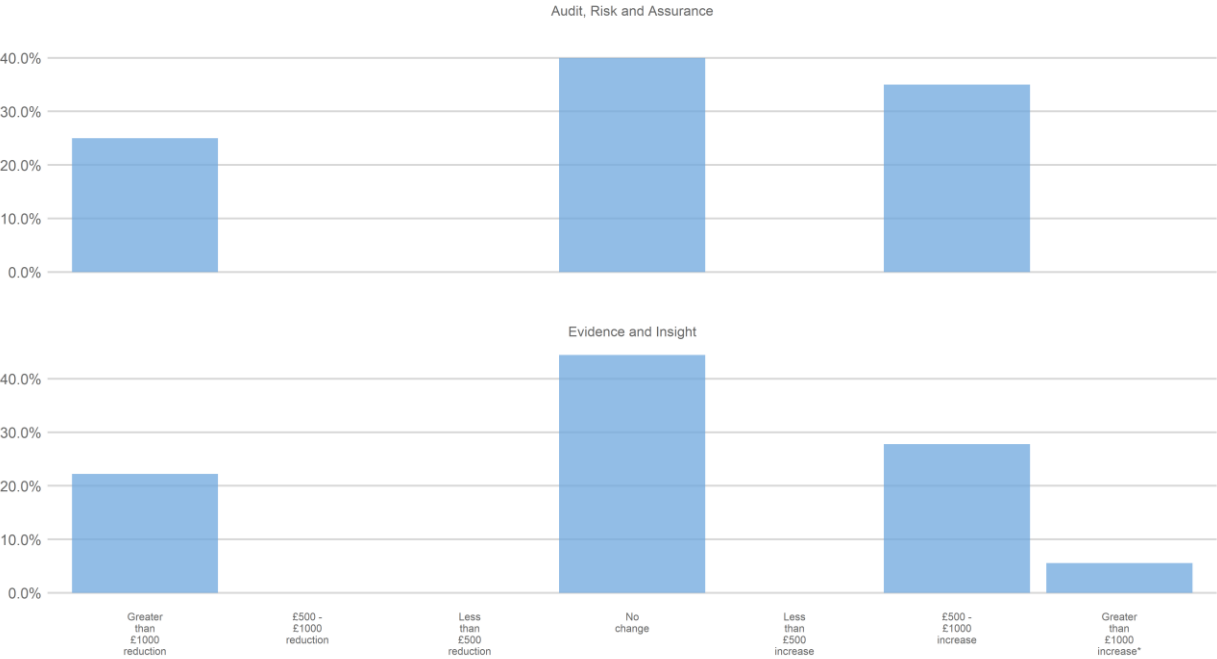
Postcode for City Hall was used to analyse the difference between ESB and Union Street, as there is no difference in travel times

- The infographics illustrates the pattern of staff with longer or shorter travel times when comparing travel times from home to ESB with Home to the Union Street
- Average travel times between home postcodes and ESB is 78 minutes. The average travel times from home postcodes to the Union Street is 56 minutes* making the overall average decrease travel time for MOPAC staff at ESB of 18 minutes
- **Overall 89% of staff will have decrease journey times to Union Street** with the biggest decrease being approximately 58 mins extra travelling time.
- **1% of staff would have an increase** in journey times the biggest increase being 14 minutes.
- There is very little difference in trend between DARA and ESB

Changes in travelcard costs

(Home to ESB Vs Home to City Hall/Union Street)

Changes in travel card costs from Empress State Building to City Hall
By directorate



Graphic by GLA City Intelligence
*Actual cost likely to be lower than estimated for this group as TfL travel can be added to a season ticket

30% could incur an additional cost of an annual travelcard by up to £1,444
44% could incur no additional charge in the costs of an annual travelcard
26% could decrease the cost of an annual travelcard.

The percentages provided are from the combined data from DARA and E&I

- The pattern of costs difference incurred between traveling to ESB vs City Hall/Union Street is the same across both directorates.
- The overall average travel cost for ESB MOPAC staff to travel to ESB per year is **£1,716, which increases to £2,175** for travel to Union Street/City Hall.
- Travel costs to ESB for staff with postcodes within the TfL zones range from £1,080 to £3,764 per annum for an annual travel card. Travel costs to City Hall for staff with postcodes within the TfL zones from £1,444 to £3,764 per annum for an annual travel card.
- It should be noted that some staff travelling from outside TfL travel zones, who do not currently incur travel card costs for the part of their journey between the London terminus and ESB **may** incur costs of **up to £1,444** per annum to travel Union Street. The precise additional costs of adding a travel card to a mainline season ticket is unknown as discounts can be offered for combination tickets. As these staff would incur travel costs from home to London regardless, the cost of their annual season tickets has not been included in this data.

Summary

- **City Hall to Newlands park**
 - 19% would have decrease in journey time
 - 80% would have an increase, an average increase of 10 minutes
 - 62% could either incur no additional costs or save on the cost of an annual travelcard.
- **ESB to Newlands park**
 - 64% would have a decrease in journey time
 - 36% would have an increase, mainly (71%) by up to 10 minutes
 - 65% could either incur no additional costs or save on the cost of an annual travelcard.
- **ESB to Union Street***
 - 89% would have a decrease in journey time
 - 1% would have an increase, maximum increase would be 14 minutes.
 - 70 % could either incur no additional costs or save on the cost of an annual travelcard.
- Based on a broad estimation of the numbers of staff who may not have a mobility clause, we believe the cost of excess fares could be up to **£85,000** per annum over three years, as outlined in MOPAC policy.** This will be subject to consultation.

*City Hall postcode was used as there is no significant difference in travel times to City Hall or Union Street.

Figures do not add up to 100% due to not including individuals with no difference.

**Rail fares increase yearly by Retail Price Index (RPI), year 2 & 3 costs would need to include fare increases, as outline in MOPAC policy.

Appendix: Assumptions and Methodology

Analysis methodology

- An anonymised report of all staff with details of home postcode locations was run from the HR system – iTrent
- This was passed to City Intelligence to estimate journey times between home and City Hall, between home and Newlands Park, and also between home and ESB, as well as the costs of travel. NOTE: Estimates were made using the current network and travel times for many staff will reduce considerably once The Queen Elizabeth Line opens
- HR then analysed the implications for staff by location and directorate

Detailed notes:

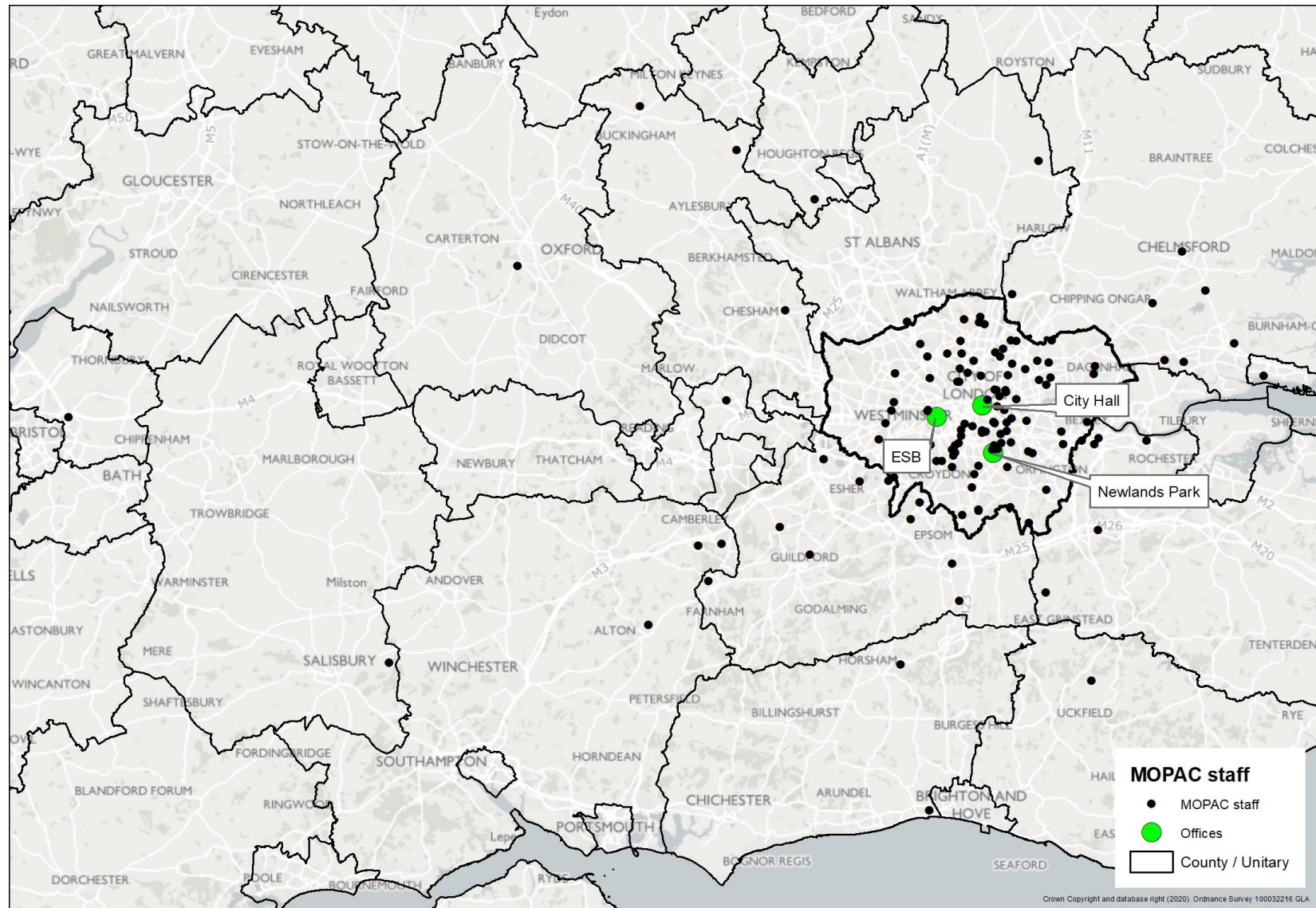
- GIS software was used to map postcodes (using a national database, that is updated every 6 weeks)
- iGeolise, a commercial national journey planner and a script was used to run the MOPAC and GLA comparisons. This provided estimated travel time for each location.
- The cost of annual travel cards were used in all instances to determine the costs of travel for this exercise
- Based on each home location's travelcard zone, cost of an annual pass to City Hall (Zone 1), to Newlands Park (Zone 3) and ESB (Zone 2) were estimated. NOTE: for many staff, the costs didn't change as they already pass through Zone 2 on their way to Zone 1
- Some staff living in South London may be able to access Newlands Park without passing through Zone 1 and these journeys were discounted accordingly
- Staff commuting from outside the TfL Zones were assumed to come directly into Zone 1
- There were unmatched postcodes which is due to either a postcode not having been updated, a typo error or just wrong postcode. This is not uncommon in postcode analysis work undertaken by City Intelligence; there will always be a number of unmatched postcodes.
- Home addresses are as recorded on the GLA's HR system iTrent. This data is updated via self service by individual staff.

It is acknowledged that many staff will choose a variety of transport modes and creative routes, either to avoid cost, avoid congestion or include exercise. This analysis represents a reasonable estimate to help MOPAC understand the broad impact across the organisation.

Postcode Analysis: Assumptions

- Home addresses are as recorded on the HR system iTrent. This data is updated via self service by individual staff and office holders and therefore is assumed correct.
- Data for 148 MOPAC employees (including DMCP & VC) was pulled from iTrent. 10 Individuals had no postcode record or the postcode was not valid. Therefore 138 employees were used to analyse the travel times. 148 employees were used in the cost analysis with the assumption that employees with no postcode would travel from a London terminus station to one of the three locations.
- Average journey times and travel card costs were provided by City Intelligence
- Journey times do not take into account individual travel preferences of postholders
- All costs are based on TfL annual travel card costs and do not take account of individual ticket purchasing preferences e.g. daily or weekly tickets.
- City Hall postcode was used to analyse travel times to City Hall, as well as Union Street and Palestra. This was due to close proximity of Union Street and Palestra to City Hall, and no significant difference in travel times.

Map Overlay of staff postcodes



Appendix 7 – Calculation of required workspaces for GLA and MOPAC

Working preferences and workspace numbers

Total no. of occupants across City Hall and Union Street (Headcount)

1292 including 25 x Assembly Members and the Mayor, plus building tenants

Staff survey question: Thinking about when we return to our office spaces, are you likely to be able to work from home?

Scenario	Working Preferences	Total percentage	%age likely to work from home	No. of staff WFH	%age therefore, likely to work in the office	No. of staff in the office	Total no. of staff
1	More than 3 days a week	100%	62%	801	38%	491	1292
2	2 to 3 days a week	100%	29%	375	71%	917	1292
3	1 to 2 days a week	100%	15%	194	85%	1098	1292
4	Never	100%	3%	39	97%	1253	1292

WFH = Working from home

Headcount as at 30 June 2020				
Ref	Occupant	Headcount	Fixed staff space	Flexible staff
1	Assembly & Secretariat	92	50	42
2	Chief Officer	50	0	50
3	Communities & Skills	198	0	198
4	Good Growth	293	0	293
5	Housing & Land	162	0	162
6	Mayor's Office	62	30	32
7	Resources	142	0	142
8	Strategy & Communications	184	0	184
	Total GLA Staff	1183	80	1103
9	Assembly Members	25	25	0
10	Mayor	1	1	0
	Total Politicians	26	26	0
11	MOPAC	73	73	
12	Mayor's Fund for London	8	8	
13	Mayor's Music Fund	2	2	
	Total Tenants	83	83	0
	Grand Total	1292	189	1103

Ref.	Workspace	Baseline Headcount	Percentage working in the office *	Mon	Tue	Wed	Thu	Fri	Percentage staff WFH
1	Rota Staff Home & Office	1103	35.00%	386.05	386.05	386.05	386.05	386.05	65.00%
2	Fixed Staff space	189	100.00%	189	189	189	189	189	0.00%
3	Grand Total	1292		575.05	575.05	575.05	575.05	575.05	

WFH = Working from home

Notes

* To determine the number of workspaces needed an assumption will need to be made as to the most likely percentage who work in the office. For the purposes of this model a figure of 35% has been used as 38% of staff said they would work in the office 2-3 days a week. This figure has been adjusted slightly downwards to reflect the number of fixed desks that will be made available in addition. The 35% has been applied across the week.

Appendix 8 – One-off costs of relocation

Relocation from GLA to The Crystal cost	Original	Revised
	£000	£000
Planning Application		103
Legal S106		33
Planning performance agreement		11
Pre-app consultation		9
Planning app fee		6
CIL		14
S106		102
Sustainable review fees		30
Crystal security implementation		3,700
Construction at Crystal	5,000	5,000
Lead construction consultant		500
Other legal		20
TG Staffing		864
TG Equipment		750
Equipment/relocation	2,000	2,000
FM and Record management	1,000	500
	8,000	13,642



GLA Relocation

Economic Assessment and Economic Development Statement

October 2020

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2. Impact Assessment7

3. Economic Development Statement16

Prepared By:
Bart Monhonval

Reviewed By:
Martyn Saunders

Status: Final
Draft Date: October 2020

For and on behalf of Avison Young (UK) Limited

1. Introduction

- 1.1 Avison Young has been instructed by the Greater London Authority (GLA) to provide planning advice in relation to the potential relocation of the GLA and Transport for London (TfL) from City Hall to The Crystal at Royal Victoria Dock in the London Borough of Newham (LB Newham).
- 1.2 Under the proposal, it is expected that the GLA/TfL vacate City Hall (More London) in 2021 and could relocate the following functions to The Crystal:
- Regional Government /Civic functions, including:
 - Assembly Chamber;
 - Committee Rooms;
 - Exhibition and function space including the 'London Living Room' venue space.
 - Ancillary Offices, for GLA staff;
 - Ancillary café.
- 1.3 The proposals include refit of the interior of the building and some external works to the access and servicing and parking arrangements in order to accommodate the needs of the GLA.
- 1.4 It is noted that The Crystal, which opened in September 2012, is highly sustainable and was designed and built as an 'Urban Sustainability Centre' to raise awareness and promote sustainable science, engineering and technology to a wide audience. Similar to City Hall, it boasts good insulation, high performance glazing, and PV plus additional renewable measures such as good source heating and cooling and solar water heating.
- 1.5 This report provides an economic assessment of the proposed relocation of the GLA to The Crystal, forming part of an economic statement developed by Avison Young on behalf of the GLA. The documents in this economic statement include:
- This Economic Assessment;
 - An Economic Development Statement;
- 1.6 LB Newham require an economic statement in support of planning applications where there is an increase in employment floorspace. Office space at The Crystal is currently ancillary to the main exhibition and conference space (D1). The proposed relocation of the GLA to The Crystal, and the required changed of use to accommodate the GLA activities, will generate an increase in ancillary office floorspace.

- 1.7 Furthermore, the economic statement is beneficial in setting out the regeneration benefits of the proposal and demonstrate the alignment of the proposal with LB Newham's aspirations for the Royal Docks Opportunity Area.

Baseline

- 1.8 In order to establish the impact a relocation of the GLA to The Crystal could have, it is important to establish our baseline position.

Location

- 1.9 The site is located to the west of the Royal Docks, within the administrative boundary of LB Newham.
- 1.10 It is bounded to the north by three residential blocks, between 23 and 24 storeys, to the west by the A1011, to the east by the Royal Docks and to the south by a restaurant and the Dock Beach.

Site

- 1.11 The site currently comprises the part two, part three storey 'The Crystal' building and car park. The Crystal is an exhibition and conference centre (D1 use), with ancillary café/restaurant (A3), offices (B1) and retail (A1).
- 1.12 The building is owned by GLA Land & Property Ltd.
- 1.13 Since it opened in September 2012, The Crystal has been operated by Siemens as a highly sustainable events venue and pop-up innovation hub. Siemens has now vacated the premises and the building is partly occupied by The Royal Docks Team, a multi-disciplinary team assembled by the Mayor of London and the Mayor of Newham who work to deliver the regeneration of the Royal Docks Enterprise Zone. The building is not currently being fully utilised.

Surrounding Context

- 1.14 The site is surrounded by a number of different uses and significant sites, including the Excel Centre and a mix of uses such as an events and convention centre, hotels, cafes and restaurants and shops to the north east, Royal Dock and London City Airport to the east and industrial uses to the west and south west.
- 1.15 Beyond the 23 to 24 storey residential blocks to the north, the land use is predominantly residential, with a number of different uses at ground floor along the A1011. Other uses include the Keir Hardie Recreation Ground, a health centre, schools and hotels.

Current Use

- 1.16 As already highlighted, the site was previously operated by Siemens as a highly sustainable events venue and pop-up innovation hub. Since vacating the premises, the building has been partly occupied by The Royal Docks Team, it has continued to be operated as an events space by Sodexo.
- 1.17 Based on visitor numbers for 2018 and 2019, The Crystal attracted a decreasing number of visitors, from 29,500 in 2018 to 23,500 in 2019, despite a drop in prices (from £8 to £5 and £5 to £4).
- 1.18 It should be noted that the exhibition closed prior to Covid-19, those numbers are used to estimate the potential number of visitors at the Crystal should the building remain in similar use and similar activities were to take place.

Table 1 – The Crystal, Number of Visitors

	FY18	FY19	Change
£8visitors	2,994	N/A	-2,994
£5visitors	839	1,612	-1,382
£4visitors	N/A	430	-409
Under 18's	N/A	1,723	1,723
Newham	836	571	-265
Education	22,346	13,624	-8,722
Adult	N/A	137	137
Business	2,268	5,399	3,131
2 for 1	57	27	-30
Total Attendance	29,370	23,523	-5,847

SOURCE: SIEMENS PLC

Proposal

- 1.19 The proposal is to vacate City Hall and relocate some GLA functions to The Crystal, those potentially being the Regional Government / Civic Functions, including:
- Assembly Chamber;
 - Committee Rooms;
 - Exhibition and function space including 'London's Living Room' venue space
 - Supporting offices and workspace
 - Ancillary café
- 1.20 The proposed changes to the use of the building, to accommodate the functions of the GLA/TfL, are as follows:

- Creation of an Assembly Chamber – adaption of the building to form a new Assembly Chamber, together with public gallery and briefing room. Interview rooms and broadcasting rooms would be included;
- ‘London’s Living Room’ and exhibition space – an area to provide flexible venue space for public hire. Smaller committee/conference rooms and meeting rooms also available for public hire would be provided. Events may include receptions, standing and seated dining, fashion shows, conferences and school visits. Exhibitions are also likely to be accommodated;
- Co-working – flexible workspace would be provided. This would not be open to the public and would be used by GLA staff;
- Offices, meeting rooms and breakout space, open plan office floorspace for use by the GLA staff;
- Public Access & Café –reconfiguration of the building to provide a public entrance, new security facilities, large café, open to the public;
- Staff Access – The existing entrance to the building on the western elevation would be reconfigured slightly and re-used for staff.

1.21 The internal reconfigurations to the building needed to accommodate the GLA are minor given the Crystal building was originally designed to accommodate venue, chamber and office functions.

2. Impact Assessment

2.1 This section looks at the impact the relocation of the GLA to The Crystal could have on the local area and therefore will be looking at the gross impact in the Royal Docks on LB Newham.

2.2 We expect the impacts of the relocation to include:

- Construction/conversion benefits: the conversion of the Crystal to host the GLA activities will generate some temporary construction jobs, often in highly skilled occupations. It is expected that a share of those jobs will benefit local businesses and communities and provide an opportunity for local people to gain valuable skills (i.e. through apprenticeships for local residents).
- Employment benefits in LB Newham: employment (FTEs) will be created in LB Newham as a result of the relocation of the GLA staff to the Crystal (net increase from current use to proposal). Those jobs will generate an increase in local GVA.
- Employment multipliers: additional employment and the range of activities hosted by the GLA will support the creation of jobs in the local economy. These can be divided into two categories:
 - Indirect: those support through the GLA supply chain
 - Induced: those supported by additional employment and visitors to the area, who will generate higher footfall in the Royal Docks and therefore support local businesses, retailers and the F&B industry in the area (expenses impact of employees and visitors).

We will also consider the regeneration potential of these impacts as it could be argued that spending £1 in the Royal Docks is more beneficial for the economy than spending £1 in More London.

- The relocation of the GLA to the Crystal should be seen as a catalyst for regeneration of the area. This assessment will look at similar initiatives to understand, qualitatively, the impact the relocation of the City Hall to the Crystal could have on the wider regeneration of the area. We will be looking at initiatives such as the implantation of the City Hall in More London in 2002 and its role as a catalyst for the regeneration of More London and London Bridge more generally; the role of public institution in kick starting the long term regeneration of Stratford; and currently, the role being played by the implantation of HMRC and the Home Office in Croydon Ruskin Square to unlock the wider regeneration of this area.

Construction Jobs

- 2.3 It is expected that work will be required to ensure that The Crystal can be accommodated for the needs of the GLA.
- 2.4 However, as The Crystal was initially designed to allow flexibility in its use, the cost of conversion is expected to be limited. The feasibility study includes possible minor alterations to the building in order to accommodate the needs of the GLA.
- 2.5 The project cost for relocation is £13.6m, which includes building works and other costs. Works would start in January 2021 and last until September/October of the same year.
- 2.6 Based on the industry guidance (Calculating Cost per Job, Best Practice Note, 2015), we assume that 16.6 FTE-years will be created in the construction industry for every £1m (2011 prices) of spending into the construction of a commercial building.
- 2.7 £1,000,000 in 2011 prices is the equivalent of £1,277,596 in 2020 prices, based on the GVA deflator published by the ONS.
- 2.8 We estimate that the relocation of The Crystal to host the GLA could support the equivalent of 65 FTE- years (65 FTEs for a period of one year).
- 2.9 The conversion works will be realised in 2021 (start scheduled for January 2021, with end of conversion planned for October 2021).
- 2.10 We understand that the GLA is committed to support local employment and would require contractors to adhere to minimum commitments. Whilst this commitment applies to construction work, it is to be recognised that contractors have their own supply chains and will want to use these firms for reliability, experience, speed, etc. Given the high visibility of the project, public scrutiny around it and the requirement for fast progress on conversion work, it is unlikely that contractors will want to trial new sub-contractors. Therefore, assuming a lower commitment to local employment (than industry average) will be more reasonable.
- 2.11 For the purpose of this assessment, we have assumed that 5% of construction jobs will be sourced locally.
- 2.12 The 65 construction jobs generated by the conversion of The Crystal in 2021 will support 3.2 local construction jobs for a period of one year (2021).
- 2.13 ONS data indicates that the local GVA per head for Newham is £56,982, in 2018 prices.

- 2.14 Applying the local GVA per head, in 2020 prices (£64,235) and the appropriate discount factor (3.5%), the conversion of The Crystal could generate a total GVA of just over £4m and a local GVA for LB Newham of £201,352 (net present value).

Permanent Jobs

- 2.15 In addition to construction jobs, the relocation of the GLA activities to The Crystal will lead to the net creation of employment in LB Newham.
- 2.16 We expect that over 500 GLA staff will be based at The Crystal, with 226 present day to day.
- 2.17 We also know that there are currently 10 members of staff on site. Prior to COVID-19 Sodexo had 8 desks in the building and the TfL Mobility team has 14 desks. The Royal Docks Team has about 40 people working at The Crystal, who will remain based at the building. Based on this, we have assumed that there are normally 22 jobs that will be eliminated or moved from The Crystal following the relocation of the GLA (8 Sodexo desks and 14 TfL Mobility desks).
- 2.18 We have therefore assumed that the net additional number of jobs at The Crystal will be 478 (500 GLA jobs minus 22 lost or moved jobs).
- 2.19 Those jobs will contribute towards the local GVA of LB Newham (£64,235 per head, 2020 prices) and will generate a total local GVA of £30,704,511 per annum. Over an appraisal period of 30 years, this represents a net present value of £536.5m in GVA generated in LB Newham.

Indirect and Induced Employment

- 2.20 Indirect and induced employment will be generated from both direct construction jobs and direct permanent jobs created in LB Newham.
- 2.21 Based on the above assumptions, we have assumed that 65 construction jobs will be created, of which 5% (or 3.2 construction jobs) will be created for local residents of LB Newham.
- 2.22 Applying the latest standard type II economic multipliers for the construction industry (2017), we estimate that the indirect and induced impact of the relocation of the GLA to The Crystal could create an additional 2.5 FTE-years in construction and 314 permanent FTEs, generating a GVA of £183,165 in 2021 from construction and £16,705,738 per annum from 2022 onwards from permanent jobs.
- 2.23 This represents a net present value, over a 30-year appraisal period, of c.£176,754 and £291.9m respectively.

Table 2 – Type II Economic Multipliers

	Construction	Public Admin
Employment	1.75	1.66
GVA	1.88	1.54

SOURCE: [HTTP://WWW.GOV.SCOT/PUBLICATIONS/INPUT-OUTPUT-LATEST/](http://www.gov.scot/publications/input-output/latest/)

Local Spend by Employees

- 2.24 Additional employees to the Royal Docks will also have an impact on the LB Newham economy by spending locally.
- 2.25 Significant research has been undertaken to quantify this level of spend, and therefore benefit, with varying assessments drawn on the scale of individual spend and the value of this to the local economy.
- 2.26 Despite the variations in research outputs relating to the level of spend most are relatively consistent on the nature of the spend, with it primarily focussed on purchasing of lunches, with additional spend achieved as workers purchase coffee, use lunch break to undertake small shopping trips or use convenience stores on route home. This latter factor has become more common as shoppers switch to more regular ‘top up’ shopping from the more traditional large weekly or monthly shop¹.
- 2.27 Research by a range of retail actors (discussed in numerous press and trade article²) provides a range of estimates for the scale of spend on lunches in particular, with the highest per person estimate reaching £8/day.
- 2.28 The most comprehensive analysis of this spend dynamic has been provided by VISA³, who surveyed over 2,000 people to understand their daily spending habits. The survey considered a full range of spending, and drew the conclusion that, on an average workday, spend is £10.59 per worker per day. This is spread across lunch, coffee and other shopping.
- 2.29 The study also suggests that on average 60% of staff will purchase lunch rather than prepare their own at home. This proportion provides a reasonable base for assessing the level of total spend within the Royal Docks.
- 2.30 For the purpose of this assessment, we have used the VISA estimate and applied to the number of additional workers to be based on a day to day basis at the Crystal.

¹ A trend which is captured in the following BBC article <http://www.bbc.co.uk/news/business-29442383>

² For example: <http://www.cityam.com/209720/workers-are-spending-1840-year-lunches>, <https://www.timeout.com/london/blog/londoners-spend-almost-2-500-a-year-on-lunch>, <http://www.telegraph.co.uk/foodanddrink/foodanddrinknews/10918137/Workers-spend-more-than-2500-a-year-on-lunch-and-snacks-report-says.html>

³ UK Working Day Spend Report, Visa, 2014

2.31 With 226 GLA workers expected to be located at the Crystal on a day to day basis but a loss of 22 workers currently working at the Crystal (Sodexo and TfL desks), we have assumed that the additional daily local spend in the Royal Docks by workers will be just under £1,300 a day.

2.32 Assuming 255 working days a year, the additional spending in the local area could reach £330,000 per annum, which corresponds to a total of £5,775,969 in present value over a 30-year appraisal period.

Impact of Visitors

2.33 Whilst we have captured the impact that new employees will have in the local area (i.e. local expenses), we have not captured the impact generated by visitors.

2.34 There has been, on a normal day, circa 600 visitors to the City Hall. These visitors include:

- 360 in meeting rooms;
- 136 Chamber; and
- 100 in the London Living Room and exhibition space

2.35 With an assumed 255 working days every year, we could assume that 151,980 persons visit City Hall every year. This is a substantial increase from the number of visitors to the Crystal in 2018 and 2019 (average of circa 26,500).

2.36 All visitors will not have the same impact on the local economy, we have therefore divided those visitors into 2 categories: business and leisure to understand the net increase in visitors between current activities at the Crystal (average of 2018 and 2019) and activities hosted by the GLA.

Table 3 – Crystal / City Hall Annual Visitors

	Crystal	GLA	Change
Business	21,819	126,480	104,661
Leisure	4,655	25,500	20,845
TOTAL	26,474	151,980	125,506

SOURCE: AVISON YOUNG, BASED ON GLA AND SIEMENS FIGURES

2.37 For the purpose of this assessment, student visitors to the Crystal have been counted as “business” visitors.

2.38 The relocation of the GLA could increase the number of business visitors by 104,661 persons per year and leisure visitors by 20,845 visitors per year.

- 2.39 The Arts Council estimates that a visitor to the Imperial War Museums (IWM London, Churchill War Rooms, HMS Belfast –all in London, IWM North and IWM Duxford) spend in average between £4.47 and £5.24 locally. We have assumed the lower side of the range for leisure visitors in this assessment.
- 2.40 We have also assumed that business visitors will spend some money locally: £1.00 (the price of the ‘cheapest’ cup of filter coffee from a major brand coffee retailer).
- 2.41 Based on these assumptions, the relocation of the GLA to the Crystal could generate just under £200,000 per annum through net additional spending into the local economy by visitors. This represents a total of £3.5m over a 30-year appraisal period.

Summary of Impacts

- 2.42 The following table presents a summary of the economic benefits generated by the relocation of the GLA to the Crystal for the LB Newham economy. Figures are presented in net present value (2020 discounted prices).

Table 4 – Economic Impacts, NPV

	NPV
Construction, Direct	£201,352
Construction, Indirect & Induced	£176,754
Permanent Jobs, Direct	£536,549,081
Permanent Jobs, Indirect & Induced	£291,926,111
Employees spending	£5,775,969
Visitors	£3,457,143
TOTAL	£838,086,410

SOURCE: AVISON YOUNG

Catalyst for Regeneration

- 2.43 Institutional organisation and public investment have long played a major role in ensuring the successful regeneration of under-performing areas, particularly in London but not only as in order to attract more private finance, the public sector, in its more strategic role, seeks to create confidence for the private sector to invest.
- 2.44 There are many examples of successful or ongoing regeneration in London which have followed this path such as London Bridge Quarter and More London, Stratford, Canary Wharf or Ruskin Square Croydon.

- 2.45 The Royal Docks' Enterprise Zone (EZ), created to accelerate the regeneration of the area has recently established an Economic Purpose for the Royal Docks, which sets the aspiration for the area to be a globally significant hub for enterprise and culture and a home for innovation, alongside being a vehicle to support local community aspirations. The relocation of City Hall to the area would be a significant vote of confidence for this programme and its partners, as well as helping to expedite delivery.
- 2.46 The EZ programme, alongside significant private development activity, offers an established pipeline of investment and activity that City Hall can be a key of, further accelerating change.
- 2.47 At the micro-level the relocation of City Hall would support the local and regional economic ecosystem, support (directly and indirectly) the broader economic roles of the Royal Docks and give confidence to the developer market about east London as a place for investment – in the Docks and beyond.

More London

- 2.48 More London is now an awarding winning business district on the South Bank of the Thames, that has attracted a number of large corporate professional service occupiers in the last two decades and become one of the highest profile economic locations in Central London. However, at the outset the site was not considered a core part of the Central London office market, with limited high quality/corporate activity considering locations south of the Thames.
- 2.49 The delivery of City Hall was fundamental to the success of the wider More London development. Completed in 2002 it was the first building to be occupied, closely followed by 1 and 2 More London, and therefore played a similar role in unlocking the wider estate as a relocation to the Crystal could for the Royal Docks.
- 2.50 Whilst there has been no direct quantification of the impact City Hall has had on the success of More London it is widely recognised that the presence of City Hall helped raised the awareness of the area to a wide range of audiences as visitors accessed the building for business, civic or other events based activities. By increasing footfall, it has helped support a growing cluster of food and beverage activity, which serve the wider business community and helped create a vibrant streetscape that has been attractive to occupiers.

Today More London accommodates c. 1.5m sqft of high-quality office space and is an established part of the Central London office market, with rents having almost doubled to £65/sqft in the last 10 years. The attractiveness of the area is also reflecting in a historically low vacancy rate, which has consistently been below 2% over the past 10 years.

Stratford

- 2.51 Stratford is one of London's fastest growing commercially led districts with the International Quarter having delivered 1.4mn sqft of office space since 2017.
- 2.52 Critical to the success of the area has been the early commitment of public sector agencies as occupiers of floorspace within the development, this has included Transport for London (245,000sqft), Financial Conduct Authority (425,000sqft) and the Nursing and Midwifery Council (22,000sqft) and the British Council (85,000sqft). They will soon be joined by HMRC who have agreed to occupy 275,000sqft. This has sat alongside 'third sector' organisations such as Cancer Research UK and Unicef.
- 2.53 When originally proposed Stratford was seen as a high-risk location for major commercial office provision, even with the benefit of the Olympic Legacy and Westfield Stratford. The decision of public agencies to locate there has helped de-risk that delivery through their long-term tenancy commitments and strong covenants, enabling a critical mass of development to come forward quickly.
- 2.54 This critical mass has helped to support a wider level of activity in the area, including the provision of active ground floor uses to the office stock despite the close proximity of the food and beverage offer in Westfield Stratford.

Croydon

- 2.55 HMRC has been since 2017 the only commercial occupier at Ruskin Square in Central Croydon, occupying the first 183,000 sqft Grade A office erected on the 9-acre site.
- 2.56 Ruskin Square is a £500m mixed-use development, located next to East Croydon Station, which was started in 2015 by Stanhope and Shroders. However, further developments were put on hold over Westfield doubts. However, in 2020, Schroders and Stanhope have secured a major pre-let agreement with the Home Office on a 25-year lease at Two Ruskin Square, a new 10-storey building (circa 300,000 sqft) within the mixed-use development.
- 2.57 The arrival of this second institutional occupier will strengthen Schroder's income profile and, including the HMRC lease, will increase the proportion of Schroder's rental income from government tenants to around 19%.
- 2.58 Since, two further office sites have outline planning permission for an additional 500,000 sqft.
- 2.59 Consultations are also ongoing in regard to the redevelopment of East Croydon Station and the possible relocation of the station itself northward to create a new piazza on George Street (where the station currently is).

Figure 1 – Ruskin Square, Croydon

- 2.60 An analysis of CoStar data shows that the rental value of existing commercial property (office and retail) have increased faster in the vicinity of Ruskin Square (0.25 miles radius from HRMC) than in LB Croydon between 2010 and 2019 (50.5% against 39.8% respectively). This observation is similar when comparing rental value between 2015 and 2019, with Ruskin Square showing an 8.9% increase against 8.1% borough wide. The Ruskin Square area performed better than the borough average despite seeing only one new development in the area (1 Ruskin Square, occupied since 2017 by HMRC) and limited development activity (renovation of Renaissance House, planning application for 2 Ruskin Square, 3 Ruskin Square and One Lansdowne Road).

3. Economic Development Statement

- 3.1 Building on the analysis from the Impact Assessment section, this Economic Development Statement demonstrates the alignment of the proposal with policy requirements and addresses the key benefits and opportunities presented by the proposals and how these align with the stated priorities for the Royal Docks.

National Policy

- 3.2 Taking a lead from the National Planning Policy Framework (NPPF), which states that planning policies and decisions should help create the condition in which businesses can invest, expand and adapt the proposals to re-invigorate the Crystal with an active employment generating use should be looked on positively.
- 3.3 Moreover, the NPPF states that significant weight should be placed on the need to support economic growth and productivity, taking into account both local business needs and wider opportunities for development. As has been demonstrated multiple times within London, the presence of a major public sector occupier (and in particular one with a very public outlook) can deliver a significant boost to economic growth.
- 3.4 As such the relocation of the GLA from More London, a now regenerated and thriving quarter, will provide an opportunity to bring the economy of the Royal Docks to a critical mass, allowing the area to evolve.

Regional Policy

- 3.5 The relocation of the GLA to the Royal Docks aligns with Policy 3.16 of the London Plan 2016 which states that development proposals which provide high quality social infrastructure will be supported.
- 3.6 The GLA host a wide range of activities, which will constitute a new service accessible to all sections of the community, including exhibitions, lectures, conferences and educational events.
- 3.7 Policy 4.1 of the London Plan mentions that the Mayor will work with partners to promote and enable the continued development of a strong, sustainable and increasingly diverse economy across all parts of London.
- 3.8 The relocation of the GLA will also contributes to address this Policy, which aims to maximise the benefits from new infrastructure. The relocation of the GLA from London Bridge, one of the busiest transport hubs in the UK, to the Royal Docks, will take advantage of the excellent connectivity of The

Crystal, located in proximity of Canning Town Station (Jubilee line), West Silvertown (DLR line to Woolwich Arsenal) and Royal Victoria (DLR line to Beckton) and the future opening of Crossrail at Custom House whilst alleviating some of the passenger demand in London Bridge.

- 3.9 The relocation of the GLA to the Crystal, a highly sustainable development, will also send a clear message to the public in regard to the intentions of the Mayor on London's transition to a low carbon and sustainable economy.
- 3.10 Finally, Policy 3.1 advocates for decisions to sustain the continuing regeneration of inner London and redress its persistent concentration of deprivation. By creating a new economic driver that delivers a number of 'spillover' benefits into the local economy in terms of jobs and increased expenditure, as well as drawing visitors to the area, the relocation can help provide new opportunities to residents and engage them more fully in the operations of the city.
- 3.11 Further, the aspirations of Mayor's Social Integration Strategy 'All of Us' can arguably be better achieved if City Hall is located within an area where the challenges of social integration are most acute – with a young and diverse population, albeit one characterised by some measures as deprived and unequal.
- 3.12 The relocation of the GLA to the Crystal will also support the redevelopment of office provision in London and enhance the quality of the stock by utilising the building to its full potential, as sought in Policy 4.2 and 4.3 of the London Plan, and contribute to increasing the diversity of the economy in the Royal Docks. As previously stated, it is more likely to find rapidly a suitable tenant for City Hall than for the Crystal, the move would therefore maximise the combined potential of these two flagship buildings in the capital.
- 3.13 Policy 4.12 of the London Plan aims to improve opportunities for all by co-ordinating national and local initiatives necessary to improve employment opportunities for Londoners, to remove barriers to employment and progression. As such, strategic development proposals should support local employment, skills development and training opportunities.
- 3.14 By basing itself in the heart of one of the most deprived quarters of the city, but one that has impetus and an existing pipeline of activity that it can accelerate, the missions to offer good work for all Londoners, tackling poverty, promoting health equity, and a new deal for young people can all be enhanced by the City Hall vehicle being embedded where these changes are of greatest need and where impact will be most significant.

Local Policy

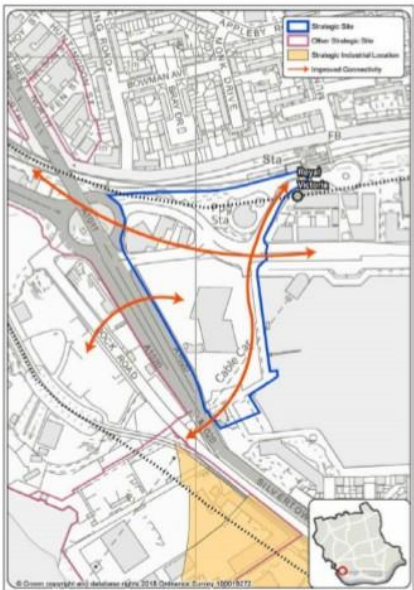
- 3.15 The Royal Docks economy has long been characterised as a place of industry and production and recent decades have also seen growth in local service and hospitality activities. There are approximately 3,000 businesses in the OAPF area (which includes Beckton, Canning Town and Custom House), including a number of major anchor institutions with London City Airport, Tate & Lyle, University of East London (UEL), Newham Council and the ExCel Centre.
- 3.16 Those major anchor institutions have so far failed to generate a critical mass and fully unlock the full potential of the Royal Docks. This could be in part explained to the size of the area and therefore the low concentration/agglomeration of major anchors compared to other area such as More London (concentrating a major transport hub, a major health facility, a university, a local authority and a major institutional organisation, all within 500m). The Royal Docks, with its 1,200 acres of land (and 250 acres of water), currently lacks this critical mass.
- 3.17 The Royal Docks is the only Enterprise Zone in London. In 2020 the EZ and LEAP formally adopted a new 'Economic Purpose' for the Royal Docks, a position that provides clarity over the future economic ambitions for the area, and the role of the Enterprise Zone in achieving this. Supported by detail in an accompanying document, the overarching purpose is:
- "Over the next two decades, the Royal Docks will become established as a nationally significant hub of enterprise, employment and culture. It will be recognised as a testbed for environmental, social and technological innovation. It will be globally fluent and internationally focussed, harnessing the potential of Newham's diverse community."*
- 3.18 This purpose points to the long-term nature of the Enterprise Zone programme over two decades, an indication of the scale of ambition and the strategic investment that the GLA and its partners have committed to. Further, the purpose references the local, national and international spatial spheres, which indicates that the area can be transformational at a range of scales. Finally, the core themes of enterprise, employment and culture are supplemented with an explicit reference to innovation (in both content and delivery), which is in part a reflection of the identity that is sought for the Royal Docks.
- 3.19 The development of a more balanced and productive economy, particularly within more 'knowledge intensive' sectors and activities, will be important in ensuring that future growth reflects evolving demand within London and nationally, and in helping to build long term economic resilience.
- 3.20 The relocation of the GLA to The Crystal will also create additional footfall which will support a growing micro economy in and around Royal Victoria Dock (RVD), which is starting to see increased activity

associated with both the Silver Building and recently re-opened Expressway (both flexible workspaces for SMEs), and a start of clustering of a creative economy business ecosystem for the area.

- 3.21 This is of course in addition to the hospitality micro-economy in support of the ExCel centre, and emerging plans to further activate the water itself. This activity would be accelerated and further encouraged by knowing that City Hall is coming to the area. The benefits would be seen through local supply chains and amenity infrastructure who will receive increased trade. Additionally, the NPPF states that policies (and decisions) should seek to address potential barriers to investment, such as a poor environment.
- 3.22 Securing a long-term tenancy of The Crystal (other than an institutional organisation such as the GLA) could be challenging given the nature of space provided, which a commercial business may find difficult to fully utilise – as Siemens have demonstrated.
- 3.23 Critically, both within the Royal Docks and Inner East London more generally, there is a significant supply of more ‘normal’ office spaces available that would be more attractive to commercial occupiers as they provide more conventional spaces to occupy and an opportunity to co-locate with other similar businesses.
- 3.24 Further, the use of the Crystal as building that performs a public and civic function – and therefore delivers a level of public access and interaction that a conventional business occupier wouldn’t provide – allows the use of the building to retain some of the original intentions of its purpose. Through public access and events, the Crystal can continue to help provide education for local residents and enhance their engagement with the political and administrative functions of the city.
- 3.25 Given a corporate office would ‘close’ the building to the public the ability for local residents to experience an iconic piece of architecture and engage with a fully sustainable building will be lost, again this means the Docks will lose some of that original purpose and a key demonstrator of what how the varied aspirations for the Docks come together in built form.
- 3.26 Ultimately the use of the Crystal as a new location for the GLA and Mayoralty provides a unique opportunity to deliver a major regeneration benefit to the Royal Docks and Nhewham’s economy, whilst also remaining true to the original public sector vision for the building itself as a flagship for the area.
- 3.27 The Crystal is a flagship development in terms of quality, but the building is currently under-utilised and does not project its full potential onto the local economy. It is also unlikely to find a tenant whose presence would make have as greater positive impact than that of City Hall from a placemaking perspective.

- 3.28 The relocation of the GLA to the Crystal will contribute to raise the international profile and existing and structural strengths to secure successful places capable of attracting investment in growth sectors and supporting the existing business base.
- 3.29 The GLA will also contribute to promote employment and enhance the sustainability of the Royal Docks as a mixed-use area, aligning with LB Newham's spatial strategy to continue the development and promotion of the Arc of Opportunity, which runs south from Stratford to Canning Town and east to the Royal Docks, and employment hubs as (amongst other things) high quality business environments with a diversity of flexible, future-proofed premises with particular strengths.
- 3.30 Policy J1 of the Local Plan identifies the following strengths for ExCel/Royal Victoria West: Visitor economy, business and conference. Whilst contributing to reinforcing these strengths, the GLA will bring a new breath of activities to the area, therefore contributing to its diversity and resilience.

Figure 2 – Local Plan, Strategic Site Allocation, Royal Victoria West

Strategic Site Name Royal Victoria West Strategic Site ref S30 Community Neighbourhood Custom House & Canning Town	Allocation including tall buildings specifications New residential, leisure and cultural uses will be supported at this gateway site to the Royal Docks, high quality public realm and existing water/waterside recreation uses, along with improved walking and cycling links. Connections to the DLR station, Leaway, Canning Town and S08 will be prioritised, with the waterside open space enhanced to form the Newham terminus of the Lea River Park. Indicative building heights: potential for up to 19 storeys subject to addressing cumulative impacts. See also Policies S1, S4, S3, SP4, SP5, SP7, SP9, J1, H3, INF1, INF2, INF4, INF6, INF7 and INF9.	Further Sources of Information <ul style="list-style-type: none"> SFRA 2017 Constraints and Other Advisory Information <ul style="list-style-type: none"> PTAL (2021): 4 - 3 Partially built out Silvertown Tunnel river crossing may have significant amenity implications (if permitted) Employment Hub E9: ExCel/Royal Victoria West Cable Car Protection Zone Listed cranes nearby APA Tier 3 Flood zone 3/2 Parks deficiency AQMA Dockside location therefore protection of SINC / water ecology Airport Safeguarding: consult LCY for all works & works over 15m in height Airport noise insulation (see Policy INF2) Water mains on/adjacent and sewers on site that may not be diverted (Piling Method Statement and consultation with Thames Water required); Partially within Royal Docks Enterprise Zone
	Partners GLA/Private developer(s)	Phasing Short to medium term

SOURCE: NEWHAM LOCAL PLAN

- 3.31 As previously mentioned, the Crystal is currently under-used and it is unlikely that a suitable tenant, other than the GLA, will be found rapidly. As the Crystal represents a gateway to the Royal Docks, it is important for the regeneration of the area to ensure an active and efficient use of this building, which would encourage rather than discourage footfall in the area.

- 3.32 Newham Council, as the Local Planning Authority, will support initiatives which will achieve efficient use of employment land to support economic growth sectors and wider growth needs through the retention of suitable locations and capacity. The relocation of the GLA will lead to an increase of employment at The Crystal from currently 10 staffs (22 prior to Covid-19) to 540 members of staff, of which 266 would be based at the Crystal on a day-to-day basis (226 from the GLA and 40 employees retained from the Royal Docks team).
- 3.33 Beyond economic considerations, the implementation of the GLA in Newham and in the Royal Docks will contribute to securing transformational change for the Borough and its residents (Policy S1) and achieve an enhanced, integrated, mixed and balanced neighbourhood including new waterside quarters (Policy S4) with Custom House and Royal Victoria Docks becoming an established primary gateway to south Newham and the Royal Docks. This will be reinforced by the opening of Crossrail.

Contact Details

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Appendix 10A – Equality Impact Assessment for GLA

Purpose of an Equality Impact Assessment (EIA)	The Equality Act 2010 requires public authorities to have ‘due regard’ to equality considerations when carrying out their functions. The is a tool to help check and demonstrate that this has been done. The EIA is an initial assessment, which is then reviewed and updated in light of the responses received during the consultation process, before any final decisions are made. It is a document which is kept under review on an on-going basis, along with any appropriate mitigations, if the proposal is confirmed.									
Name of policy, practice or procedure	Proposed relocation of City Hall									
Brief summary of reason for review and aims	<p>Following consultation on the relocation of City Hall, the below options are being considered:</p> <table><tr><td>1</td><td>Stay at City Hall on a new 10-year lease until 2031 with an option to extend for a further five years; at the same time give up our current space in Union Street; rent The Crystal to a third party.</td></tr><tr><td>2</td><td>Leave City Hall and relocate permanently to The Crystal; occupy two floors at Union Street in addition to The Crystal based on the London Fire Brigade’s certain lease term until 2027; with appropriate accommodation provided for the London Assembly across the two sites.</td></tr><tr><td>2A</td><td>Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term until 2027 and one-and-a-half floors at Palestra; use the chamber, meeting rooms and public event space at The Crystal.</td></tr><tr><td>3</td><td>Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term expiring in 2027 and one-and-a-half floors at Palestra; rent a suitable chamber, meeting rooms and public event space in walking distance of Union Street; rent The Crystal to a third party.</td></tr></table> <p>Under all of these options, the GLA would have less space overall than we do now in recognition of the significant investment we have made in enabling remote working for GLA and MOPAC individuals and the benefits of remote working which have become clear during the Covid-19 crisis; at the same time we would support some colleagues’ specific needs.</p> <p>The analysis of the potential impact of the proposed change on individuals from protected groups and action proposed, applies to all options (1, 2, 2A & 3), unless where explicitly stated.</p>		1	Stay at City Hall on a new 10-year lease until 2031 with an option to extend for a further five years; at the same time give up our current space in Union Street; rent The Crystal to a third party.	2	Leave City Hall and relocate permanently to The Crystal; occupy two floors at Union Street in addition to The Crystal based on the London Fire Brigade’s certain lease term until 2027; with appropriate accommodation provided for the London Assembly across the two sites.	2A	Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term until 2027 and one-and-a-half floors at Palestra; use the chamber, meeting rooms and public event space at The Crystal.	3	Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term expiring in 2027 and one-and-a-half floors at Palestra; rent a suitable chamber, meeting rooms and public event space in walking distance of Union Street; rent The Crystal to a third party.
1	Stay at City Hall on a new 10-year lease until 2031 with an option to extend for a further five years; at the same time give up our current space in Union Street; rent The Crystal to a third party.									
2	Leave City Hall and relocate permanently to The Crystal; occupy two floors at Union Street in addition to The Crystal based on the London Fire Brigade’s certain lease term until 2027; with appropriate accommodation provided for the London Assembly across the two sites.									
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3	Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term expiring in 2027 and one-and-a-half floors at Palestra; rent a suitable chamber, meeting rooms and public event space in walking distance of Union Street; rent The Crystal to a third party.									
Who is affected by this proposed change?	All GLA staff, Mayoral Appointees and Elected Members.									

	(All references to 'individuals', here after, refers all to all those affected by the proposed change)
Who will be consulted on the proposed changes?	Consultees in line with the Head of Paid Service Protocol are: Unison, London Assembly Members, and the Mayor. In addition to this requirement, we will also consult with Staff Networks, and all staff directly.
Data attached	The data from the Workforce report for the period 1 April 2019- 31 March 2020, has been used to provide workforce composition data. Please note the workforce report relates to all employees of the GLA (staff and Mayoral Appointees but does not include Elected Members.)
Owner (Directorate/Unit)	Charmaine DeSouza, Assistant Director, HR & OD
Assessment conducted by (name)	Laura Heywood, HR Business Partner
Contact email/telephone no.	Laura.Heywood@london.gov.uk
Date of assessment	22.06.2020- version 2.0 29.07.2020- version 3.0 26.10.2020- version 4.0
Review date	<ul style="list-style-type: none"> • Part way through the 6-week consultation process • At the end of the consultation period • If the proposal is confirmed, at key points to be agreed during the project and implementation plan

Summary of the analysis of the potential positive and negative impact of the proposed change on individuals from protected groups and action proposed.

Explanatory notes apply to all options (1, 2, 2A & 3), unless where explicitly stated.

Protected characteristic group	Relevant to this change Y/N?	Explanatory notes
Age	Y	<p>Both potential positive and negative impacts for both younger and older groups of individuals have been identified. The potential positive impacts identified were increased flexibility and ability to work from home, which may have cost benefits. There are also potential health benefits for those older individuals who may be more vulnerable to Covid-19, should there still be occurrences in the future. The potential positive impact regarding flexibility of a range of locations, would not be applicable under option 1, as when working in the office all GLA staff would be in one office location, the current City Hall.</p> <p>Potential negative impacts identified were related to younger individuals who may not have suitable home environments, not being supported by their line manager to work from other workplace locations, to work from home or being adversely impacted by increased commuting costs. The potential negative impact of not being supported to work from other GLA workplace locations would not be applicable under option 1, as when working in the office all staff would be in one office location- City Hall</p> <p>There are clear actions which can be taken to minimise these identified negative impacts, for example the Learning & Organisational Development (L&OD) provision planned for supporting and upskilling managers to effectively manage remote teams, this will include e-learning and virtual workshops.</p>
Disability	Y	<p>While both potential positive and negative impacts have been identified, there are a wide range of disabilities and therefore it is important to note that the experience will be varied and unique to each individual.</p> <p>It was identified that greater flexibility and choice in work location (this is not applicable under option 1 as there is only one workplace location, the current City Hall), travel arrangements and hours of work may have a positive impact on individuals with disabilities, and also those who are currently shielding due to Covid-19, should there still be occurrences in the future.</p> <p>There are a number of potential negative impacts identified, related to changing commutes and multiple workplace environments. These potential negative impacts would not be applicable to option 1.</p>

		<p>The identified potential negative impact for some individuals with visual or hearing impairments of regularly being required to communicate with colleagues, via MS Teams due to increased levels of working from home, would apply to all options being considered. However, depending on the nature of the disability and the individual, there are also potentially benefits of MS Team meeting compared to traditional face to face meetings or phone calls.</p> <p>An identified negative impact which only applies to only option 1 is related to accessibility. There are limited changes that can be made to the existing building and therefore the current accessibility of the current City Hall would not be significantly improved.</p> <p>Under all of the options with a person centric approach to reasonable adjustments, clear actions can be taken to minimise the negative impact for individuals.</p>
Gender reassignment	Y	A small number of potential positive and negative impacts have been identified, related to awareness raising, and there are clear actions which can be taken to minimise the negative impacts, such as ensuring awareness and understanding of the trans and gender identity policy.
Marriage and civil partnership	N	None identified.
Pregnancy and maternity	Y	<p>Both potential positive and negative impacts have been identified.</p> <p>Potential positive impacts are greater flexibility in travel arrangements and increased working from home, which help with nursery or care provision, medical appointment/ante-natal care.</p> <p>There are a number of potential negative impacts identified including issues with care provision for dependants related to changing commutes (this is not applicable to option 1), ability to locate suitable areas for desk-based work due to late start times, and access to breastfeeding facilities.</p> <p>There are clear actions which can be taken to minimise the negative impacts, such as effective use of desk signage.</p>
Race	Y	<p>Both potential positive and negative impacts have been identified.</p> <p>Potential positive impacts are increased working from home, which may support some Black Asian and minority ethnic individuals to minimise their external travel, should there be still be occurrences of Covid-19 in the future. However, it should be noted that if there are future instances of Government guidance stating that all unnecessary travel should be avoided due to Covid-19, these guidelines would be followed for all staff.</p>

		<p>Several potential negative impacts have been identified, which are related to the Ethnicity Pay Gap data and the fact that we have more Black Asian and minority ethnic individuals on lower pay. This potential negative impact would be significantly reduced or removed entirely under option 1 and option 3 as all workplace locations would be the same as present (City Hall) or within walking distance (Palestra and/or Union Street) and would not require any known travel to the Crystal.</p> <p>Whilst there are broader actions already underway related to addressing the Ethnicity Pay Gap, specific to this proposal, there is clear action identified, such as the postcode analysis. This will help the GLA understand the impact of the changing commute for individuals and which could then lead to action to minimise the negative impacts.</p>
Religion or belief	Y	<p>A limited number of potential positive and negative impacts have been identified, related to the ability to undertake religious observances. Potential negative impacts related to a changing commute would not be applicable to option 1. There are clear actions which can be taken to minimise the negative impacts, such as consideration given to prayer room facilities by Facilities Management</p>
Sex	Y	<p>Both potential positive and negative impacts have been identified, which are related to women statistically taking on a higher proportion of caring responsibilities (ONS, 2016 research), and that within the GLA it is mainly women who work part time, (less than 37 hours). But it is recognised that this is not only limited to women. The potential negative impact of a changing commute related to childcare provision, is not applicable under option 1.</p> <p>There are clear actions which can be taken to minimise the negative impacts, such as individuals discussing with their line manager how they can plan their working time/location to support them dropping off/picking up their dependant.</p>
Sexual orientation	N	<p>None identified.</p>

The analysis of the potential positive and negative impact of the proposed change on individuals from protected groups and action proposed, applies to all options (1, 2, 2A & 3), unless where explicitly stated.

AGE

Workforce Composition data from the workforce report (31 March 2020)
The average age of the GLA workforce is 39 years. 38% of staff are in the 30- 39 years age group, and 24% of staff are aged between 40- 49 years. For the youngest and oldest age groups, 0.9% of staff are aged 19 year or under, and 3% of staff are aged 60 year or over.
Analysis of potential positive impact
<ol style="list-style-type: none">1. The increased ability to voluntarily work from home (expected to be around 2-3 days per week, but there will be variances for different roles and teams), may support individuals to reduce their overall commuting costs, as they are making fewer journeys. This may benefit a wide range of individuals, however younger individuals, who may be earning less, could feel the greatest positive impact. The workforce report examines salary breakdown by age and a greater percentage of individuals aged 29 and younger, receive lower salaries than other age groups in the GLA. We have informally had feedback from a range of individuals, that they have felt the benefit of working from home during lockdown and we have seen some of the benefits of our Smart Working policy in action.2. Greater flexibility in travel times and location of work may have a positive impact for those older individuals who may have age related health challenges (however it is recognised that there is not necessarily a correlation between health and age). This potential positive impact regarding flexibility of location of work, would not be applicable under option 1, as there is only one workplace location (the current City Hall).3. It is known that during the Covid-19 pandemic some groups have been more vulnerable, for example older people. While this proposal, if agreed, would not take effect until Summer 2021, it would mean an increased frequency of working from home or remotely in other locations other than the office, for many individuals. This may have positive benefits for older individuals, if there were still occurrences of Covid-19, as it will reduce the frequency they are in the office and/or the amount of time they spend commuting via public transport.
Analysis of potential negative impact
<ol style="list-style-type: none">1. Whilst the current Covid-19 restrictions have required all individuals to work from home, the living arrangements of younger individuals may restrict their ability to work from home on a more permanent, on-going basis, i.e. 2-3 days per week. They are potentially more likely than other individuals to be in shared or smaller accommodation and may:<ul style="list-style-type: none">• have no suitable space in their home to work due to the size (too small) environment (noisy flatmates)• be hindered from working at home if incurring additional spend on shared utility bills.

2. There is a potential perception from some individuals and line managers that younger individuals may need more 'supervision' leading to reduced opportunity to work in other locations and from home on a regular basis. This potential negative impact may be reduced under option 1, as when working in the office all GLA staff would be in one office location- City Hall.
3. The increased frequency of working from home, may negatively impact on individuals who require more 'on the job' support from others, e.g. certain trainee or apprentice roles. Whilst there are no age restrictions on this role, they currently have a younger age profile at the GLA.
4. Whilst age is not an indication of grade or seniority, if the change in workplace location presented increased commuting costs, this could have a greater impact on younger individuals, if they are lower-paid. However, this is also potentially a decrease in the net cost, due to overall the number of journeys reducing (see point number 1 of potential positive impacts for age). This potential negative impact would be significantly reduced or removed entirely under option 1 and option 3 as all workplace locations would be the same as present (City Hall) or within walking distance (Palestra and/or Union Street) and would not require any known travel to the Crystal.

Action	Person responsible and timeline
<ol style="list-style-type: none"> 1 The requirement to work from home will remain voluntary. Individuals who have concerns about their ability to work from home can discuss with their Line Managers and HR their individual requirements, and what support could be provided to enable working from home. Additionally, the home is not the only location, other than the office that is available. When lockdown measures are eased, some individuals may choose to on occasions work in other locations such as a library or a café. 2 All our workplaces will have the meeting room technology to support the same extensive use of MS Teams for meetings and collaboration which we are now well used to, due to the prolonged period in lockdown. Additionally, we have already identified things that have worked well during this time, both at an organisational level e.g. regular Core Briefs and video messages, and things that have worked at an individual/ team level e.g. changing the format and frequency of meetings. The use of collaborative technology and also beneficial ways of working will continue to be applied as we ease out of the current lockdown and it is expected they should mitigate 	<ol style="list-style-type: none"> 1 Line Managers, HR & individual- during the consultation period and on-going. 2 L&OD- initial learning offer will be focused on supporting remote working - Summer 2020. This will then be reviewed and developed with a focus on remote team and working across multiple workplaces- Summer 2021.

<p>against the potential negative consequences of working from home, e.g. feelings of isolation.</p> <p>Furthermore, there is already Learning & Organisational Development (L&OD) provision planned for supporting and upskilling managers to effectively manage remote teams, this will include e-learning and virtual workshops.</p> <p>3 Each team will have an anchor point in one of the workplace locations. 'Anchor points' will allow spaces for team members to work alongside each other in the new workplace locations, for example during induction, on the job training, for 1-1 meetings. Anchor points will also provide a place for team members to touchdown for 'desk based' work.</p> <p>4 For those individuals who may incur an increase commuting cost, there is an expectation that there will also be an increase in number of days worked from home, therefore the net effect may be no increase, or potentially a decrease in costs. A postcode analysis was undertaken to understand the proportion of individuals whose cost and length of commute may increase, remain the same, or decrease</p>	<p>3 Facilities Management and directorate leadership teams- from consultation and on-going.</p> <p>4 Subject matter experts to conducted postcode analysis- during the consultation period.</p>
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DISABILITY

Workforce Composition data from the Workforce Report (31 March 2020) and updated information since 10 June 2020

The workforce report outlined that 6% of staff have self-declared that they have a disability, as of 31 March 2020. However, following a call to all individuals to update their diversity profiles on iTrent the number of individuals declaring they have a disability has risen to 7% as of 10 June 2020. The Co-Chairs of the Individuals Network for Disability were supportive of this initiative and encouraged individuals to update their details.

Although an increase in self-declaration, which is very positive, at 7% this figure is still lower than the representation rates of the economically active London population at 12%. Therefore, we assume that there is likely to be a degree of under declaration.

Analysis of potential positive impact

1. Greater flexibility and choice in work location (it should be noted that under option 1 there is only one workplace location, the current City Hall) travel arrangements and hours of work may have a positive impact on individuals with disabilities. For example, for some individuals with neuro-diverse conditions, they may benefit from the flexibility of choosing their work place to best match the work they have planned, e.g. they have detailed analysis of data, which is best undertaken in a quiet location, without distractions, which may be their home. While other individuals who have chronic fatigue syndrome, may benefit from the reduced number of days commuting from home, and/or the ability to choose not to commute. Our existing Smart Working policy and the evidence from lockdown, that working from home, does and can work, has demonstrated that flexibility and choice of working location is viable in the long term.
2. It may be easier to accommodate medical appointments where required, due to the flexibility of working location. (However, it is noted that not all individuals with disabilities require additional medical appointments.)
3. It is known that during the Covid-19 pandemic some individuals have been more vulnerable, specifically those who have been required to shield, due to being clinically extremely vulnerable. While this proposal, if agreed, would not take effect until Summer 2021, the proposal would mean an increased frequency of working from home or remotely in other locations other than the office, for many individuals. This may have positive benefits for those who are currently required to shield, as it will reduce the frequency they are in the office and/or the amount of time they spend commuting via public transport. It is noted that there is not always a correlation between being required to shield due to being clinically extremely vulnerable and being disabled.

Analysis of potential negative impact

1. Commute and travel between workplace locations. (This potential negative impact is not applicable to option 1.)
 - a. The status quo situation (outside of the current Covid-19 working arrangements) for some individuals, is one work location and a standard commute from home to the same workplace location. Under all the options with the exception of option 1, this will change to a commute to a different workplace location (one of a range of locations, as each team will have a dedicated 'anchor point' in one of the locations). However, it should be noted that for a number of years, some individuals have travelled to multiple sites, within the GLA (for example, Union Street, the Crystal). Additionally, some individuals depending on the nature of their role, have always had to visit other GLA group sites, such as TfL or LLDC, and external organisations. The work that we have already undertaken to develop our Smart Working policy, and the work undertaken related to 'anchor points' and desk signage, will not be lost, rather it will be repurposed in the context of different workplace locations.
 - b. It is not expected that individuals will routinely have to travel within the working day to another workplace location. However, for some teams or individuals depending on the nature of their role, and their internal stakeholders, this on occasions may be required. (As explained above for some individuals this is already a requirement of their role). These changes potentially could present difficulties for some individuals with disabilities. The changing commute, and potential travel between workplace locations, may pose increased travel time or challenging commutes for some individuals. For example, increased walking may be required, the use of different and increased modes of transport (trains, underground, walking or cycling), or an increased requirement to use stairs when travelling. The impact of these changes is not limited to those with mobility or visual impairments, but also for example stress and anxiety related conditions, which may be triggered by the change, and chronic fatigue syndrome.
2. The range of different environments across a range of workplace locations. (This potential negative impact is not applicable to option 1.)

- a. For some individuals whilst they may be able to undertake work from home, when they are in a workplace, they may require a fixed desk within their team anchor point, this may reduce their ability to work flexibly across a number of locations (not applicable to option 1).
 - b. The proposal outlines that every team will have a dedicated 'anchor point' in one of the locations, therefore it is not expected that the majority of individuals will need to routinely work at/ attend multiple workplace locations. However, some individuals they may need to travel to multiple workplace locations. Some individuals not limited to, those who are neurodivergent (conditions include dyslexia, autism, attention deficit disorders and dyspraxia) may have specific needs and requirements. For example, they may benefit from routine and familiarity, therefore having to adapt to different work environments and different commutes may have a negative impact.
 - c. Under the proposal the multiple workplace locations primarily become places for collaboration and face to face meeting. If not designed correctly or the space is ineffectively used, this has the potential to lead to high noise levels in these locations. Individuals with hearing impairments may not be able to effectively contribute to meetings, this is both a consideration for face to face meeting and where they join via a video conference. Additionally, individuals with neurodiversity who may need to have a quieter work environment, could be negatively impacted.
 - d. For some individuals depending on their disability, flexibility to work effectively from all the workplace locations may be disproportionately negatively affected if specialist equipment or technology is required and is not available at all locations.
 - e. For musculoskeletal (MSK) conditions, flexibility to work effectively from other locations may be limited. Whilst it is recognised that the workplace will primarily become a place for collaboration and face to face meetings, there will inevitably be time outside of meetings, when individuals need to undertake 'desk based' work. This time may not be able to be utilised effectively if a suitable desk is not available within their 'anchor point'.
 - f. For some individuals with restricted mobility or chronic conditions, if they are required to carry personal possessions or equipment between workplace locations this may contribute to tiredness, increased fatigue or MSK issues.
 - g. The proposal that most individuals will work 2-3 days from home, being located in different workplaces and teams being spread across multiple locations, could disproportionately negatively affect those with stress, depression or anxiety and could potentially contribute to feelings of isolation.
3. For some individuals with visual or hearing impairments, if they are regularly required to communicate with colleagues, via MS Teams, this may present challenges to them fully and activity contributing and/ or their ability to undertake their role.
 4. Option 1 will mean the whole GLA workforce will be based in City Hall, when working in the workplace. There is limited reconfiguration and changes that can be made to the existing building and therefore the current accessibility of the building will not be significantly improved.

Action	Person responsible and timeline
<p>Actions to address all of the above potential negative impacts outlined in points 1, 2 and 3:</p> <p>HR have recently (April 2020) conducted 1-1 calls with everyone who self-declared a need for a reasonable adjustment, as a result of our support to individuals during the Covid-19 lockdown. We have a database of their needs, when working in the workplace and also now whilst working from home. If this proposal is confirmed, we will refresh this data and hold further 1:1 meetings. This will be to agree individual workplace adjustments and also potentially identify broader themes</p>	

<p>that need to be factored into the workplace locations, 'anchor points', fixed desks and use of software.</p> <p>In addition to this, individuals will be supported to discuss the impact of their changing workplace locations and any concerns they may have about their commute, with their line manager and HR.</p> <p>A full review of our current reasonable adjustment process and policy is currently underway with an external consultancy. The Network for Disability and UNISON are part of this working group. This will include a review of parts of the Smart Working policy and any other policies, which relate to reasonable adjustment process.</p> <p>Reasonable adjustments will be agreed and applied in all workplace locations, following 1-1 discussion with all individuals who declare a need.</p> <p>The Network for Disability to input into the reconfiguration of The Crystal, and to specifically consider accessibility (only applicable to option 2 and 2A).</p>	<p>Line Managers, individual, HR, TG and FM- during the consultation period and on-going.</p> <p>Reasonable Adjustments working group (Network for Disability, UNISON, TG, FM, HR)</p> <p>HR to lead on reasonable adjustments- following consultation, July 2020 and on an on-going basis.</p> <p>FM & Network for Disability- Head of FM has arranged visits to the Crystal for the co-chairs and for them to input into the building plans where possible- during consultation and on-going.</p>
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GENDER REASSIGNMENT

Workforce Composition data
<p>The GLA chooses to use the terms 'trans' and 'non-binary' rather than the term 'gender reassignment' which is specific to the Equality Act 2010. The GLA has enabled some monitoring of non-binary identity and would like to make further improvements in this area. The data we currently have is not published in the Workforce report for confidentiality reasons. However, it is important to note, we are committed to ensuring that trans and non-binary employees are treated with dignity, respect and are valued. The GLA's recognises non-binary identities through the use of gender-neutral language throughout its HR policies and communications and we have a Trans and gender identity policy.</p>
Analysis of potential positive impact

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| 1. Increased flexibility to attend medical/other appointments. |
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Analysis of potential negative impact	
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| <p>1. There could be a negative impact on individuals transitioning, who might otherwise have been located in the same location in team areas with trusted colleagues. This potential negative impact may be minimised under option 1, as all staff when in the workplace would be based in City Hall, however staff may 'hot desk' and sit in different locations within the building and therefore individuals may not sit in the same location in their team area at all times.</p> |
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Action

Person responsible and timeline

All of the following actions below relate to minimising the potential negative impact outlined in point 1:

Ensure awareness and understanding of the trans and gender identity policy, so that regardless of workplace location, all individuals, including those who may be transitioning, feel valued and respected.

HR already work with the wider GLA group via a 'Leading by Example' steering group, which focuses on joint diversity and inclusion issues. This close working and potential alignment on key HR policies, is even more important given the co-location of our individuals with TfL and/or LFB (not applicable under option 1).

Ensure that lessons from the use of space and facilities in City Hall to support trans and non- binary staff can be applied to the new proposed workplaces, e.g. gender-neutral toilets (not applicable under option 1).

Ensure awareness and understanding of the trans and gender identity policy, so that regardless of workplace location, all individuals, including those who may be transitioning, feel valued and respected.

HR already work with the wider GLA group via a 'Leading by Example' steering group, which focuses on joint diversity and inclusion issues. This close working and potential alignment on key HR policies, is even more important given the co-location of our individuals with TfL and/or LFB (not applicable under option 1).

Ensure that lessons from the use of space and facilities in City Hall to support trans and non- binary staff can be applied to the new proposed workplaces, e.g. gender-neutral toilets (not applicable under option 1).

HR- July 2020 and on-going awareness raising
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HR- July 2020 and on-going awareness raising
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FM- early 2021 (when the new workplace location layouts and 'anchor points' have been proposed),

MARRIAGE AND CIVIL PARTNERSHIP

Workforce Composition	
The workforce report does not report on marriage and civil partnership for our staff, and we do not collect data regarding this.	
Analysis of potential positive impact	
None identified	
Analysis of potential negative impact	
None identified	
Action	Person responsible and timeline
None	

PREGNANCY AND MATERNITY

Workforce Composition data	
Data on pregnancy and maternity leave is not recorded in the workforce report. Between 1 April 2019 and 31 March 2020, 58 members of staff went on maternity leave. (This is not expressed as a %, as the total workforce number was variable over this 12 month period.)	
Analysis of potential positive impact	
<ol style="list-style-type: none">1. Greater flexibility in travel arrangements and increased working from home, may enable individuals to have greater options in nursery or care provision for their child. Additionally, it may reduce commuting times and difficulties and therefore potential reduce concerns about nurse drop up and pick up.2. Greater flexibility in travel arrangements and increased working from home, may provide increased flexibility in arranging appointments for medical/ante-natal care and also some staff may appreciate being able to work from home more frequently during their pregnancy.	
Analysis of potential negative impact	
<ol style="list-style-type: none">1. The different and varying commutes and travel between locations, may pose increased commute time or more challenging commutes for some pregnant individuals, which may contribute to increased fatigue and/or anxiety. (This potential negative impact is not applicable under option 1.)2. Carrying equipment and personal possessions between workplace locations may not be practical for those who are pregnant. (This potential negative impact is not applicable under option 1. However, travel between locations during the day is not expected as the norm in any of the options.)	

3. Pregnant individuals may start their working day later than their non-pregnant colleagues e.g. to avoid rush hour. This could result in increased uncertainty about locating a suitable desk space to work at.
4. If there is not appropriate private space for breastfeeding at all workplace locations, this may have a significant impact for some mothers, and may hinder their return to work from maternity leave.

Action	Person responsible and timeline
<p>An action to address all of the above potential negative impacts outlined in points 1-4, would be for all pregnant individuals to have a risk assessment completed, (as per the current process) and adjustments and changes agreed in light of this assessment.</p> <ol style="list-style-type: none"> 1. Carrying kit from one workplace location to another, can be mitigated by effective use of 'anchor points' and also the use of remote working technology, therefore removing or minimising the need to actually travel to other locations (not applicable under option 1). 2. The desk signage system which has been installed at City Hall, will remain a valuable tool and we will investigate how it is utilised in the new workplaces under option 2, 2A & 3, or how it is further embedded at City Hall under option 1. This will support individuals locating desk space. The utilisation and effectiveness of the system will need to be reviewed and feedback sought (including those who are pregnant), on potential improvements. 3. Breastfeeding provision will be available in all workplace locations. Input will be sought from the Parent & Carers' Network, and the provision will be effectively communicated to all everyone. 	<p>HR, line manager & individuals- on going basis</p> <ol style="list-style-type: none"> 1 Line Manager and individuals- early 2021 (when the new workplace location layouts and 'anchor points' have been proposed). 2 TG & FM-early 2021 (when the new workplace location layouts and 'anchor points' have been proposed), and on-going once implemented. 3 FM- early 2021 (when the new workplace location layouts and 'anchor points' have been proposed).

RACE

Workforce Composition data from the Workforce report 2020 and the Ethnicity Pay Gap report 2019

BAME staff are 30% of the total workforce. Representation has risen and is the highest it has been at the GLA; however, this is still below the economically active London population, which is 36%.

The total of 30% BAME, is composed of: 12% Black or Black British, 11% Asian, or Asian British, 5% Mixed and 2% Other Ethnic groups.

The GLA's Ethnicity Pay gap remains high at just over 11.05% and has only narrowed by 0.4% in 12 months.

Analysis of potential positive impact

1. It is known that during the Covid-19 pandemic that Black, Asian and minority ethnic communities have been disproportionately affected by the disease (ONS 2020 research*). While this proposal, if agreed, would not take effect until Summer 2021, the proposal would mean an increased frequency of working from home or remotely in other locations other than the office, for many individuals. This may have positive benefits for BAME individuals, should there still be occurrences of Covid-19 at this point in time, as it will reduce the frequency they are in the office and/or the amount of time they spend commuting via public transport.

Analysis of potential negative impact

1. The potential positives of working across multiple workplace locations (not applicable under option 1) and increased time working from home may potentially be reduced or not be feasible at all, for certain roles. For example, some posts in Facilities Management are required to work in a specific location at a specific time. The workforce report outlined that: "The Chief Officer's directorate has the highest number of BAME individuals (47%)", which at the time of the report included the Facilities Management unit.
2. If the change in workplace location presents net increased commuting costs, this could have greater impact on BAME individuals, if they are lower-paid. The GLA's ethnicity pay gap remains high at just over 11%. However, as outlined above in relation to age, this proposed change may result in a net decrease in commuting costs for some individuals. This potential negative impact would be significantly reduced or removed entirely under option 1 and option 3 as all workplace locations would be the same as present (City Hall) or within walking distance (Palestra and/or Union Street) and would not require any known travel to the Crystal.

Action

Person responsible and timeline

1. None identified.
2. Whilst some individuals may incur an increase commuting cost. There is an expectation that there will also be an increase in number of days worked from home, therefore the net effect may be no increase, or potentially a decrease in costs. It is proposed that during consultation a postcode analysis is undertaken to understand the proportion of individuals whose cost and length of commute may increase, remain the same, or decrease.

- 2 Subject matter experts to conduct postcode analysis- during the consultation period.

RELIGION OR BELIEF

Workforce Composition data from the workforce report (31 March 2020)	
44% of staff have declared they have no faith with 29% reporting as Christian and 15% either preferring not to say or not specifying a faith.	
Analysis of potential positive impact	
1. Greater flexibility to manage working hours, workload and location to accommodate prayer times and other religious observances.	
Analysis of potential negative impact	
<p>1. If an individual currently attends their place of worship due to the proximity to their current working location (e.g. London Bridge) this may present logistical challenges, if they are then working at the Royal Docks (this potential negative impact is not applicable to option 1). However, if working at Union Street or Palestra, the impact on their journey to their place of worship will be minimal as both of these locations are in zone 1 and are short walks from London Bridge.</p> <p>2. City Hall currently has a prayer room. If the new workplace locations did not have such provision, this would have a negative impact on individuals who undertake religious observances whilst at work. It has also been identified that the current prayer room at City Hall is very small and does not permit for group prayer or faith events, this is a potential negative impact of option 1, as there would be limited opportunities to reconfigure the space.</p>	
Action	Person responsible and timeline
1 Individuals to discuss with their line manager how they can plan their working time/location to support them attending their chosen place of worship.	1 Individual and line manager- during the consultation period and on-going.
2 All workplaces will include a prayer room, and consideration will be given to other facilities available to enable group faith events.	2 FM- early 2021 (when the new workplace location layouts and 'anchor points' have been proposed).

SEX

Workforce Composition data from Workforce report (31 March 2020) and Gender Pay Gap report 2019

The percentage of female staff is 60%, compared with London's economically active population of 46%. The GLA published its 2019 gender pay gap data on 1 October which now stands at less than one percent (0.83).

Of those staff who work part time (less than 37 hour per week), 87% are female.

Analysis of potential positive impact

1. This could provide greater flexibility to manage time and outside work responsibilities. Women statistically take on a higher proportion of caring responsibilities (ONS, 2016 research*). The change in workplace location and increased time working from home, may enable flexibility for nursery/school drop off/pick up and to attend school and medical appointments, or provide care to other dependants.

Analysis of potential negative impact

1. Some individuals may have made their decision about childcare and nursery provision, based on their current working location of City Hall, at London Bridge. Additionally, the change to a different location of the Crystal, Palestra and Union Street, may present logistical challenges, not limited to increased travel time and costs, for individuals with children or other caring responsibilities. This is not related to only women and could affect anyone with dependants (this potential negative impact is not applicable under option 1).
2. Arriving later, uncertainty about locating a suitable place to work between meetings could disproportionately affect women, where women generally take on higher proportion of caring responsibilities e.g. taking children to school, elder or disabled dependants.
3. The workforce report outlines that more women than men work part-time at the GLA, and where work patterns involve late starts, this could lead to uncertainty about locating a suitable place to work between meetings.

Action	Person responsible and timeline
<ol style="list-style-type: none"> 1 Individuals to discuss with their line manager how they can plan their working time/location to support them dropping off/picking up their dependant. 2 & 3. The desk signage system which has been installed at City Hall, will remain a valuable tool and we will investigate how it is utilised in the new workplace locations. This will support individuals locating desk space. The utilisation and effectiveness of the system will need to be reviewed and feedback sought (including those who work part-time and late starts), on potential improvements. 	<ol style="list-style-type: none"> 1 Individual & line manager- during consultation, and again once the team 'anchor point' locations are known, potentially early 2021. 2 & 3. TG & FM-early 2021 (when the new workplace location layouts and 'anchor points' have been proposed), and on-going once implemented.

SEXUAL ORIENTATION

Workforce Composition data from the workforce report (31 March 2020)

7% of staff have self-declared a sexual orientation as gay, bisexual, or lesbian compared to 80% declaring they are heterosexual. 12% of staff either prefer not to declare their sexual orientation or have not provided a response.

Analysis of potential positive impact

None identified

Analysis of potential negative impact

None identified

Action	Person responsible and timeline

Version control

	Summary of changes made
Version 2.0	N/A
Version 3.0- following feedback from Staff Networks & Unison	<p>Sexual orientation</p> <ul style="list-style-type: none"> • Correction made to the workforce composition data <p>Gender reassignment</p> <ul style="list-style-type: none"> • Clarification made to the commentary in the workforce composition data • Additional action on the use of space and facilities in the new workplaces, e.g. gender-neutral toilets <p>Faith</p> <ul style="list-style-type: none"> • Additional point added to action related to prayer rooms, ref. larger rooms for group faith meetings <p>Disability</p> <ul style="list-style-type: none"> • Potential negative impact number 2 d) updated to include ref. to a range of disabilities • Additional potential negative impact number 2 a) ref. potential need for fixed desks dependent on the workplace adjustment that may be required • Additional potential negative impact number 3 ref. use of MS Teams for those with visual or hearing impairments. • Amended action ref. the need for further 1:1s with all staff who have self-declared a need for a reasonable adjustment in light of this proposal • Additional action, for the Network for Disability to input into the reconfiguration of the Crystal, to specifically consider accessibility and attend site visits.
Version 4.0- following 4 options being considered	<p>Summary of reasons for review</p> <ul style="list-style-type: none"> • Updated with all options now being considered- 1, 2, 2A & 3 • Explanation provided that all analysis of the potential impact of the proposed change on individuals from protected groups and action proposed, applies to all options (1, 2, 2A & 3), unless where explicitly stated.

- Explanatory notes updated to explicitly state when an impact is not applicable to an option, and an example of the one of the actions identified has been provided

Age

- Potential positive impact number 2 regarding flexibility of office work location updated as not applicable under option 1.
- Potential negative impact number 2 of younger staff not having the opportunity to work from other locations updated as not applicable under option 1.
- Potential negative impact number 4, of potential increased commuting costs based on a change in office work location, updated as not applicable or significantly reduced under option 1 and 3.
- Action number 4 updated as it referred to Palestra, which is not applicable to all the options under consideration.

Disability

- Potential positive impact number 1 of having a choice of office work location updated as not applicable under option 1.
- Potential negative impact number 1 of commute and travel between workplace locations and number 2 of the range of different environments across a range of workplace locations, have both been updated as not applicable under option 1.
- Potential negative impact number 4 added as under option 1 there is limited opportunity to reconfigure the current City Hall, in order to make it more accessible.
- Action related to the Network for Disability inputting into the reconfiguration of the Crystal specifically accessibility, updated as only applicable to option 2 and 2A.

Gender reassignment

- Potential negative impact number 1 of not being located in same location as team, updated as the impact may be minimised under option 1.
- Action 2 updated as the implications of GLA collaboration due to co-locations are not applicable under option 1.
- Action 3 of applying lessons learnt from City Hall on the use of space and facilities for non-binary staff in new workplace locations, updated as not applicable under option 1.

Pregnancy and maternity

- Potential negative impact number 1 of varying commutes updated as not applicable under option 1.
- Potential negative impact number 2 of carrying equipment between sites updated as not applicable under option 1 and clarified that it is not expected to be the norm in any of the options.
- Action number 3 updated of carrying of kit as not applicable under option 1.
- Action number 4 updated as desk signage already installed could be further embedded under option 1.

Race

	<ul style="list-style-type: none">• Potential negative impact number 1 of some posts which are required to work in a specific location, not being able to access the benefits of working across multiple locations, is not applicable under option1.• Potential negative impact number 2, of potential increased commuting costs based on a change in office work location, updated as not applicable or significantly reduced under option 1 and 3. <p>Religion or Belief</p> <ul style="list-style-type: none">• Potential negative impact number 1 of a chosen place of worship no longer being convenient is not applicable under option 1.• Potential negative impact number 2 updated as under option 1 there would be limited opportunities to reconfigure the prayer room space. <p>Sex</p> <ul style="list-style-type: none">• Potential negative impact number 1 that a change in office work location may present logistical challenges in relation to childcare provision, is not applicable under option 1.
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Appendix 10B – Equality Impact Assessment for MOPAC

Purpose of an Equality Impact Assessment (EIA)	The Equality Act 2010 requires public authorities to have ‘due regard’ to equality considerations when carrying out their functions. The is a tool to help check and demonstrate that this has been done. The EIA is an initial assessment, which is then reviewed and updated in light of the responses received during the consultation process, before any final decisions are made. It is a document which is kept under review on an on-going basis, along with any appropriate mitigations, if the proposal is confirmed.									
Name of policy, practice or procedure	Proposed relocation of City Hall									
Brief summary of reason for review and aims	<p>Following consultation on the relocation of City Hall, the below options are being considered:</p> <table><tr><td>1</td><td>Stay at City Hall on a new 10-year lease until 2031 with an option to extend for a further five years; at the same time give up our current space in Union Street; rent The Crystal to a third party.</td></tr><tr><td>2</td><td>Leave City Hall and relocate permanently to The Crystal; occupy two floors at Union Street in addition to The Crystal based on the London Fire Brigade’s certain lease term until 2027; accommodate the London Assembly and its staff at Union Street, should that be the Assembly’s wish.</td></tr><tr><td>2A</td><td>Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term until 2027 and one-and-a-half floors at Palestra; use the chamber, meeting rooms and public event space at The Crystal.</td></tr><tr><td>3</td><td>Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term until 2027 and one-and-a-half floors at Palestra; rent a suitable chamber, meeting rooms and public event space in walking distance of Union Street; rent The Crystal to a third party.</td></tr></table> <p>Under all of these options, the GLA would have less space overall than we do now in recognition of the significant investment we have made in enabling remote working for GLA and MOPAC individuals and the benefits of remote working which have become clear during the Covid-19 crisis; at the same time we would support some colleagues’ specific needs.</p> <p>Alongside this consultation, MOPAC are due to move out of Empress State Building in February 2021 and has been offered office space in Newlands Park in Penge.</p> <p>Under options 2, 2A, and 3, MOPAC individuals would be located with GLA individuals at one or both of Palestra or Union Street, as well as Newlands Park. There may also be a need to travel to the Crystal occasionally for events for 2 and 2A. Under Option 1, MOPAC individuals would be based in City Hall and Newlands Park.</p>		1	Stay at City Hall on a new 10-year lease until 2031 with an option to extend for a further five years; at the same time give up our current space in Union Street; rent The Crystal to a third party.	2	Leave City Hall and relocate permanently to The Crystal; occupy two floors at Union Street in addition to The Crystal based on the London Fire Brigade’s certain lease term until 2027; accommodate the London Assembly and its staff at Union Street, should that be the Assembly’s wish.	2A	Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term until 2027 and one-and-a-half floors at Palestra; use the chamber, meeting rooms and public event space at The Crystal.	3	Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term until 2027 and one-and-a-half floors at Palestra; rent a suitable chamber, meeting rooms and public event space in walking distance of Union Street; rent The Crystal to a third party.
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2	Leave City Hall and relocate permanently to The Crystal; occupy two floors at Union Street in addition to The Crystal based on the London Fire Brigade’s certain lease term until 2027; accommodate the London Assembly and its staff at Union Street, should that be the Assembly’s wish.									
2A	Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term until 2027 and one-and-a-half floors at Palestra; use the chamber, meeting rooms and public event space at The Crystal.									
3	Leave City Hall and occupy two floors at Union Street based on the London Fire Brigade’s certain lease term until 2027 and one-and-a-half floors at Palestra; rent a suitable chamber, meeting rooms and public event space in walking distance of Union Street; rent The Crystal to a third party.									

	The analysis of the potential impact of the proposed options on individuals from protected groups and action proposed, applies to all options (1, 2, 2A & 3), unless where explicitly stated. It specifically analyses the change in relation to City Hall but recognises that MOPAC already operates across two locations (ESB and City Hall) and will continue to operate across at least two regardless of the option chosen.
Who is affected by this proposed change?	All MOPAC staff (including the Deputy Mayor for Policing and Crime, and Victims' Commissioner) (All references to 'individuals', here after, refers all to all those affected by the proposed change)
Who will be consulted on the proposed changes?	PCS, London Assembly Members, and the Mayor. In addition to this requirement, we will also consult with GLA Staff Networks (of which our current staff can be members), and all staff directly. Consultation will be done in conjunction with the GLA.
Data attached	The data from the period of 1 April 2019- 31 March 2020, has been used to provide workforce composition data.
Owner (Directorate/Unit)	Kate Bonham, Head of HR
Assessment conducted by (name)	Kate Bonham, Head of HR
Contact email/telephone no.	Kate.Bonham@mopac.london.gov.uk
Date of assessment	24.06.2020- version 1.0 05.08.20 – version 2.0 22.10.20 – version 3.0
Review date	<ul style="list-style-type: none"> • Part way through the 6-week consultation process • At the end of the consultation period • If the proposal is confirmed, at key points to be agreed during the project and implementation plan

Summary of the analysis of the potential positive and negative impact of the proposed change on individuals from protected groups and action proposed.

Please note the explanatory notes apply to all options (1, 2, 2A & 3), unless where explicitly stated.

Protected characteristic group	Relevant to this change Y/N?	Explanatory notes
Age	Y	<p>Both potential positive and negative impacts for both younger and older groups of individuals have been identified. The potential positive impacts identified were increased flexibility and ability to work from home, which may have cost benefits. There are also potential health benefits for those older individuals who may be more vulnerable to Covid-19, should there still be occurrences in the future. The potential positive impact regarding flexibility of a range of locations, would not be as applicable under option 1, as when working in the office MOPAC staff would be based across two locations (rather than three or four), the current City Hall and Newlands Park, when working in the office.</p> <p>Potential negative impacts identified were related to younger individuals who may not have suitable home environments, not being supported by their line manager to work from home or being adversely impacted by increased commuting costs. The potential negative impact of not being supported to work from other workplace locations, may be reduced under option 1.</p> <p>There are clear actions which can be taken to minimise these identified negative impacts, for example the GLA Learning & Development provision planned for supporting and upskilling managers to effectively manage remote teams, this will include e-learning and virtual workshops.</p>
Disability	Y	<p>While both potential positive and negative impacts have been identified, there are a wide range of disabilities and therefore it is important to note that the experience will be varied and unique to each individual.</p> <p>It was identified that greater flexibility and choice in work location, (this not as applicable under option 1 there are only two workplace locations, the current City Hall and Newlands Park), travel arrangements and hours of work may have a positive impact on individuals with disabilities, and also those who are currently shielding due to Covid-19, should there still be occurrences in the future.</p> <p>There are a number of potential negative impacts identified, related to changing commutes and multiple workplace environments. However, with a person centric approach to reasonable adjustments, clear actions can be taken to minimise the negative impact for individuals. These potential negative impacts would not be as applicable to option 1 as there would be fewer workplaces.</p>

		<p>The identified potential negative impact of regularly being required to communicate with colleagues, via MS Teams due to increased levels of working from home, would apply to all options being considered.</p> <p>A negative impact which only applies to only option 1 is related to accessibility. There are limited changes that can be made to the existing building and therefore the current accessibility of the current City Hall would not be significantly improved.</p> <p>Under all of the options with a person centric approach to reasonable adjustments, clear actions can be taken to minimise the negative impact for individuals.</p>
Gender reassignment	Y	A small number of potential positive and negative impacts have been identified, related to awareness raising, and there are clear actions which can be taken to minimise the negative impacts, such as ensuring awareness and understanding of the trans and gender identity policy.
Marriage and civil partnership	N	None identified.
Pregnancy and maternity	Y	<p>Both potential positive and negative impacts have been identified.</p> <p>Potential positive impacts are greater flexibility in travel arrangements and increased working from home, which help with nursery or care provision, medical appointment/ante-natal care.</p> <p>There are a number of potential negative impacts identified including issues with care provision for dependants related to changing commutes (this is not as applicable to option 1), ability to locate suitable areas for desk-based work due to late start times, and access to breastfeeding facilities. There are clear actions which can be taken to minimise the negative impacts.</p>
Religion or belief	Y	A limited number of potential positive and negative impacts have been identified, related to the ability to undertake religious observances. Potential negative impacts related to a changing commute would not be as applicable to option 1. There are clear actions which can be taken to minimise the negative impacts, such as consideration given to prayer room facilities by Facilities Management
Race	Y	<p>Both potential positive and negative impacts have been identified.</p> <p>Potential positive impacts are increased working from home, which would support some BAME individuals to minimise their external travel, should there be still be occurrences of Covid-19 in the future</p>

		Several potential negative impacts have been identified, which are related to the Ethnicity Pay Gap data and the potential disproportionate impact of increased costs on lower paid staff. Whilst there are broader actions already underway related to addressing the Ethnicity Pay Gap, specific to this proposal, there is clear action which can be taken to minimise these negative impacts.
Sex	Y	Both potential positive and negative impacts have been identified, which are related to women statistically taking on a higher proportion of caring responsibilities (ONS, 2016 research), and that within MOPAC it is mainly women who work part time, (less than 36 hours). But it is recognised that this is not only limited to women. There are clear actions which can be taken to minimise the negative impacts such as individuals discussing with their line manager how they can plan their working time/location to support them dropping off/picking up their dependant.
Sexual orientation	N	None identified.

AGE

Workforce data (31 March 2020)

The largest group of staff (32%) are aged between 30-39 years, and second largest (30.2%) are between 40-49. There are 0 members of staff aged 19 or less, 13% under the age of 29 and 5.6% aged 60 or greater.

Analysis of potential positive impact

1. The increased ability to voluntarily work from home (expected to be around 2-3 days per week, but there will be variances for different roles and teams), may support individuals to reduce their overall commuting costs, as they are making fewer journeys. This may benefit a wide range of individuals, however younger individuals, who may be earning less, could feel the greatest positive impact. The workforce report examines salary breakdown by age and a greater percentage of individuals aged 29 and younger, receive lower salaries than other age groups in MOPAC. We have informally had feedback from a range of individuals, that they have felt the benefit of working from home during lockdown and we have seen some of the benefits of our Flexible Working policy in action.
2. Greater flexibility in travel times and location of work may have a positive impact for those older individuals who may have age related health challenges (however it is recognised that there is not necessarily a correlation between health and age). This potential positive impact regarding flexibility of location of work, would not be as applicable under option 1 as MOPAC would be based across only two locations – the current City Hall and Newlands Park.
3. It is known that during the Covid-19 pandemic some groups have been more vulnerable, for example older people. While this proposal, if agreed, would not take effect until Summer 2021, it would mean an increased frequency of working from home or remotely in other locations other than the office, for many individuals. This may have positive benefits for older individuals, if there were still occurrences of Covid-19, as it will reduce the frequency they are in the office and/or the amount of time they spend commuting via public transport.

Analysis of potential negative impact

1. Whilst the current Covid-19 restrictions have required all individuals to work from home, the living arrangements of younger individuals may restrict their ability to work from home on a more permanent, on-going basis, i.e. 2-3 days per week. They are potentially more likely than other individuals to be in shared or smaller accommodation and may:
 - have no suitable space in their home to work due to the size (too small) environment (noisy flatmates)
 - be hindered from working at home if incurring additional spend on shared utility bills.
2. There is a potential perception from some individuals and line managers that younger individuals may need more 'supervision' leading to reduced opportunity to work in other locations and from home on a regular basis. This potential negative impact may be reduced under option 1, as when working in the office all MOPAC staff would be in one of two locations – the current City Hall or Newlands Park.
3. The increased frequency of working from home, may negatively impact on individuals who require more 'on the job' support from others, e.g. certain trainee or apprentice roles. Whilst there are no age restrictions on this role, they currently have a younger age profile at MOPAC.
4. Whilst age is not an indication of grade or seniority, if the change in workplace location presented increased commuting costs, this could have a greater impact on younger individuals, if they are lower-paid. However, this proposed change may result in a net decrease in commuting costs for some individuals. As there are no plans for MOPAC staff to move to the Crystal but to buildings within walking distance of City Hall, the potential impacts for staff may come from the move from a presence in ESB to Newlands Park alongside a GLA building, and hence may occur regardless of the option chosen.

Action	Person responsible and timeline
1 The requirement to work from home will remain voluntary. Individuals who have concerns about their ability to work from home can discuss with their Line Managers and HR their individual requirements, and what support could be provided to enable working from home. Additionally, the home is not the only location, other than the office that is available. When lockdown measures are eased, some individuals may choose to on occasions work in other locations such as a library or a café.	1 Line Managers, HR & individual- during the consultation period and on-going.

<p>2 All our workplaces will have the meeting room technology to support the same extensive use of MS Teams for meetings and collaboration which we are now well used to, due to the prolonged period in lockdown. Additionally, we have already identified things that have worked well during this time, both at an organisational level and things that have worked at an individual/ team level e.g. changing the format and frequency of meetings. The use of collaborative technology and also beneficial ways of working will continue to be applied as we ease out of the current lockdown and it is expected they should mitigate against the potential negative consequences of working from home, e.g. feelings of isolation.</p> <p>Furthermore there is already Learning & Organisational Development (L&OD) provision planned for supporting and upskilling managers to effectively manage remote teams, this will include e-learning and virtual workshops.</p> <p>3 Each team will have an anchor point in one of the three workplace locations. 'Anchor points' will allow spaces for team members to work alongside each other in the new workplace locations, for example during induction, on the job training, for 1-1 meetings. Anchor points will also provide a place for team members to touchdown for 'desk based' work.</p> <p>4 For those individuals who may incur an increase commuting cost, there is an expectation that there will also be an increase in number of days worked from home, therefore the net effect may be no increase, or potentially a decrease in costs. It is proposed that during consultation a postcode analysis is undertaken to understand the proportion of individuals whose cost and length of commute may increase, remain the same, or decrease.</p>	<p>2 L&OD- initial learning offer will be focused on supporting remote working - Summer 2020. This will then be reviewed and developed with a focus on remote team and working across multiple workplaces- Summer 2021.</p> <p>3 Facilities Management and directorate leadership teams- from consultation and on-going.</p> <p>4 Subject matter experts to conduct postcode analysis- during the consultation period.</p>
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DISABILITY

Workforce data (31 March 2020)

4.2% of staff have self-declared that they have a disability. 20.4% have not specified.

At 4.2% this figure is still lower than the representation rates of the economically active London population at 12%. Therefore, we assume that there is likely to be a degree of under declaration.

Analysis of potential positive impact

1. Greater flexibility and choice in work location, travel arrangements and hours of work may have a positive impact on individuals with disabilities. For example, for some individuals with neuro-diverse conditions, they may benefit from the flexibility of choosing their work to best match the work they have planned, e.g. they have detailed analysis of data, which is best undertaken in a quiet location, without distractions, which may be their home. While other individuals who have chronic fatigue syndrome, may benefit from the reduced number of days commuting from home, and/or the ability to choose not to commute. Our existing Smart Working policy and the evidence from lockdown, that working from home, does and can work, has demonstrated that flexibility and choice of working location is viable in the long term.
2. It may be easier to accommodate medical appointments where required, due to the flexibility of working location. (However, it is noted that not all individuals with disabilities require additional medical appointments).
3. It is known that during the Covid-19 pandemic some individuals have been more vulnerable, specifically those who have been required to shield, due to being clinically extremely vulnerable. While this proposal, if agreed, would not take effect until Summer 2021, the proposal would mean an increased frequency of working from home or remotely in other locations other than the office, for many individuals. This may have positive benefits for those who are currently required to shield, as it will reduce the frequency they are in the office and/or the amount of time they spend commuting via public transport. It is noted that there is not always a correlation between being required to shield due to being clinically extremely vulnerable and being disabled.

Analysis of potential negative impact

1. Commute and travel between workplace locations (This potential negative impact is not as applicable to option 1.)
 - a. The status quo situation (outside of the current Covid-19 working arrangements) for some individuals, is one work location and a standard commute from home to the same workplace location. This will change to a commute to a different workplace location. However, it should be noted that for a number of years, some individuals have travelled to multiple sites, within MOPAC (for example, Unison Street, ESB). Additionally, some individuals depending on the nature of their role, have always had to visit other GLA group sites, such as TfL or LLDC, and external organisations. The work that we have already undertaken to develop our Flexible Working policy, and the work undertaken related to 'anchor points' and desk signage, will not be lost, rather it will be repurposed in the context of 3 workplace locations.
 - b. It is not expected that individuals will routinely have to travel within the working day to one of the other two workplace locations. However, for some teams or individuals depending on the nature of their role, and their internal stakeholders, this on occasions may be required. (As explained above for some individuals this is already a requirement of their role). These changes potentially could present difficulties for some individuals with

disabilities. The changing commute, and potential travel between workplace locations, may pose increased travel time or challenging commutes for some individuals. For example, increased walking may be required, the use of different and increased modes of transport (trains, underground, walking or cycling), or an increased requirement to use stairs when travelling. The impact of these changes is not limited to those with mobility or visual impairments, but also for example stress and anxiety related conditions, which may be triggered by the change, and chronic fatigue syndrome.

2. The range of different environments across three workplace locations and home (This potential negative impact is not as applicable to option 1 where there will only be two main locations.)
 - a. For some individuals whilst they may be able to undertake work from home, when they are in a workplace, they may require a fixed desk within their team anchor point, this may reduce their ability to work flexibly across a number of locations.
 - b. The proposal outlines that every team will have a dedicated 'anchor point' in one of the three locations, therefore it is not expected that the majority of individuals will need to routinely work at/ attend multiple workplace locations. However, some individuals they may need to travel to multiple workplace locations. Some individuals not limited to, those who are neurodivergent (conditions include dyslexia, autism, attention deficit disorders and dyspraxia) may have specific needs and requirements. For example, they may benefit from routine and familiarity, therefore having to adapt to different work environments and different commutes may have a negative impact.
 - c. Under the proposal the multiple workplace locations primarily become places for collaboration and face to face meeting. If not designed correctly or the space is ineffectively used, this has the potential to lead to high noise levels in these locations. Individuals with hearing impairments may not be able to effectively contribute to meetings, this is both a consideration for face to face meeting and where they join via a video conference. Additionally, individuals with neurodiversity who may need to have a quieter work environment, could be negatively impacted.
 - d. For some individuals depending on their disability, flexibility to work effectively from all the workplace locations may be disproportionately negatively affected if specialist equipment or technology is required and is not available at all locations.
 - e. For musculoskeletal (MSK) conditions, flexibility to work effectively from other locations may be limited. Whilst it is recognised that the workplace will primarily become a place for collaboration and face to face meetings, there will inevitably be time outside of meetings, when individuals need to undertake 'desk based' work. This time may not be able to be utilised effectively if a suitable desk is not available within their 'anchor point'.
 - f. For some individuals with restricted mobility or chronic conditions, if they are required to carry personal possessions or equipment between workplace locations this may contribute to tiredness, increased fatigue or MSK issues.
 - g. The proposal that most individuals will work 2-3 days from home, being located in different workplaces and teams being spread across multiple locations, could disproportionately negatively affect those with stress, depression or anxiety and could potentially contribute to feelings of isolation.
3. For some individuals with visual or hearing impairments, if they are regularly required to communicate with colleagues, via MS Teams, this may present challenges to them fully and activity contributing and/ or their ability to undertake their role.
4. Option 1 will mean the whole MOPAC workforce will be based in City Hall and Newlands Park, when working in the workplace. There is limited reconfiguration and changes that can be made to the existing City Hall building and therefore the current accessibility of the building will not be significantly improved.

Action	Person responsible and timeline
Actions to address all of the above potential negative impacts outlined in points 1, 2 and 3:	

<p>HR have recently (April 2020) contacted all staff who self-declared a need for a reasonable adjustment, as a result of our support to individuals during the Covid-19 lockdown. We have a database of their needs, when working in the workplace and also now whilst working from home. If this proposal is confirmed, we will refresh this data and make further contact with those staff members. This will be to agree individual workplace adjustments and also potential identify broader themes that need to be factored into the workplace locations, 'anchor points', fixed desks and use of software.</p> <p>In addition to this, individuals will be supported to discuss the impact of their changing workplace locations and any concerns they may have about their commute, with their line manager and HR.</p> <p>The GLA is carrying out a full review of their current reasonable adjustment process and policy. MOPAC will keep abreast with the outcome of this to apply recommendations to MOPAC where applicable.</p> <p>Reasonable adjustments will be agreed and applied in all workplace locations, following 1-1 discussion with all individuals who declare a need.</p> <p>The GLA Network for Disability to input into the reconfiguration of the Crystal, and to specifically consider accessibility (applicable only to Option 2 and 2A).</p>	<p>Line Managers, individual, HR - during the consultation period and on-going.</p> <p>HR to lead on reasonable adjustments- following consultation, July 2020 and on an on-going basis</p> <p>FM & Network for Disability- Head of FM has arranged visits to the Crystal for the co-chairs and for them to input into the building plans where possible- during consultation and on-going</p>
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GENDER REASSIGNMENT

Workforce data

MOPAC chooses to use the terms 'trans' rather than the term 'gender reassignment' which is specific to the Equality Act 2010. MOPAC has enabled some monitoring of trans identity and would like to make further improvements in this area. The data we currently have is not published for confidentiality reasons. However, it is important to note, we are committed to ensuring that trans employees are treated with dignity, respect and are valued.

Analysis of potential positive impact

1. Increased flexibility to attend medical/other appointments.

Analysis of potential negative impact

1. There could be a negative impact on individuals transitioning, who might otherwise have been located in the same location in team areas with trusted colleagues. This potential negative impact would be minimised under option 1, as all staff when in the workplace would be based in City Hall or Newlands Park, however staff may 'hot desk' and sit in different locations within the building and therefore individuals may not sit in the same location in their team area at all times.

Action	Person responsible and timeline
<ol style="list-style-type: none">1. Ensure awareness and understanding of the Gender Reassignment Policy, so that regardless of workplace location, all individuals, including those who may be transitioning, feel valued and respected.	<ol style="list-style-type: none">1. HR- July 2020 and on-going awareness raising
<ol style="list-style-type: none">1. HR already work with TfL and LFB on a 'Leading by Example' group, which focuses on joint diversity and inclusion issues. This close working and potential alignment on key HR policies, is even more important given the co-location of our individuals with TfL and/or LFB (not applicable under option 1))	<ol style="list-style-type: none">1. HR- July 2020 and on-going awareness raising
<ol style="list-style-type: none">1. Ensure that lessons from the use of space and facilities in City Hall to support trans staff can be applied to the new proposed workplaces, e.g. gender-neutral toilets (not as applicable under option 1)	<ol style="list-style-type: none">1. GLA FM- early 2021 (when the new workplace location layouts and 'anchor points' have been proposed),

MARRIAGE AND CIVIL PARTNERSHIP

Workforce data	
MOPAC does not report on marriage and civil partnership for our staff, and we do not collect data regarding this.	
Analysis of potential positive impact	
None identified	
Analysis of potential negative impact	
None identified	
Action	Person responsible and timeline
None	

PREGNANCY AND MATERNITY

Workforce data	
Data on pregnancy and maternity leave is not recorded in the workforce report. Between 1 April 2019 and 31 March 2020, 10 members of staff went on maternity leave. (This is not expressed as a %, as the total workforce number was variable over this 12-month period).	
Analysis of potential positive impact	
<ol style="list-style-type: none">1. Greater flexibility in travel arrangements and increased working from home, may enable individuals to have greater options in nursery or care provision for their child. Additionally, it may reduce commuting times and difficulties and therefore potential reduce concerns about nursery drop up and pick up (not as applicable for option 1).2. Greater flexibility in travel arrangements and increased working from home, may provide increased flexibility in arranging appointments for medical/ante-natal care.	
Analysis of potential negative impact	
<ol style="list-style-type: none">1. The different and varying commutes and travel between locations, may pose increased commute time or more challenging commutes for some pregnant individuals, which may contribute to increased fatigue and/or anxiety. (This potential negative impact is not as applicable under option 1.)	

2. Carrying equipment and personal possessions between workplace locations may not be practical for those who are pregnant. (This potential negative impact is not as applicable under option 1. However, travel between locations during the day is not expected as the norm in any of the options.)
3. Pregnant individuals may start their working day later than their non-pregnant colleagues e.g. to avoid rush hour. This could result in increased uncertainty about locating a suitable desk space to work at.
4. If there is not appropriate private space for breastfeeding at all workplace locations, this may have a significant impact for some mothers, and may hinder their return to work from maternity leave. This is less applicable to Option 1.

Action	Person responsible and timeline
<p>An action to address all of the above potential negative impacts outlined in points 1-4, would be for all pregnant individuals to have a risk assessment completed, (as per the current process) and adjustments and changes agreed in light of this assessment.</p> <ol style="list-style-type: none"> 3. Carrying kit from one workplace location to another, can be mitigated by effective use of 'anchor points' and also the use of remote working technology, therefore removing or minimising the need to actually travel to other locations (not as applicable to Option 1). 4. The desk signage system which has been installed at City Hall, will remain a valuable tool and we will investigate how it is utilised in the new workplaces. This will support individuals locating desk space. The utilisation and effectiveness of the system will need to be reviewed and feedback sought (including those who are pregnant), on potential improvements. 5. Breastfeeding provision will be available in all workplace locations. Input will be sought from the GLA and MOPAC Parent & Carers' Network, and the provision will be effectively communicated to all everyone. 	<p>HR, line manager & individuals- on going basis</p> <ol style="list-style-type: none"> 3 Line Manager and individuals- early 2021 (when the new workplace location layouts and 'anchor points' have been proposed). 4 TG & FM-early 2021 (when the new workplace location layouts and 'anchor points' have been proposed), and on-going once implemented. 5 FM- early 2021 (when the new workplace location layouts and 'anchor points' have been proposed).

RACE

Workforce data (31 March 2020) and Ethnicity Pay Gap report 2019

BAME staff are 23% of the total workforce. Representation has risen and is the highest it has been at MOPAC; however, this is still below the economically active London population, which is 36%.

Our ethnicity pay gap is 7.98% (Median – as of 31 March 2019).

Analysis of potential positive impact

1. It is known that during the Covid-19 pandemic that Black, Asian and minority ethnic communities have been disproportionately affected by the disease (ONS 2020 research*). While this proposal, if agreed, would not take effect until Summer 2021, the proposal would mean an increased frequency of working from home or remotely in other locations other than the office, for many individuals. This may have positive benefits for BAME individuals, should there still be occurrences of Covid-19 at this point in time, as it will reduce the frequency they are in the office and/or the amount of time they spend commuting via public transport.

Analysis of potential negative impact

1. If the change in workplace location presents net increased commuting costs, this could have greater impact on BAME individuals, if they are lower-paid. MOPAC's ethnicity pay gap remains high at just over 7.98%. However, as outlined above in relation to age, this proposed change may result in a net decrease in commuting costs for some individuals.
2. If the change in workplace location presents net increased commuting costs, this could have greater impact on BAME individuals, if they are lower-paid. MOPAC's ethnicity pay gap remains high at 7.98%. However, as outlined above in relation to age, this proposed change may result in a net decrease in commuting costs for some individuals. While there are no plans currently for MOPAC staff to move to The Crystal but to buildings within walking distance of City Hall, the potential impacts for staff may come from the move from a presence in ESB to Newlands Park alongside a GLA building, and hence may occur regardless of the option chosen.

Action	Person responsible and timeline
<ol style="list-style-type: none">1. None identified.2. Whilst some individuals may incur an increase commuting cost. There is an expectation that there will also be an increase in number of days worked from home, therefore the net effect may be no increase, or potentially a decrease in costs. A postcode analysis has been undertaken to understand the proportion of individuals whose	<ol style="list-style-type: none">2 Postcode analysis results now available.

cost and length of commute may increase, remain the same, or decrease.	
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* ONS research 2020:

<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/deaths/articles/coronavirusrelateddeathsbyethnicgroupenglandandwales/2march2020to10april2020>

RELIGION OR BELIEF

Workforce data (31 March 2020)

The majority of staff, 38%, identify as having no faith. 33.1% of staff identified as having a faith: Buddhist, Christian, Hindu, Jewish, Muslim, Sikh or other.

Analysis of potential positive impact

1. Greater flexibility to manage working hours, workload and location to accommodate prayer times and other religious observances.

Analysis of potential negative impact

1. If an individual currently attends their place of worship due to the proximity to their current working location (e.g. London Bridge) this may present logistical challenges, if they are then working at Newlands Park. However, if working at Union Street or Palestra, the impact on their journey to their place of worship will be minimal as both of these locations are in zone 1 and are short walks from London Bridge.
2. City Hall currently has a prayer room. If the new workplace locations did not have such provision, this would have a negative impact on individuals who undertake religious observances whilst at work. It has also been identified that the current prayer room at City Hall is very small and does not permit for group prayer or faith events, this is a potential negative impact of option 1, as there would be limited opportunities to reconfigure the space.

Action	Person responsible and timeline
1 Individuals to discuss with their line manager how they can plan their working time/location to support them attending their chosen place of worship.	1 Individual and line manager- during the consultation period and on-going.
2 All workplaces will include a prayer room, and consideration will be given to other facilities available to enable group faith events	2 FM- early 2021 (when the new workplace location layouts and 'anchor points' have been proposed).

SEX

Workforce data (31 March 2020)

The percentage of female staff is 58.5%, compared with London's economically active population of 46%. Female representation at SMT (senior management team) level has decreased slightly over the quarter from 47% to 45%. MOPAC published its 2019 gender pay gap data on 1 October 2019 which now stands at 2.18%.

Of those staff who work part time (less than 36 hours per week), 91.7% are female.

Analysis of potential positive impact

1. This could provide greater flexibility to manage time and outside work responsibilities. Women statistically take on a higher proportion of caring responsibilities (ONS, 2016 research*). The change in workplace location and increased time working from home, may enable flexibility for nursery/school drop off/pick up and to attend school and medical appointments, or provide care to other dependants.

Analysis of potential negative impact

1. Some individuals may have made their decision about childcare and nursery provision, based on their current working location of City Hall, at London Bridge. Additionally, the change to a different location of Newlands Park, Palestra and Union Street, may present logistical challenges, not limited to increased travel time and costs, for individuals with children or other caring responsibilities. This is not related to only women and could affect anyone with dependants. (this potential negative impact is not as applicable under option 1).
2. Arriving later, uncertainty about locating a suitable place to work between meetings could disproportionately affect women, where women generally take on higher proportion of caring responsibilities e.g. taking children to school, elder or disabled dependants.
3. The workforce report outlines that more women than men work part-time at MOPAC, and where work patterns involve late starts, this could lead to uncertainty about locating a suitable place to work between meetings.

Action	Person responsible and timeline
1 Individuals to discuss with their line manager how they can plan their working time/location to support them dropping off/picking up their dependant.	1 Individual & line manager- during consultation, and again once the team 'anchor point' locations are known, potentially early 2021.
2 & 3. The desk signage system which has been installed at City Hall, will remain a valuable tool and we will investigate how it is utilised in	2 & 3. TG & FM-early 2021 (when the new workplace location layouts and 'anchor points' have been proposed), and on-going once implemented.

the new workplace locations. This will support individuals locating desk space. The utilisation and effectiveness of the system will need to be reviewed and feedback sought (including those who work part-time and late starts), on potential improvements.	
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* ONS, 2016.:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/womenshoulderttheresponsibilityofunpaidwork/2016-11-10>

SEXUAL ORIENTATION

Workforce data (31 March 2020)	
3.5% of staff have self-declared a sexual orientation as gay, bisexual, or lesbian. 29.6% of staff either prefer not to declare their sexual orientation or have not provided a response.	
Analysis of potential positive impact	
None identified	
Analysis of potential negative impact	
None identified	
Action	Person responsible and timeline

Version control

	Summary of changes made
Version 2.0 – following feedback from Staff Networks and PCS	Sexual orientation <ul style="list-style-type: none"> Correction made to the workforce data
	Gender reassignment <ul style="list-style-type: none"> Clarification made to the commentary in the workforce data

	<ul style="list-style-type: none"> • Additional action on the use of space and facilities in the new workplaces, e.g. gender-neutral toilets <p>Faith</p> <ul style="list-style-type: none"> • Additional point added to action related to prayer rooms, ref. larger rooms for group faith meetings <p>Disability</p> <ul style="list-style-type: none"> • Potential negative impact number 2 d) updated to include ref. to a range of disabilities • Additional potential negative impact number 2 a) ref. potential need for fixed desks dependent on the workplace adjustment that may are required • Additional potential negative impact number 3 ref. use of MS Teams for those with visual or hearing impairments. • Amended action ref. the need for further 1:1s with all staff who have self-declared a need for a reasonable adjustment in light of this proposal • Additional action, for the Network for Disability to input into the reconfiguration of the Crystal, to specifically consider accessibility and attend site visits.
<p>Version 3.0 published xxxx</p>	<p>Summary of reasons for review</p> <ul style="list-style-type: none"> • Updated with all options now being considered- 1, 2, 2A & 3 • Explanation provided that all analysis of the potential impact of the proposed change on individuals from protected groups and action proposed, applies to all options (1, 2, 2A & 3), unless where explicitly stated. • Explanatory notes updated to explicitly state when an impact is not applicable to an option, and an example of the one of the actions identified has been provided • Noting that the analysis focuses on the decision regarding City Hall, not the decant from ESB, but recognises that regardless of the decision made regarding City Hall, MOPAC will be transferring staff out of ESB and taking up a presence at Newlands Park. <p>Age</p> <ul style="list-style-type: none"> • Correction made to the workforce data • Potential positive impact number 2 regarding flexibility of office work location updated as not as applicable under option 1 as MOPAC will have fewer office locations. • Potential negative impact number 2 of younger staff not having the opportunity to work form other locations updated as not as applicable under option 1.

- Potential negative impact number 4, of potential increased commuting costs based on a change in office work location, updated as may not be as applicable, but recognising that many MOPAC staff will experience a change in location regardless of the option chosen due to the decant from ESB.
- Action number 4 updated as it referred to Palestra, which is not applicable to all the options under consideration.

Disability

- Potential positive impact number 1 of having a choice of office work location updated as not as applicable under option 1.
- Potential negative impact number 1 of commute and travel between workplace locations and number 2 of the range of different environments across a range of workplace locations, have both been updated as not as applicable under option 1.
- Potential negative impact number 4 added as under option 1 there is limited opportunity to reconfigure the current City Hall, in order to make it more accessible.
- Action related to the Network for Disability inputting into the reconfiguration of the Crystal specifically accessibility, updated as only applicable to option 2 and 2A.

Gender reassignment

- Potential negative impact number 1 of not being located in same location as team, updated as the impact may be minimised under option 1.
- Action 2 updated as the implications of GLA collaboration due to co-locations are not as applicable under option 1.
- Action 3 of applying lessons learnt from City Hall on the use of space and facilities for non-binary staff in new workplace locations, updated as not applicable under option 1.

Pregnancy and maternity

- Potential negative impact number 1 of varying commutes updated as not as applicable under option 1.
- Potential negative impact number 2 of carrying equipment between sites updated as not applicable under option 1 and clarified that it is not expected to be the norm in any of the options.
- Action number 3 updated of carrying of kit as not as applicable under option 1.
- Action number 4 updated as desk signage already installed could be further embedded under option 1.

Race

	<ul style="list-style-type: none"> • Potential negative impact number 2, of potential increased commuting costs based on a change in office work location, updated as may not be as applicable, but recognising that many MOPAC staff will experience a change in location regardless of the option chosen due to the decant from ESB. <p>Religion or Belief</p> <ul style="list-style-type: none"> • Potential negative impact number 1 of a chosen place of worship no longer being convenient is not as applicable under option 1. • Potential negative impact number 2 updated as under option 1 there would be limited opportunities to reconfigure the prayer room space. <p>Sex</p> <ul style="list-style-type: none"> • Potential negative impact number 1 that a change in office work location may present logistical challenges in relation to childcare provision, is not as applicable under option 1.
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Appendix 11– Option 2 Risk Register

Risk Register: City Hall Relocation

Date of review	09.10.20
Date of next review	16.10.20

Risk #	Risk description and impact	Risk owner	Inherent risk assessment			Control measures / Actions	Deadline /Completed	Action owner	Residual risk assessment		
			Prob.	Impact	Overall				Prob.	Impact	Overall
1	Works costs higher than anticipated through contractor procurement exercise.	Alun Jones	3	4	16	1. Obtain a Quantity Surveyor estimate of the works prior to tender and, if necessary, reduce the scope or quality of the specification. 2. Ensure the specification is fit for purpose and meets GLA requirements. 3. Re-use elements of building interior, services and furniture, fittings and equipment where possible. 4. Limit bespoke design features and where possible specify standard materials and equipment.	Ongoing	Alun Jones	2	4	8
2	Security and/or highways works not completed in time for occupation.	Steve Sheasby	3	4	12	1. Early technical design of highway works. 2. Work with consultants to incorporate the works into the existing procurement. 2. Work with London Borough of Newham to work efficiently to agree the S.278 agreement. 3. Prioritise those works that are essential to the secure operation of the building.	Ongoing	Steve Sheasby	2	3	6

Risk Register: City Hall Relocation

Date of review	09.10.20
Date of next review	16.10.20

Risk #	Risk description and impact	Risk owner	Inherent risk assessment			Control measures / Actions	Deadline /Completed	Action owner	Residual risk assessment		
			Prob.	Impact	Overall				Prob.	Impact	Overall
3	Second wave of Covid-19 delays programme, particularly during construction phase, including supply chain difficulties or changes in safe working methods.	Alun Jones	3	4	12	1. Ensure priority works (i.e. Chamber and Committee rooms) are completed first. 2. Have a contingency plan to ensure administrative functions of the GLA can take place elsewhere or remotely. 3. Consult with legal to ensure compliance with the City Hall break notice.	Ongoing	Alun Jones	2	2	4
4	Planning application is not determined by end of December impacting on programme.	Steve Sheasby	3	4	12	1. PPA agreed with London Brough of Newham. 2. Ongoing engagement with Newham on scope and content of application 3. Ensure all information requirements are prepared early.	10.12.20	Steve Sheasby	2	4	8
5	Delays in commencing works or occupation as a consequence of conditions attached to permission.	Steve Sheasby	3	4	12	1. Scoping of potential pre-commencement and pre-occupation conditions. 2. Early submission of information in response to avoid this being conditioned.	30.10.20	Steve Sheasby	2	1	2
6	Security measures required either for the Crystal or neighbouring development sites significantly increase the cost of the project.	Simon Grinter	3	4	12	Close working with security advisors and adjacent developers. Use of innovative products approved by HMG.	01.12.20	Simon Grinter	3	3	9

Risk Register: City Hall Relocation

Date of review	09.10.20
Date of next review	16.10.20

Risk #	Risk description and impact	Risk owner	Inherent risk assessment			Control measures / Actions	Deadline /Completed	Action owner	Residual risk assessment		
			Prob.	Impact	Overall				Prob.	Impact	Overall
7	Dilapidations at City Hall require a longer time to complete than anticipated.	Alun Jones	3	4	12	1. Early dilapidations report completed to understand scope. 2. Ongoing engagement with landlord. 3. Early review for timescales for completion of works by consultants.	Ongoing	Alun Jones	2	4	8
8	Plans and proposals are not held securely resulting in a security risk and a need to redesign the layout.	All	3	4	12	1. All consultants to sign NDAs. 2. All staff are made aware of the security risks. 3. Redacted versions of plans are provided. 4. Plans are password protected.	Ongoing	All	2	2	4
11	Inability to bring the building up to an appropriate BREEAM standard, creating reputational and financial risk for the GLA.	Alun Jones	2	3	6	Close working with specialist advisors and contractors.	01.12.20	Alun Jones	2	2	4
12	Mayoral referral of the planning application.	Steve Sheasby	2	2	4	1. Legal advice on the potential for the Mayor to call in the application. 2. Confirm potential with London Borough of Newham.	30.07.20	Steve Sheasby	1	2	2