

GREATER LONDON AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2273

Title: Research into new ways of working

Executive Summary:

This decision seeks approval of expenditure for an externally commissioned research project to inform a new vision for how staff at the Greater London Authority (GLA) work, up to a maximum value of £25,000.

This work is being overseen by the resources and well-being working group, which was established as part of the GLA Senior Management Team's response to the staff survey carried out in late 2017.

Decision:

That the Assistant Director - Housing approves:

Expenditure up to £25,000, funding from the corporate contingency budget, to pay for a research project that will inform a new vision for working that make the most of new forms of technology and office facilities at the Greater London Authority.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Jamie Ratcliff

Position: Assistant Director- Housing

Signature:



Date:

24/19/18

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. Well-being and resources was one of the key priorities identified by the GLA's Senior Management Team (SMT) from the 2017 Staff survey. The others are reward and recognition; and Performance, diversity and inclusion.
- 1.2. The Assistant Director – Housing (Jamie Ratcliff) and Assistant Director – Skills & Employment (Michelle Cuomo-Boorer) have volunteered to lead a task and finish group to tackle this area, with sponsorship from Executive Director Martin Clarke.
- 1.3. The initial discussions in the group have focused on flexible working and office space. The Mayor of London is ambitious and determined to do all within his current powers to help make a city for all Londoners, alongside tirelessly lobbying government for additional powers and resources. As a result, the headcount at the GLA has expanded rapidly in recent years with more expansion in the pipeline. This has put significant pressure on the GLA's existing building and resulted in the leasing of additional office space nearby.
- 1.4. It is clear that significant and extensive work has been undertaken by Technology Group and Facilities Management to establish a technology platform for flexible working, support an appropriate range of mobile devices and support a steadily shrinking ratio of desks to employees. The group has concluded that the missing piece is a clear vision of how GLA staff could work in this new environment.
- 1.5. This decision approves the commissioning of some advisory support to help us understand how other organisations have developed interesting, innovative or experimental new ways of working, and to produce case studies that can help to inform the GLA's vision for how staff should work. This vision could help guide the wider cultural change that is needed to take advantage of the technology platform that has been established and to inform the level of space that the GLA needs to provide for its staff to work in.

2. Objectives and expected outcomes

- 2.1. The research aims to identify relevant and comparable organisations that have developed interesting, innovative or experimental new ways of working and produce case studies that can help to create the GLA's vision for how staff should work.
- 2.2. This will need to be underpinned by an understanding of the range of tasks and responsibilities in the GLA which will be developed through group sessions and a limited number of internal interviews. It also needs to account for the geometry of the GLA's main building.
- 2.3. The expected outputs are:
 - Five relevant case studies of the ways in which different organisations to the GLA have adopted for working; and
 - Three options for a potential vision in terms of new ways of working, ideally based around a spectrum of identifying the extremes of comparable approach in order to inform the GLA's internal work on developing a vision for a new way of working.

3. Equality comments

- 3.1. The public-sector equality duty requires the identification and evaluation of the likely potential impacts, both positive and negative, of the decision on those with protected characteristics (age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief, sexual orientation) and set out how you are addressing the duties. This duty will be considered throughout the procurement process in line with standing GLA's recruitment policies.

4. Other considerations

- 4.1 The specification for this work will be sent to three capable organisations to submit a written proposal, which will be evaluated by the working group along with colleagues from Technology Group and Facilities Management, before being tested at interview.

5. Financial comments

- 5.1 This decision seeks approval for expenditure of up to £25,000 for the procurement of a research project to inform a new vision for working at the Greater London Authority.
- 5.2 The expenditure will be taken from the Corporate Contingency budget and will be spent in 2018/19 financial year.

6. Planned delivery approach and next steps

Activity	Timeline
Contract with selected organisation	1 October 2018
Project initiation meeting	Week commencing 1 October 2018
Evidence gathering and ongoing feedback	October 2018
Submission of draft final report to GLA	1 November 2018

Appendices and supporting papers:

None.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

Part 1 - Deferral

Is the publication of Part 1 of this approval to be deferred? NO

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to
confirm the
following (✓)

Drafting officer:

Jamie Ratcliff has drafted this report in accordance with GLA procedures.

✓

Corporate Investment Board

This decision was agreed by the Corporate Investment Board on the 24 September 2018.

HEAD OF FINANCE AND GOVERNANCE:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature



Date

24.09.18