

REQUEST FOR DIRECTOR DECISION – DD2375

Title: GLA Transformation Programme – Ways of Working

Executive Summary:

This decision form seeks approval for expenditure of up to £2m across 2019-20 and 2020-21, arising from the Chief Officer's Transformation Programme for the Greater London Authority (GLA) support services.

The Transformation Programme is organised into three workstreams:

- The talent attraction, management, diversity and inclusion workstream;
- The new ways of working workstream; and
- The shared services workstream.

The expenditure laid out in this paper covers the specialist professional support and a package of technology changes and upgrades needed to deliver the new ways of working workstream. As well as increasing staff productivity, this change avoids the need for the GLA to rent additional office space to accommodate the growth in the GLA's responsibilities and headcount and therefore provides optimal value for money.

Decision:

That the Chief Officer approves:

1. Expenditure of up to £2m to transform ways of working for GLA staff in both City Hall and Union Street by improving office space, investing in technology and commissioning associated professional support under the new ways of working workstream; and
2. An exemption from the requirement of the GLA Contracts and Funding Code to procure competitively as a result of previous involvement in a specific current project or continuation of existing work that cannot be separated from the new project/work in two instances:
 - a) Commission Advanced Workplace Associates Limited for workplace consultancy support in relation to the new ways of working workstream; and
 - b) Commission Arup to investigate statutory capacity limits; in relation to the new ways of working workstream.

AUTHORISING DIRECTOR

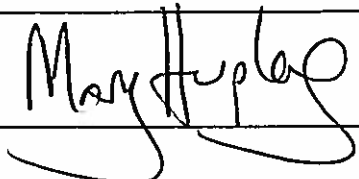
I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Mary Harpley

Position: Chief Officer

Signature:



Date:

22 July 2019

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. This decision supports the delivery of the Chief Officer's Transformation Programme which is seeking to address a number of key workforce issues.
- 1.2. The GLA is a very different organisation to the one envisaged when the GLA started life in 2000. The growth in staffing over time is perhaps the most tangible sign of change. This growth has partially been driven by a significant broadening of the GLA's responsibilities over time. The focus of the organisation has shifted from entirely strategic to a mixture of strategic and delivery roles – the responsibilities for housing delivery added in 2012 and those gained this year with the devolution of adult education skills are two examples of moves into delivery. As the GLA has grown its requirements for facilities and technology have also grown and changes are required to support the current and future workforce.
- 1.3. In looking to support new ways of working, the Transformation Programme is working to a number of underpinning principles:
 - A **digital workplace** of modern systems, products and a culture of paperless working
 - Increased **collaboration** and **innovation** across the organisation, as teams are equipped to work more effectively together
 - Increasing **productivity** – more time for higher-value tasks
 - **Flexibility** to change and respond swiftly to change
 - **Inclusive** – designed and available to everyone
 - **Reliability** – everything works, wherever you are working
 - A focus on evaluation by **outcomes** and results rather than presenteeism.
- 1.4. The Transformation Programme is organised into three workstreams:
 - Talent attraction, management, diversity and inclusion workstream;
 - New ways of working workstream; and
 - Shared services workstream.
- 1.5. Work is already underway across all the workstreams. The talent attraction, management, diversity and inclusion workstream has already been resourced. The shared services workstream is still in the early, exploratory stage and does not need any further resource at the moment. This paper focusses on the new ways of working workstream where funding is now required to procure the services of a number of specialist external providers.
- 1.6. The workplace consultancy company Advance Workplace Associates Ltd (AWA) undertook initial analysis of the City Hall and Union Street offices in Q4 2018 and Q1 2019, looking to understand not only the utilisation of these offices, but also how the working environment in these spaces supports staff in undertaking their roles. Their findings were that there was a lack of consistency in adopting smart ways of working and a sense of dissatisfaction and inconsistency around the technology strategy.
- 1.7. An improved technology approach which provides staff with standardised kit will enable them to reduce their reliance on paper usage, particularly in meetings because staff will be able to take notes and refer to documents on their surface pros. This will both support the reduction to the GLA's carbon

footprint and is also more secure than having confidential papers printed out. The proposals below seek to address these issues.

- 1.8. In light of the programme of work laid out in this paper, and assuming its successful implementation, we will not have to consider the acquisition of any further leased space beyond our current commitments in City Hall, in Union Street and at the Royal Docks. This had been under consideration and not pursuing this saves considerable cost.

Programme of further analysis of City Hall and Union Street capacity and implementation of early changes

- 1.9. The AWA initial analysis found that there was a sub-optimal use of office space, for example technology not being used effectively, peak and trough desks (desks not being utilised consistently throughout the week), lack of meeting room space and office usage and inefficiencies in the use of the office floorplan. These inefficiencies have largely arisen from the increase to head count as the GLA has additional responsibilities. Their analysis supports the recommendation that it is preferable to work on the introduction of smart working and streamlining the building use as opposed to renting additional space which would be costly and not solve the underlying problems.
- 1.10. Further formal analysis is required of the maximum capacity in City Hall in terms of statutory compliance with air volume, fire strategy and toilet capacity, alongside a capacity audit for our leased space in Union Street. This will ensure that we have a clear view of our capacity limitations and to ensure we continue to comply with all relevant statutory obligations in this regard. Arup were the original designers of the engineering services for the building and therefore, hold all the design information and models on the capacity of City Hall.
- 1.11. We are seeking an exemption from the GLA's Contracts and Funding Code, Part C, paragraph 10 to procure Arup to undertake the work required rather than undertake a procurement process. Arup have previously investigated the statutory capacity limits in 2007. The new specification is to update this in line with current legislation. If another company were to undertake the work, they would have to start the project from first principles including consulting with the original designer, Arup, and therefore, it would take longer and cost more.
- 1.12. To alleviate the capacity issues there is currently a partial hot desk system in place which we have found is not working as effectively as it could. Hot desk allocation is managed by a variety of different administration processes across the offices. These processes, in addition to staff having to spend time trying to find a desk, are not efficient. There are also desks which are occupied but not used for large parts of the day while the occupant is attending meetings. The current systems contribute to the buildings being deemed to be over utilised or underutilised. A system will be installed to signpost staff to the free desks across the building which will manage the desk capacity more efficiently and reduce the time staff spend administering hot desk processes or looking for a desk. Space allocated to Assembly Members and their staff and Mayoral space will not be subject to these proposals.
- 1.13. It has been identified that a procurement process needs to commence now for installation of the desk signposting system in early Autumn. Transport for London (TfL) are trialling desk sensor systems and we will work with them to share learnings as part of this project. It is important to note that the purpose of such a system it is to ease the capacity problems in the office by signposting staff to available desks. The purpose is not to monitor staff in any way.
- 1.14. Workplace requirements have changed considerably since City Hall (and Union Street) were built. The right tools and environment are needed to support smart working, team collaboration and individual working, and changes and updates are needed to upgrade the GLA facilities and office space. A procurement process (as further detailed in paragraph 2.4) is required of professional capacity, internal building works, for example additional meeting spaces and a limited amount of new furniture to put in place the right mix of desk, collaboration and meeting space in City Hall and Union Street.

Package of technology changes and upgrades

- 1.15. The current IT model requires most staff to log into a stationary computer and desk phone located on desks in City Hall and Union Street. This reduces flexibility of working as it means staff have to come into the office to log onto the systems. An important part of smart working is to provide IT equipment for staff to be able work flexibly.
- 1.16. A procurement process (as further detailed in paragraph 2.4) is required to equip staff with the equipment to support the technology changes and upgrades.
- 1.17. After researching the options, the proposal is to upgrade or issue standard 'kit' of Microsoft Surface Pro laptops and Apple iPhones for all staff (other than those in posts with no flexibility in terms of hours/location, or with specialist requirements, for example graphic design). There are currently 400 Microsoft Surface Pro laptops already in use and software on these would need upgrading. There are 700 Apple iPhones currently in use. Staff who don't currently have kit will need to be issued with a laptop and phone. This will enable them to work collaboratively, flexibly and remotely, both within the office, outside of the office and at external meetings.
- 1.18. Surface Pro devices are built around the Windows operating system and require much less effort to enable network services on and these devices are very tightly integrated with Office 365 software. iPhones benefit from the fact that the Apple iOS operating system is consistent across all models of iPhone devices and corporate software such as Outlook will work much more reliably on them.
- 1.19. As part of this IT upgrade the equipment on desks will need to be reconfigured. 30% of desks will still have a desktop on them to enable staff to access the GLA systems when in the office without their laptop for example, or if staff have reasonable adjustments which means they need to work from the office.
- 1.20. All other desks are to have a docking station for Surface Pros and the proposal is for all desks to retain desk phones initially, however the role of Skype in our new arrangements will be considered in more detail.
- 1.21. Along with the roll out of new kit and to support smart working, standard meeting room technology will need to be installed, compatible with Surface Pros, allowing staff and others joining meetings virtually to do so in an effective way. Technology will be trialled in limited locations initially, but eventually these devices need to be provided throughout all current meeting rooms in City Hall and Union Street. The roll-out will be based on prioritisation and will start with replacing the most out-dated/energy inefficient equipment first at City Hall.

Professional support in detailed design and early implementation of this change programme

- 1.22. To successfully roll out a transformation programme it is important to procure specialist knowledge to support the roll out of the technology and facilities project streams. Included as part of this transformation must be change management support to successfully embed the changes. Communications and training need to be planned in to ensure staff understand the changes and why they are happening; the impacts on them and their work life; and have any support or training that they require as part of the changes.
- 1.23. We are seeking an exemption from the GLA's Contracts and Funding Code, Part C, paragraph 10 to procure AWS to undertake the work required rather than undertake a procurement process. They have the expertise to implement the changes that we require, they have knowledge of the organisation because they undertook a recent analysis report (as described in paragraph 1.6) and they will be supporting the GLA to embed their recommendations which was a deliverable from the phase 1 contract. Given the pressures that the GLA has with its building and the lack of capacity, we consider that AWA are the most suitable and that they can help the GLA to deliver its transformation programme.

2. Objectives and expected outcomes

2.1. The work described in this decision will help the GLA to increase productivity and be resilient to cope with future changes and challenges. The advantages to the GLA will be:

- More productivity as staff are not spending time on out of date processes, finding desks or dealing with IT issues
- Smart working enables staff to work anywhere that best suits them in multiple locations which reduces the pressure on the offices and enables them to more effectively work around commitments outside of the office such as meetings, appointments and other responsibilities
- There will be efficiency savings and a reduction of the carbon footprint
- The changes will help the GLA retain staff and attract talent

2.2. This work will also have positive benefits on GLA staff:

- Smart working and the ability to be flexible promotes a better work life balance
- Staff will be trusted to work more independently and be measured on outcomes reducing 'command and control' culture and allowing them to feel more autonomous
- An improved office environment will support better employee engagement
- They will be able to spend more time on high value work leading to higher job satisfaction

2.3. The expected outcomes of the workstream are:

- Maximum capacity and statutory compliance analysis report for City Hall
- Installation of a desk signposting system in City Hall and Union Street
- Workplace design plans including final building work and furniture requirements
- Building work completion and fitting of new furniture
- Upgrade of 400 Surface Pro laptops
- Issue of Surface Pro laptops and Apple iPhones to those who don't currently have them
- Reconfiguration of desk equipment and meeting rooms
- Successful workstream and change management supported by an external provider (measured by completion of agreed project plan to time and to budget)

2.4 Procurement programme

These specialist services (as detailed above) will be procured through a mix of single source requests, frameworks and open and competitive tendering. We will be working with TfL Commercial who undertake the GLA's procurement function to ensure we undertake the most appropriate procurement route

The proposed tendering process is outlined below:

Workstream	Procurement approach
Capacity analysis of City Hall and Union Street	Single source request for AWA
Desk signposting system provider	Open competitive tendering
Office configuration consultancy support	Open competitive tendering
Office equipment & furniture	Open competitive tendering

Building contractors	Open competitive tendering
Microsoft Surface Pros	Existing Framework
Apple iPhones	Existing Framework
Meeting room technology	Existing Framework
Deployment team (kit upgrades & installation)	Framework
Workplace consultancy support	Single source request for ARUP
Change management consultancy support	Open competitive tendering

3. Equality comments

- 3.1. Equality, diversity and inclusion (EDI) considerations are being taken into consideration and will be central to the design of the transformation programme, the likely potential impacts, both positive and negative.
- 3.2. Inclusion is a key principle of the design of the programme and will develop the GLA's reputation as a flexible employer also highlighted and measured in the GLA's Diversity and Inclusion Action Standard.
- 3.3. The Mayor's Equality Diversity & Inclusion Strategy outlines that the GLA needs to be 'Leading by example', specifically, we should be an inclusive employer. The objective which directly links to this decision is: To take the steps needed to ensure that all organisations within the GLA group have open and inclusive cultures and are great places to work.
- 3.4. Under section 149 of the Equality Act 2010, as public authorities, the Mayor and GLA are subject to a public-sector equality duty and must have 'due regard' to the need to (i) eliminate unlawful discrimination, harassment and victimisation; (ii) advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and (iii) foster good relations between people who share a relevant protected characteristic and those who do not. Protected characteristics under section 149 of the Equality Act are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status (all except the last being "relevant" protected characteristics).
- 3.5. Due diligence will be taken through the transformation work to ensure compliance with the Equality Act 2010. Smart working can contribute to compliance with the Equality Act 2010 as it ensures different working patterns and needs are more easily adopted and supported by the working environment.
- 3.6. To ensure that there is no potential for discrimination against specific groups, Unison and Staff Network representatives (including the newly formed GLA staff Disability network) will be invited, to collaborate on the design and rollout of the programme.
- 3.7. This work will directly contribute to our Public Sector Equality Duty (PSED) to have due regard to the need to eliminate discrimination, advance equality of opportunity and will directly support the fostering of good relations between people who share a protected characteristic and those who do not (in line with our Public Sector Equality Duty).

4. Other considerations

- 4.1. Timescales are tight to secure - This will be factored into the commissioning of all the different workstreams. The procurement routes will be a mix of single source requests, procuring from frameworks agreements already in place and open and competitive tendering. A GLA project manager

will manage the programme and a procurement timetable has been developed. The GLA project manager will work with TfL Commercial to commission the workstreams. There will be specifications for the workstreams and the project plans will be required by the suppliers. GLA officers will hold regular meeting with suppliers to ensure the workstreams are delivered as set out in the specification and project plan to agreed timeframes.

- 4.2. This work supports the Mayor in delivering his vision of a 'fair and equal city'. The work streams will support the GLA aim to be an exemplar employer with good working practices. The working environment and arrangements will inspire and enable everyone at the GLA to work effectively together, make the best use of available space, enjoy a healthy work-life balance, and deliver world-class service to London and Londoners.
- 4.3. Data protection and new General Data Protection Regulations (GDPR) guidelines will be complied with by all providers. This work forms part of the Transformation Programme which is a priority for the Chief Officer. Full impact assessments will be carried out as part of any review commissioned following the recommendations of this report.

5. Financial comments

- 5.1. Approval is sought for expenditure of up to £2m to implement the workstreams detailed above.
- 5.2. Expenditure will be incurred over 2019-20 and 2020-21 with spend for 2019-20 expected to be up to £1.7m with the remaining amount of up to £0.3m to be incurred in 2020-21.
- 5.3. The amount of up to £1.7m for 2019-20 will be funded from the following sources:
 - Up to £0.4m will be funded from the spare capacity currently available within the Chief Officer's Transformation Fund budget for 2019-20;
 - Up to £0.6m from the GLA's Estates Reserve for facilities related investment; and
 - Up to £0.7m from the GLA's Development Reserve for IT equipment.
- 5.4. The amount of up to £0.3m for 2020-21 will be funded from the following sources:
 - Up to £0.1m will be funded from the spare capacity currently available within the Chief Officer's Transformation Fund budget for 2020-21; and
 - Up to £0.2m from the GLA's Development Reserve for IT equipment.

6. Legal comments

- 6.1 Paragraphs 1 to 2 of this report indicates that the decisions requested of the Chief Officer concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment in Greater London; and in formulating the proposals in respect of which a decision is sought officers have complied with the GLA's related statutory duties to:
 - Pay due regard to the principle that there should be equality of opportunity for all people;
 - Consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
 - Consult with appropriate bodies.
- 6.2 In taking the decisions requested, the Chief Officer must have due regard to the Public Sector equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct

prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Chief Officer should have particular regard to Section 3 (above) of this report.

- 6.3 The works, services and supplies required as set out in paragraph 2.4 must be procured by TfL Commercial who will determine the detail of the procurement strategy to be adopted in accordance with the GLA's Contracts and Funding Code. Officers must ensure that appropriate contract documentation is put in place and executed by the successful bidder(s) and the GLA before the commencement of the works, services and supplies.
- 6.4 Part C of the Contracts and Funding Code (the 'Code') requires the GLA to seek a call-off from a suitable framework or undertake a formal tender process which will be managed by TfL Commercial in respect of the new ways of working workstream. However, the Chief Officer may approve an exemption from this requirement under paragraph 10 of Part C of the Code upon certain specified grounds, specifically in two instances for this programme of work as a result of "previous involvement in a specific current project or continuation of existing work that cannot be separated from the new project/work." Officers have indicated in paragraphs 1.10 and 1.22 that this ground applies and that the proposed contracts affords value for money. On this basis the Chief Officer may approve the proposed exemption if satisfied with the contents of this report.

Planned delivery approach and next steps

Activity	Timeline
Procurement of contract [for externally delivered projects]	July 2019
Announcement [if applicable]	September 2019
Delivery Start Date [for project proposals]	August 2019
Final evaluation start and finish (self/external) [delete as applicable]:	N/A
Delivery End Date [for project proposals]	May 2020
Project Closure: [for project proposals]	May 2020

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:

Michelle Barrett has drafted this report in accordance with GLA procedures and confirms the following:

✓

Assistant Director/Head of Service:

Charmaine de Souza has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

Corporate Investment Board

This decision was agreed by the Corporate Investment Board on 1 July 2019

EXECUTIVE DIRECTOR, RESOURCES:

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

Signature

M. J. Allen

Date

1.7.19

