

# Subject: Proposed Changes to the GLA Establishment

**Report to: GLA Oversight Committee**

**Report of: Head of Paid Service**

**Date: 21 March 2013**

**This report will be considered in public**

## 1. Summary

- 1.1 This report sets out the proposed changes to the Intelligence Unit and the External Affairs Directorate in the Greater London Authority (GLA) structure. The report proposes the deletion of 16 posts and the creation of 10 posts from the establishment, subject to consultation with the Committee, staff and Unison. The proposals would mean savings of £450,000 per annum.

## 2. Recommendation

- 2.1 **That the Committee responds to the Head of Paid Service consultation on the proposed changes to the establishment in the GLA.**

## 3. Background

- 3.1 The Committee has been consulted on proposed changes to the GLA establishment in the Housing and Land, the Development and Environment Directorate and the Communities and Intelligence Directorates. These proposals in this paper concern the Public Liaison Unit and Business Support Team in the External Affairs Directorate and the Intelligence Unit and ESF Delivery Team, both in the Communities and Intelligence Directorate.
- 3.2 Consultation with Unison and staff is currently under way and will continue for 90 days for each restructure.

## 4. Issues for Consideration

### 4.1 External Affairs

4.1.1 This report sets out the posts proposed for deletion and creation in the business support team in the External Affairs Directorate.

4.1.2 The team currently consists of:-

Business Support Manager – Grade 9  
2 x Business Support Co-ordinators – Grade 7  
3 x Business Support Administrators – Grade 4

4.1.3 The role of this team is to offer a comprehensive business support function across External Affairs. Having reviewed the work and resources it is considered possible to make efficiency savings. The movement of some teams out of the Directorate and the reduction in the Events Team's work programme and budget, means there is a smaller Directorate to support and fewer procurement administration requirements. There are also efficiencies that can be made in the way the team works.

4.1.4 A summary of the overall proposed impact is:

- 2 posts deleted
- Proposed net loss of 2 posts
- The Unit will, following the changes, comprise 4 posts

Posts proposed for Deletion (2 posts in total)
Business Support Co-ordinator (G7)
Business Support Administrator (G4)

The proposed structure chart can be found in **Appendix A**.

### 4.2 Public Liaison Unit

4.2.1 The role of the Public Liaison Unit (PLU) is to provide a public information service, and promote the work of the Greater London Authority.

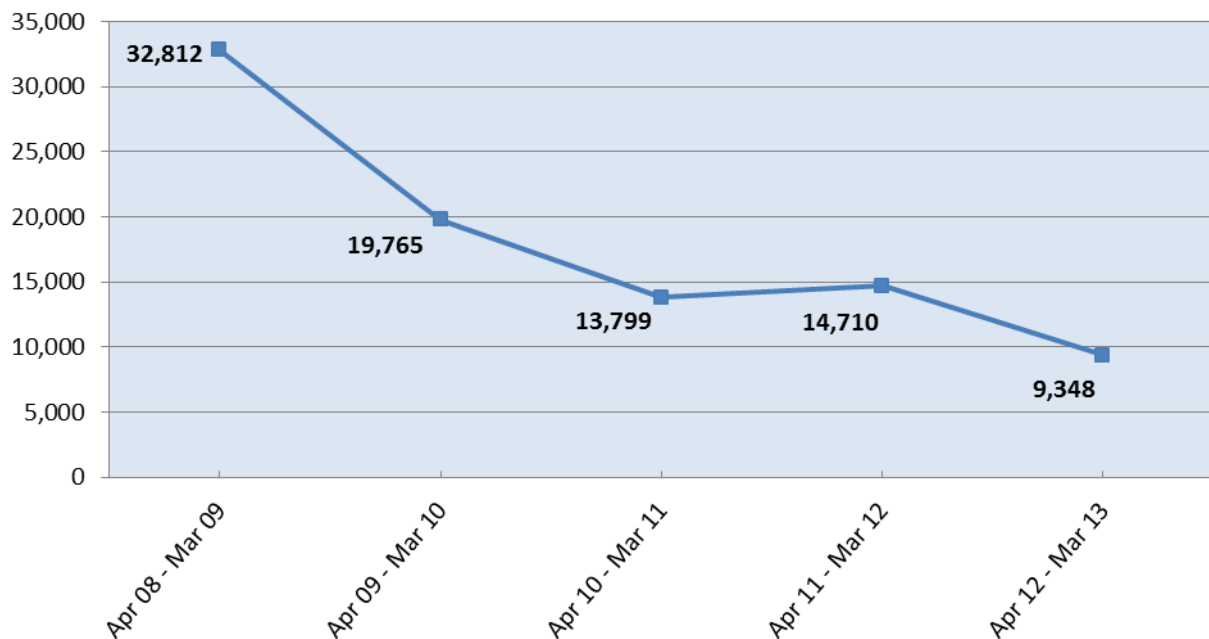
4.2.2 The Public Liaison Unit has the following responsibilities:

- Managing all incoming mayoral correspondence including Freedom of Information (FoI) requests and GLA service related complaints via the WriteOn Correspondence management system.
- Operating a public telephone enquiry service, with the aim of containing calls as a first point of contact to the Authority
- Providing an educational programme for London groups including citizenship visits for schools, explaining the roles & responsibilities of the GLA and encouraging involvement in our work
- Assisting at statutory and key GLA events
- Training new users to the WriteOn system

4.2.3 It is proposed to delete 2 Public Liaison Officer posts from the Public Liaison Unit. This will result in a potential net loss of 2 officer (G5) post.

- 4.2.4 The PLU team will continue to perform against corporate KPIs for responding to the public by phone (80%) and in writing (90%).
- 4.2.5 It is proposed to retain the existing management structure of the unit, with 5 officers allocated to each team leader. Allocation of officers to the groups will remain flexible to adapt to business needs as required as some units and directorates receive a higher case load on a monthly basis than others.
- 4.2.6 There has been a very significant downward trend in the number of phone calls received by the Unit in the period 2008-2012. This has been maintained year on year including during large scale events (elections, 2012 Games). It is not proposed to alter significantly the phone shift patterns (currently 1-2 shifts per officer per week, with 3 officers plus one team leader per shift) or the core working hours of the unit. This has meant a reduction in the workload of the team.

### Yearly Total Incoming Calls 2008/9-2012/13



- 4.2.7 The number of educational visits increased last year to promote the Olympics and related events and a reduction was expected post Olympics. There are no plans to withdraw PLU officer support to educational visits and it is anticipated that once support is shared across the team that the number of visits will return to pre-Olympic levels of about 300 each academic year. PLU will continue to provide support for student visitors to attend significant Assembly meetings.
- 4.2.8 A summary of the overall proposed impact is:
- **2** posts deleted
  - Proposed net loss of **2** posts
  - The Unit will, following the changes, comprise of 14 posts including 10 Public Liaison Officer posts.

Posts proposed for Deletion (2 posts in total)
Public Liaison Officer (G5)
Public Liaison Officer (G5)

The proposed structure chart can be found in **Appendix B**.

### **4.3 Intelligence Unit**

- 4.3.1 The Intelligence Unit has a cross-cutting role, providing analytical and data services to the Authority. The proposals below delete 10 posts and create 7 posts resulting in a staffing establishment of 35.5 FTE posts.
- 4.3.2 The devolution agenda has seen the GLA taking on responsibility for a number of functions from the LDA, the transfer of HCA London activity and a significantly higher level of direct spend. In addition, other changes, such as the setting up of the London Enterprise Panel (LEP) and the outcomes from the Mayor's Education Inquiry, have to varying degrees had an effect on the work programme of the Intelligence Unit.
- 4.3.3 Major aspects of the work programme in 2013-14 are the Mayor's 2020 Vision; appraisal and evaluation to support project development, and more specifically support for the Outer London Fund and Mayor's Regeneration Fund; Skills based projections to support the LEP; modelling and projections for customers such as the London Plan Team (impact of office to residential conversion and hotel demand) and Transport for London; London's Living Wage; delivery of the Census Information Scheme and School Rolls Projections service for London; Safestats; Datastore and London City Dashboard and other GIS related activity; the Talk London community and a programme of regular opinion polling.

### **4.4 GLA Economics**

- 4.4.1 It is proposed that the restructured GLA Economics comprises 12 established posts.
- 4.4.2 There are three main areas of activity which reflect broader GLA priorities. These are:
- Evaluation and appraisal which continues to be important in providing support to the development and decision making process surrounding projects and programmes;
  - Employment and skills projections; and
  - Monitoring and forecasting.
- 4.4.3 The latter two are important in supporting the LEP as well as broader client groups and Functional Bodies like Transport for London. They also support other high profile elements of the GLA's work (e.g. monitoring progress towards the Mayor's commitment to create 200,000 jobs) and London's Living Wage.
- 4.4.4 The new arrangements propose a significant reduction in senior level posts which will lead to a better apportionment of work programme responsibilities to reflect the main areas of work listed above across the Grade 9 positions. A clearer and more balanced set of responsibilities and accountabilities at this level will be achieved. All staff will be expected to draw on their broader economic and analytical skills in delivering the team's more general policy support workload.
- 4.4.5 Importantly, the restructure also establishes a clear leadership hierarchy, and a stronger organisation structure. The main aims of this are to create:
- A better balance between junior staff with strong analytical skills to meet demand for this type of work and senior members of staff who can deliver both direction and oversight.

- Stronger lines of communication with the Mayor’s Office team: in particular with Mayor’s Chief Economic Advisor

4.4.6 In summary, the following posts are proposed for creation and deletion:

Posts proposed for Creation (4 posts in total)	Posts proposed for Deletion (4 posts in total)
Management Economist (Grade 13)	Chief Economist (VACANT) (Grade 14)
Economist (Grade 9)	Senior Economist (Grade13)
Economist (Grade 7)	Senior Economist (Grade 13)
Economist (Grade 7)	Senior Economist (Grade 13)

The proposed structure chart is found in **Appendix C**.

## 4.5 Demography and Policy Analysis

- 4.5.1 It is proposed that this unit should comprise 10 established posts and also, for a period of 2 years, 2 temporary staff externally funded from the Census Information Scheme (the proposed structure is found in **Appendix D**). Given the changing nature of London’s population generally, the importance of demographic data to the London Plan Team and our projections which support other bodies like TfL and the London Legacy Development Corporation, as well as the need to input demography into policy development more generally, maintaining expertise and giving appropriate prominence to the discipline of demography is an important aspect of these proposals.
- 4.5.2 Specific changes are that the posts of Policy Analysis Manager (Grade 9) and that of Senior Research and Statistical Analyst – Education (Grade 7) are proposed for deletion.
- 4.5.3 The role of Policy Analysis Manager is proposed for deletion because its duties will be contained within the Demography and Policy Analysis Manger role, which will have in the future a lesser focus on demography and a stronger policy emphasis.
- 4.5.4 This is in part due to the increased focus required on demography in the near term and the creation of a Demography Manager post which will link closely to the Census team and cover all related matters in population and school rolls analysis.
- 4.5.5 There is a significantly reduced requirement for Education data analysis within the Intelligence unit which has a direct impact upon the viability of the Senior Research and Statistical Analyst – Education role. It is therefore proposed that related data analysis will be enshrined within a proposed Senior Education Policy and Data Officer (Grade 8) role in the Youth and Education team. The majority of future statistical analysis work will be done within the policy unit responsible for this work by an officer who will lead from the point of analysis through to development and implementation of policy.

4.5.6 In summary, the following posts are proposed for creation and deletion:

Posts proposed for Creation (3 posts in total)	Posts proposed for Deletion (2 posts in total)
Demography Manager (G9)	Senior R&S Analyst (Education) (G7)
Research and Statistical Analyst (G7) - fixed term for two years	Policy Analysis Manager (G9)
Trainee Analyst (G4) -fixed term for two years	

The proposed structure chart is found in Appendix D.

4.5.7 Two temporary posts will be created in the Demography and Policy Analysis Team, specifically to help deliver the Census Information Scheme to the London Boroughs and Functional Bodies when the production and dissemination of Census data is at its peak. Sitting outside of this restructure, these posts are to be created for a period of two years only, are funded from related income and are therefore cost-neutral to the Authority. They are Research and Statistical Analyst (Grade 6) and Trainee Analyst (Grade 4).

#### 4.6 Assistant Director and Business Support Unit

4.6.1 This unit currently comprises 6 staff. A reduction of 2 posts is proposed with the proposed deletion of the Senior Manager - Intelligence (Grade 13) and the Business Support Co-ordinator (Grade 7).

4.6.2 The role of Senior Manager – Intelligence is proposed for deletion because the anticipated work programme for the Intelligence Unit does not necessitate a post with this level of seniority to organise, coordinate and integrate the work. It has also been clear in the last two years that there is a duplication of activity with the Policy Analysis Manager and going forward, with the Demography and Policy Analysis Manager. With regards to specific activities, the i-Cities European project will be overseen by the Assistant Director for Intelligence.

4.6.3 The role of Business Support Co-ordinator is proposed for deletion. The Assistant Director wants individual managers to have a stronger control over their team budgets as well as the performance and governance processes (Mayoral and Director’s Decisions) affecting their teams. The relatively small programme budgets for which individual teams are responsible and the number of decisions managed by each team makes this possible. It is proposed that the link accountant for the Intelligence Unit attends monthly management team meetings at which an item on planning of activity and budget monitoring will be discussed.

4.6.4 The line and performance management of the two Administration Support Officers, along with that of the Administrator in the ESF Delivery Team will be taken over by a Project Manager in that team. This arrangement will take account of the proximity of the two teams although the two posts’ respective responsibilities will remain very largely as they are now and allow for better management of the peaks and troughs in workload.

4.6.5 In summary, the following posts are proposed for creation and deletion:

Posts proposed for creation (2 posts)	Posts proposed for Deletion (4 posts)
Administrator (G5)	Senior Manager-Intelligence (G13)
Administrator (G5)	Business Support Co-ordinator (G7)
	Administrator C&I (G4)
	Administrator C&I (G4)

Proposed structure chart can be found in **Appendix E**.

## 4.7 ESF Delivery Team

- 4.7.1 The ESF team originally transferred from the London Development Agency in April 2012 and was reduced prior to transfer. I advised the Committee that there would be a further small reduction in the team following transfer as there would be fewer projects. However the projects are generally more complex and in particular require higher-level skills in stakeholder engagement/liasion, relationship management, negotiation, and project development. It is therefore proposed to delete two Senior Project Officer posts and create one Project Manager post.
- 4.7.2 Since the transfer to the GLA, as the LDA legacy projects have closed, the ESF Delivery team has added 16 projects to its portfolio, providing operational project management support to other teams in the GLA, particularly for revenue-funded business, youth and employment projects. These include the eight projects within the new GLA ESF Youth programme, Mayor's Regeneration Fund employment and business projects in Haringey and Croydon, the City Skills Fund Technical Assistance project and the Mayor's Mentoring programme. The team will also be providing support to other teams in 13-14 with bids for European Integration Funds and ERDF, the procurement of the London Schools Excellence Fund, and the I-Cities project. Preliminary discussions have been undertaken regarding potential project management support to MOPAC.
- 4.7.3 Many of the new projects in the team's portfolio, and the future potential activity, require a higher level of skills in the areas mentioned above than was required for the monitoring and closure of a number of the LDA legacy projects. The majority of projects now managed by the team, and the new work we are being asked to take on, have the following characteristics:
- Multiple regional stakeholders with differing priorities and agendas
  - Significant pilot/innovative elements with consequent high risks of under-performance and sensitivity to changes in operating environment
  - Need for significant input on delivery models at the later stages of development into contracting
  - Focus on payment by results, outcomes and value for money, requires robust approach to negotiations with delivery partners
  - High level of media & political interest, with reputational risks
  - Additional external reporting requirements at project and programme level, plus complex ESF management, reporting and audit requirements, and regional reporting responsibilities as a Co-Financing Organisation

Posts proposed for creation (1 post)	Posts proposed for Deletion (2 posts)
Project Manager (G11)	Senior Project Officer (G8)
	Senior Project Officer (G8)

Proposed structure chart can be found in **Appendix F**.

## 5. Consultation

- 5.1 Consultation with staff and unions has commenced for all the proposals. The consultation period for each restructuring will last for 90 days. The consultation will include one-to-one meetings with individuals affected, team meetings and written responses where required. Staff who are at risk will have priority consideration for posts in the organisation and where possible staff will be redeployed to try to reduce the number of compulsory redundancies.
- 5.2 Approximate timescales the restructures are set out below.

Dates	Action
February 2013	Consultation Period start date
February and March 2013	Individual Staff meetings
March 2013	Consultation with Assembly Oversight Committee
March 2013	Consultation with the Mayor
May 2013	Deadline to respond
May 2013	Consultation Period end date
May 2013	Response to consultation
May 2013	Formal approval by Head of Paid Service
May 2013	Commencement of ringfenced interviews, assimilation processes and redundancy meetings
June 2013	Commencement of external advertising for vacant posts
June 2013	Target date for new structure to be completed

- 5.3 The EQIA is attached as **Appendix G**. An EQIA has been completed for all the postholders in posts proposed for deletion in the report. The data from each team has been combined to ensure that identifiable personal data is not published.

## 6. Legal Implications

- 6.1 Under section 67(2) of the GLA Act 1999 (as amended) the Head of Paid Service has the power, after consulting the Mayor and the Assembly, to appoint such staff as he considers necessary for the proper discharge of the functions of the Authority, having regard to the resources available and the priorities of the Authority.
- 6.2 Under section 70(2), the Head of Paid Service has the power to employ staff appointed under section 67(2) on such terms as he thinks fit, after consultation with the Mayor and the Assembly.



- 6.3 Under section 54 of the GLA Act 1999 (as amended) the Assembly has delegated its powers of consultation on staffing matters to the GLA Oversight Committee (formerly the Business Management and Administration Committee or “BMAC”).
- 6.4 The Head of Paid Service Staffing Protocol, agreed by the Mayor and Assembly in November 2009, sets out the Authority’s agreed approach as to how the Head of Paid Service will discharge his staffing powers contained in sections 67(2) and 70(2) above.
- 6.5 Paragraph 5.1 of that protocol states that *“The Head of Paid Service will consult with BMAC and the Mayor on any “major restructure”, namely the creation or deletion of more than five posts within any one unit”*.
- 6.6 It is considered that the proposals set out in this report fall within the definition of a “major restructure” contained within the Head of Paid Service Staffing Protocol as, taken collectively, it would create more than 5 posts and also delete more than 5 posts. It therefore requires consultation with the Mayor and the GLA Oversight Committee.
- 6.7 As the proposals will affect existing employees, the GLA is legally obliged to consult with affected employees and Unison. Paragraph 5 confirms that this has happened and is ongoing. The GLA must ensure that it complied fully with its Management of Change policy.
- 6.8 It should be noted that employees on fixed-term contracts have a right not to be treated less favourably than other employees on the grounds of their fixed-term worker status. Should any of the affected employees be on fixed-term contracts they should be treated no less favourably than employees with permanent contracts. The GLA must have a fair reason for bringing their employment to an end and follow a fair process. Employees who commenced employment prior to April 2012 have a right not to be unfairly dismissed after one year and employees who commenced employment from April 2012 have a right not to be unfairly dismissed after two years. Should any of the employees on fixed-term contracts have over two years’ service and are made redundant, they will have the right to be paid a redundancy payment at the end of the fixed-term. Should any of the employees on fixed-term contracts have over four years’ service, they will have become permanent. Suitable alternative employment should be considered. This advice should also be borne in mind when contemplating recruiting to newly created fixed term posts.
- 6.9 The proposals include plans to make changes to job titles and reporting lines. To the extent that job titles and/or reporting lines are contractual terms, any such changes would be changes to the terms and conditions of the employees. In order for changes to be effective, employees must agree to the proposed changes to their employment contracts. It is a contractual term of employees’ contracts that Unison is able to negotiate terms and conditions on behalf of employees and any changes to such terms can be made further to agreement between the GLA and Unison. Paragraph 5 above confirms that consultation with Unison has happened and is ongoing.
- 6.10 If the proposals are approved, several new posts will be created. Once the Management of Change procedure is complete, any recruitment to vacant posts should be carried out in accordance with the GLA’s Recruitment Policy.

## 7. Financial Implications

### Background

- 7.1 This report sets out proposed changes to the GLA structure, specifically within the Communities & Intelligence Directorate (Intelligence Unit & ESF Delivery Team) and the External Affairs Directorate. The proposal includes the deletion of 16 posts and the creation of 8 posts. The financial consequences of each element of this proposal is summarised below.

### Intelligence Unit including the ESF Delivery Team

- 7.2 The proposed restructure within the Intelligence Unit affects four separate teams within the unit, namely GLA Economics, Demography & Policy Analysis, the Assistant Director & Business Support Unit and the ESF Delivery Unit. As detailed within the main body of this report, it is proposed to delete 12 posts and create 8 posts; thus a net reduction on the GLA establishment of 4 posts.
- 7.3 Based upon a full year budget, the proposed restructure will result in full year savings upon the GLA budget of £305,000 (including on-costs and the vacancy factor). This is summarised below:

<b>Team</b>	<b>(Savings) / Growth £000</b>
GLA Economics	(130)
Demography & Policy Analysis	(46)
Assistant Director & Business Support Unit	(131)
ESF Delivery Unit	2
<b>Net Full Year Savings</b>	<b>(305)</b>

### External Affairs Directorate

- 7.4 The proposed changes within the External Affairs Directorate results in the deletion of 4 posts on the GLA establishment, namely within the Business Support Unit (2 posts) and the Public Liaison Unit (2 posts). Based upon a full year budget, the proposed deletions will result in full year savings upon the GLA budget of £145,000 (including on-costs and the vacancy factor). This is summarised below:

<b>Team</b>	<b>(Savings) / Growth £000</b>
Business Support Unit	(77)
Public Liaison Unit	(68)
<b>Net Full Year Savings</b>	<b>(145)</b>

### 2013-14 GLA Budget

- 7.5 It should be noted, the establishment changes within both the Intelligence Unit and External Affairs Directorate were already identified as part of the 2013-14 budget process and consequently changes to the staffing budget to reflect proposed changes anticipated at the time have already been reflected in the approved budget for 2013-14 onwards. The proposals above will be incorporated into the detailed GLA base budget for 2013-14 onwards.

### Redundancy costs

- 7.6 It should be noted that given the proposals detailed in this report involve the deletion of posts, this may give rise to potential redundancy and pension liabilities that would be payable by the GLA. These costs cannot yet be substantiated but will have to be contained within the Authority's existing budget provision and will be subject to further approval via the Authority's decision-making process.
- 7.7 All appropriate budget virements and adjustments relating to the proposals above will be made.
- 7.8 The Head of Paid Service will be required to approve the proposed restructure formally once the consultation process has been completed.

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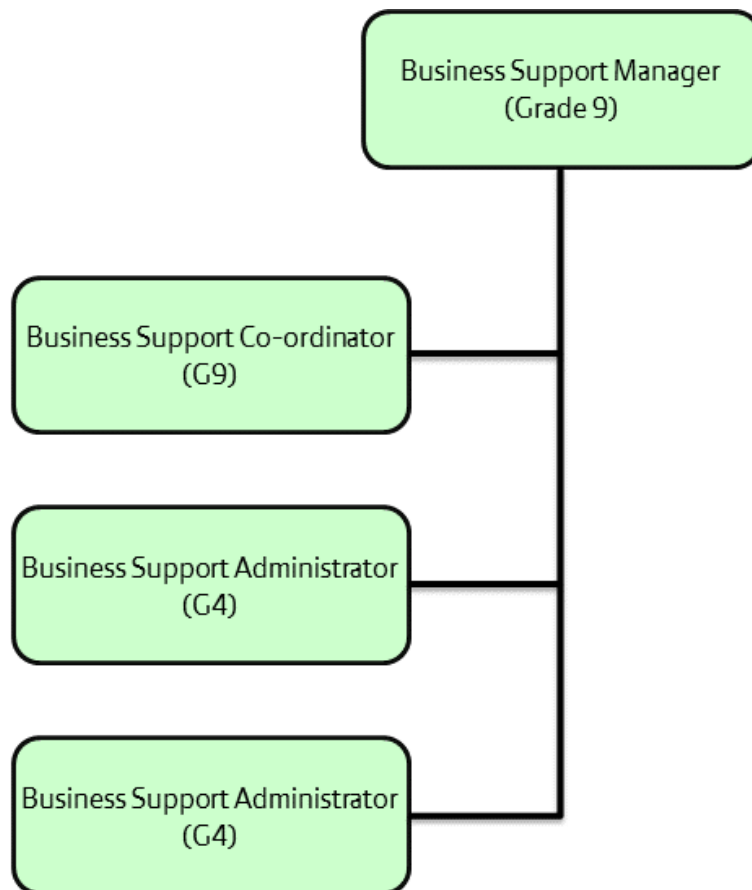
### **List of appendices to this report:**

- A. External Affairs: Business Support Proposed Structure**
- B. External Affairs: Public Liaison Unit Proposed Structure**
- C. Communities & Intelligence: Economics Proposed Structure**
- D. Communities & Intelligence: GLA Demography & Policy Analysis Proposed Structure**
- E. Communities & Intelligence: Assistant Director & Business Support Unit**
- F. Communities & Intelligence: ESF Proposed Structure**
- G. Equality Impact Assessment (EQIA) – Intelligence, Economics, PLU and Business Support combined**

<b>Local Government (Access to Information) Act 1985</b>
List of Background Papers: None
Contact Officer: Juliette Carter, Assistant Director HR and OD
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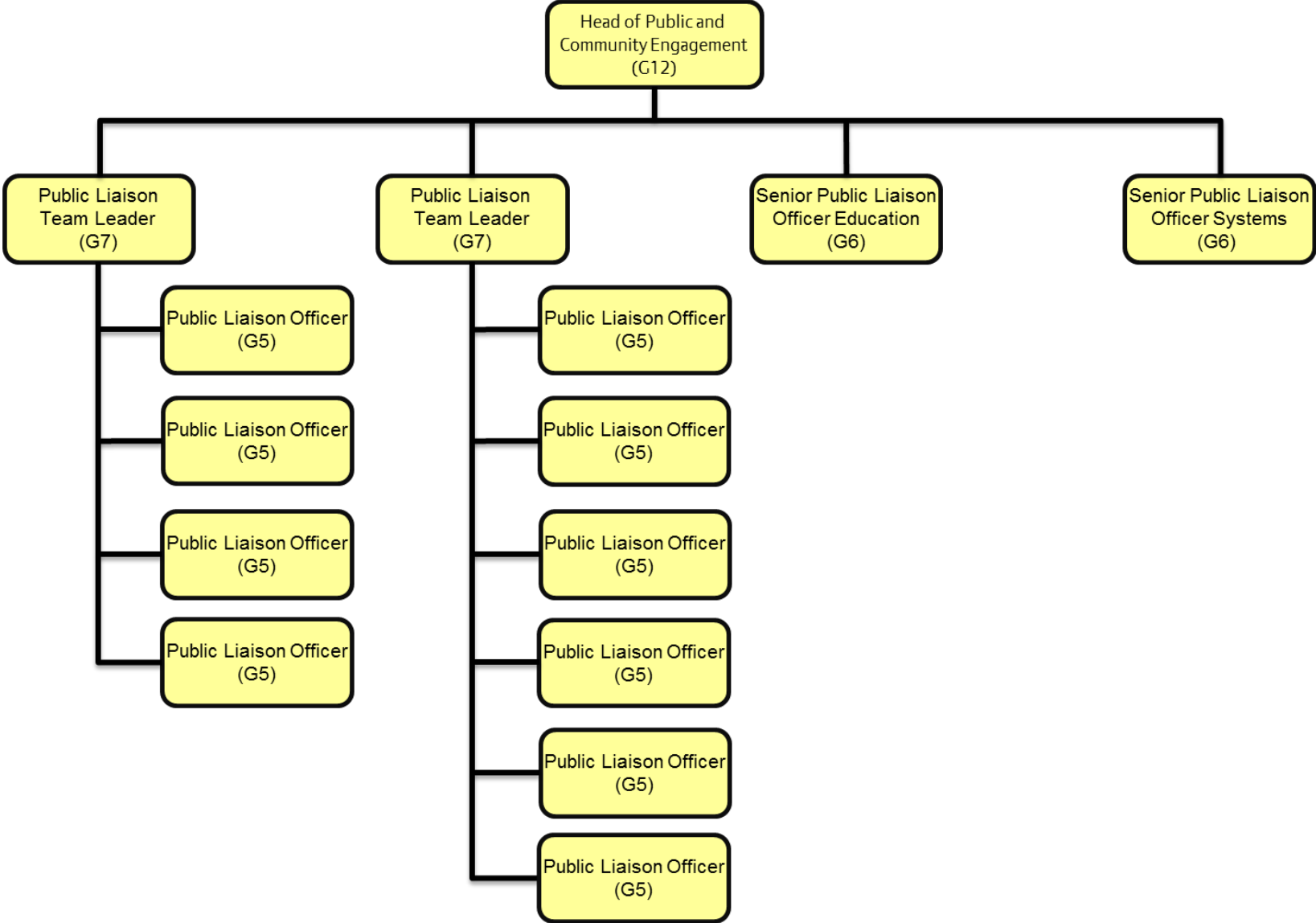
## Appendix A

### External Affairs: Business Support Proposed Structure



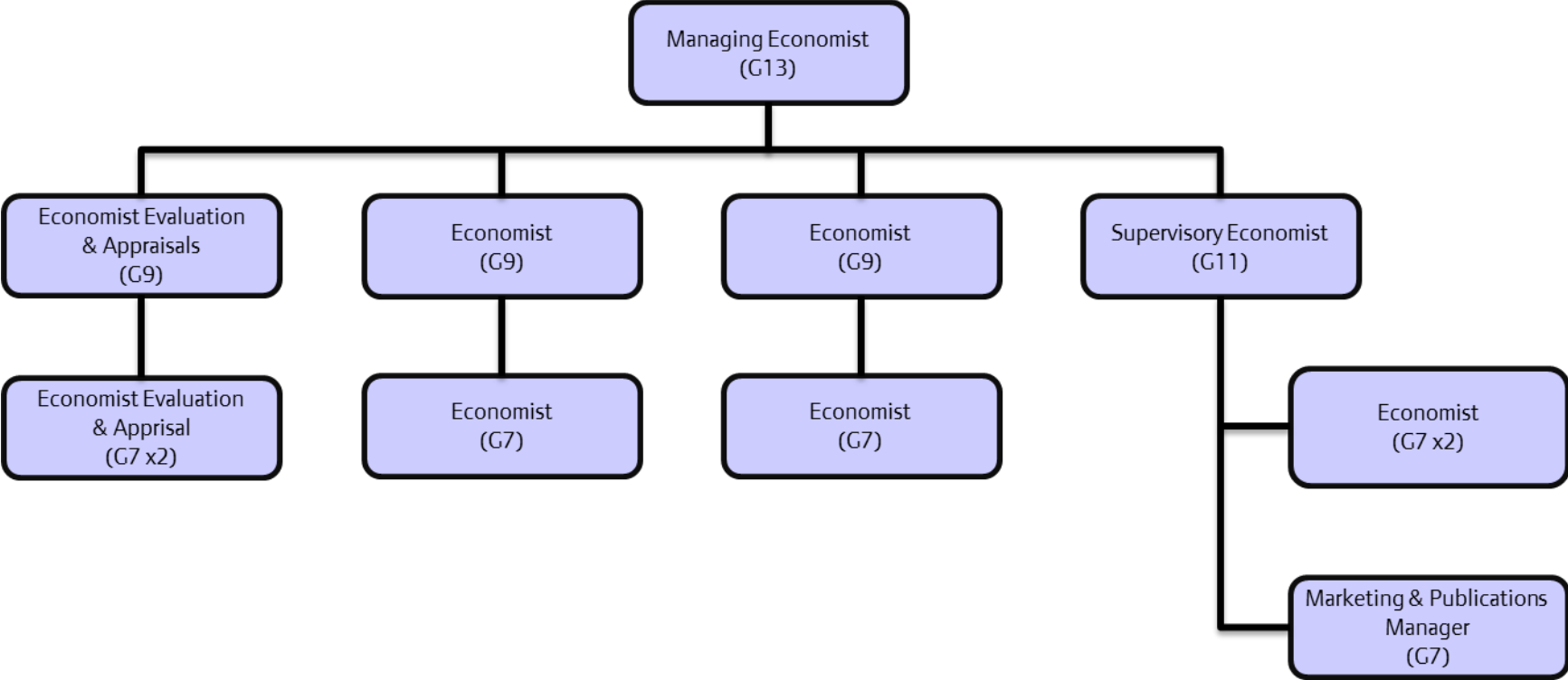
**Appendix B**

**External Affairs: Public Liaison Unit Proposed Structure**



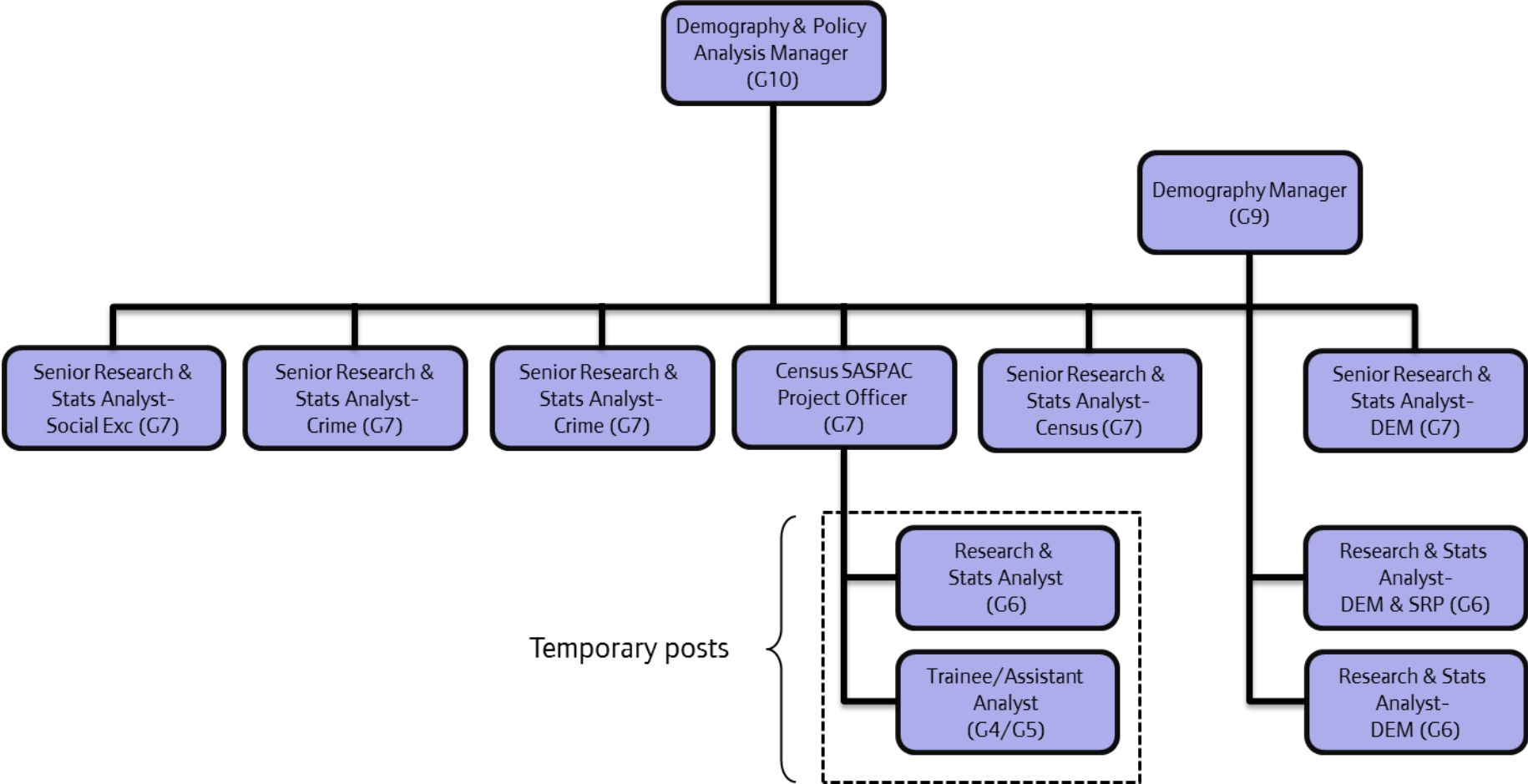
**Appendix C**

**Communities & Intelligence: Economics Proposed Structure**



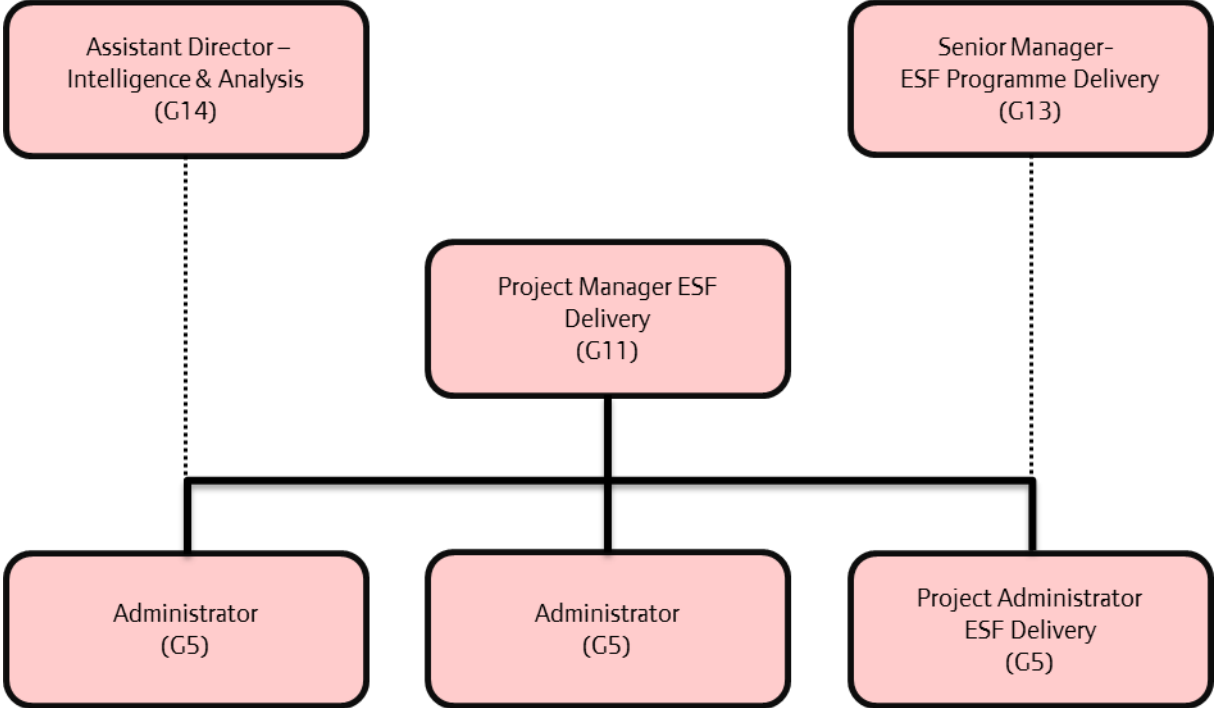
**Appendix D**

**Communities & Intelligence: GLA Demography & Policy Analysis Proposed Structure**



**Appendix E**

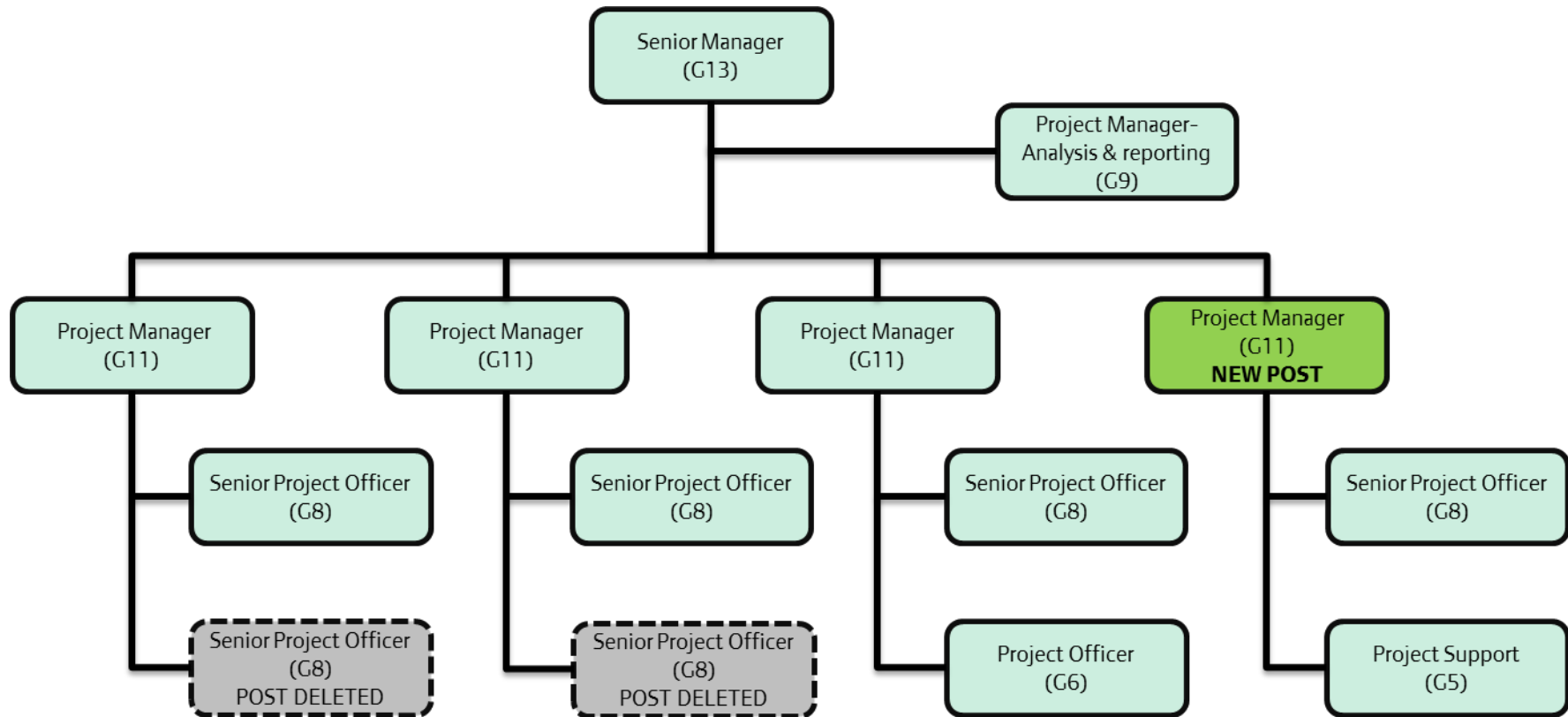
**Communities & Intelligence: Assistant Director & Business Support Unit**





## Appendix F

### Communities & Intelligence: ESF Proposed Structure



## Appendix G

### Equality Impact Assessment (EQIA) – Intelligence, Economics, PLU and Business Support combined Ethnicity

	<i>At Risk (Y/N)</i>					
<b>Ethnicity</b>	<b>Y</b>	<b>N</b>	<b>Total</b>	<b>At risk %</b>	<b>GLA September 2012 data</b>	<b>BAME - comments</b>
BAME	14	7	21	48%	23%	A higher percentage of staff at risk identify as BAME compared to the GLA wide percentage of BAME staff. We will monitor this during implementation
White	15	40	55	52%	77%	
<b>Total</b>	<b>29</b>	<b>47</b>	<b>76</b>	<b>100%</b>	<b>100%</b>	

### GENDER

	<i>At Risk (Y/N)</i>					
<b>Gender</b>	<b>Y</b>	<b>N</b>	<b>Total</b>	<b>At risk %</b>	<b>GLA September 2012 data</b>	<b>Gender - comments</b>
Female	15	22	37	52%	51%	The percentage at risk is broadly in line with the GLA wide population.
Male	14	25	39	48%	49%	
<b>Total</b>	<b>29</b>	<b>47</b>	<b>76</b>	<b>100%</b>	<b>100%</b>	

## DISABILITY

	<i>At Risk (Y/N)</i>					
Disability	Y	N	Total	At risk %	GLA September 2012 data	Disability - comments
N	25	43	68	86%	87%	A higher percentage of staff at risk declare a disability compared to the GLA wide percentage of staff who declare a disability. We will monitor this during implementation and ensure reasonable adjustments are made to any selection process.
P	0	3	3	0%	7%	
Y	4	1	5	14%	6%	
<b>Total</b>	<b>29</b>	<b>47</b>	<b>76</b>	<b>100%</b>	<b>100%</b>	

## AGE

	<i>At Risk (Y/N)</i>					
Age	Y	N	Total	At risk %	GLA September 2012 data	Age - comments
< 20 years	0	0	0	0%	0%	There are a higher numbers of staff within the 30-39, and 60 + age groups than the GLA wide population. We will monitor this during implementation
20 - 29 years	3	5	8	10%	15%	
30 - 39 years	17	25	42	59%	44%	
40 - 49 years	5	13	18	17%	25%	
50 - 59 years	2	3	5	7%	13%	
60 +	2	1	3	7%	3%	
<b>Total</b>	<b>29</b>	<b>47</b>	<b>76</b>	<b>100%</b>	<b>100%</b>	