

Len Duvall AM, Chair of the GLA Oversight Committee

Jeff Jacobs

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28 October 2014

Dear Jeff

GLA Oversight Committee – 16 October 2014

At its meeting on 16 October September 2014, the GLA Oversight Committee received the Head of Paid Service's report that set out proposals to transfer the London Resilience Team from the GLA to the London Fire Brigade. The Committee was content to note these proposals but raised the following points in discussion:

- What the governance arrangements for the Resilience Team would be in future and the extent to which Members of LFEPA would be involved;
- The nature of the relationship between the Mayoral Advisory Group on resilience issues and the work of the Resilience Team in relation to the Mayor's accountability and statutory responsibilities;
- Whether there had been a review of the suitability for LFEPA to host the various resilience teams;
- Details of the engagement and the regularity of the Mayor's involvement and leadership in resilience matters; and
- Assurances that the new proposals would not lead to any ambiguity in the management of incidents.

It was also proposed that the Mayor should issue an annual statement on resilience matters, (based on an annual report from the resilience co-ordinating officer), that the Committee also receive a briefing on how the new arrangements would work and, more broadly, on how the Mayor leads on significant resilience issues, such as the potential spread of the ebola virus in London.

At the same meeting, the GLA Oversight Committee also discussed your response to its recent letter on the workforce report. Whilst the Committee welcomed the progress being made and the commitment to include additional data in future workforce reports to the Committee, it further requested:

- A breakdown of the GLA internship programme in relation to how black and minority ethnic interns had been appointed across departments;

- Details of how recruitment advertising had been targeted at BAME communities;
- Further information on the recent recruitment process checks, including how the sampling trial had been conducted and over what period of time; and
- An update on the Coaching Squared positive action pilot programme.

I would be grateful if, in your formal response to the Committee, you copied in the committee officer, whose details are at the bottom of this letter.

Yours sincerely

Len Duvall AM
Chair of the GLA Oversight Committee

cc. Tom Middleton, Head of Governance and Resilience

GREATER LONDON AUTHORITY

Head of Paid Service

Len Duvall AM
Chair of the GLA Oversight Committee
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Our ref: duvall1411

Date: 14 November 2014

Dear Len,

GLA Oversight Committee – 16 October

Thank you for your letter of 28 October arising from the GLA Oversight Committee meeting of 16 October which raised questions on resilience and the workforce report.

Resilience

On resilience, I welcome your proposal that the Mayor should issue an annual statement and Sir Edward Lister, the Mayor's Chief of Staff, is content too. Subject to the Mayor's agreement, I would be happy to aim for officers to produce the first such statement, covering the 2014 calendar year, for the February 2015 meeting of your Committee.

The statement will set out the key activities over the course of the year and provide Members with an opportunity to follow up any issues of concern to them.

It will also provide public accountability for the Mayoralty's oversight of this function; something which I know the Committee is keen to see in the light of the proposed transfer of the London Resilience Team (LRT) to the London Fire Brigade (LFB).

In terms of further briefings for your Committee on issues of interest, including Ebola, then please let me know exactly what you would like, and when, and I shall be happy to arrange that.

Members have raised five specific issues on the proposed resilience transfer, some of which bear on the general question asked in your letter about how the new arrangements would operate in practice. I shall respond to each in turn.

1. The governance arrangements for the Resilience Team in the future and the extent to which Members of LFEPA would be involved:

It is proposed that the LRT should transfer from the GLA to the LFB. This would mean that the line management of the staff would pass from the GLA to the LFB, along with the budget required to carry out the team's activities.

As the Committee is aware, the Mayorality would retain its responsibilities under the Civil Contingencies Act 2004 for the function. Accountability would therefore continue to rest with the GLA with the LFB acting as the GLA's agent in this regard.

This would be akin to the shared services arrangements in place across the GLA Group for certain shared functions with the caveat that different Acts of Parliament apply in each case: the GLA Act for shared services and the Civil Contingencies Act for the proposed transfer of LRT.

As Members would expect, the GLA would continue to play an active role in resilience matters from the Mayor downwards. The work of the Mayor's Advisory Group would continue to be co-ordinated from within the GLA; and the GLA would continue to be represented on the London Resilience Forum (LRF).

The arrangements would resemble those in place for the pan-borough resilience team in the LFB whereby the boroughs have agreed to fund a team to support their resilience work, including support for the on-call arrangements for borough chief executives which are central to their contingency plans.

As with the pan-borough team, Members of the London Fire and Emergency Planning Authority (LFEPA) would need to be satisfied that the LFB had put in place appropriate arrangements to support the work of the LRT. These arrangements would cover issues such as line management, budget, office accommodation and support for on-call duties.

LFEPA Members would not have a direct decision-making role in relation to the LRT, although it should be noted that the current Chairman of LFEPA also acts as the chair of the LRF so it is envisaged that the links between the 'emergency planning' aspect of LFEPA's role and the resilience function would remain strong in the future.

2. The nature of the relationship between the Mayoral Advisory Group on resilience issues and the work of the Resilience Team in relation to the Mayor's accountability and statutory responsibilities:

The Mayor's Advisory Group (MAG) was set up as an informal advisory group to the Mayor to sit outside of existing structures and of the statutory responsibilities in place on resilience. The MAG has therefore been designed as a forum, flexible in its membership, which can meet at short notice to advise the Mayor on pan-London issues which have the capacity to affect the smooth running of the city.

GLA officers based outside of the LRT provide support to the MAG and facilitate its meetings which are, by their nature, called at short notice.

The LRT, on the other hand, works entirely on the statutory duties in place under the Civil Contingencies Act comprising risk assessment, emergency planning, pan-London co-ordination and the exercising of responders. In doing this, LRT officers are accountable to the LRF whose

membership comprises the capital's Category 1 and 2 responders and the business, voluntary and faith sectors.

The Mayor appoints the Chair of the LRF and fulfils his statutory responsibilities for resilience through the LRF, the LRF's working groups and the LRT's day-to-day activities. The Mayor is accountable to Government and other partners for there being appropriate resilience arrangements in place at a London level under the LRF.

3. Whether there had been a review of the suitability for LFEPA to host the various resilience teams:

The proposal to locate the LRT within the LFB structures emanated from the London Fire Commissioner. The Commissioner raised the matter directly with the Mayor and his Chief of Staff who immediately saw the benefits arising from three resilience teams (LFB's own team, the pan-borough team and the GLA (LRT) team) being under the same management.

The LRF at its 6 October meeting endorsed the proposal, noting the importance of reviewing the new arrangements after a year of their operation and of ensuring the LRT remains even handed in dealing with partner bodies when based in the LFB. Part of the GLA's oversight role will be to ensure that the LRT's neutrality is maintained.

Those closely involved in resilience matters are confident that the LFB is a suitable home for the LRT. I acknowledge the importance of the GLA continuing to play an active oversight role in these arrangements and I shall make sure that happens through existing GLA structures.

4. Details of the engagement and the regularity of the Mayor's involvement and leadership in resilience matters:

The Mayor is regularly engaged in resilience issues. In the last few weeks alone, the Mayor has chaired meetings of his Advisory Group focused on the risks arising in the capital from the threat of Ebola and from the ambulance and fire service strike action.

The Mayor also has regular one-to-one meetings with senior representatives of the emergency services during which their capacity to deal with major incidents and the associated details of contingency plans are discussed.

The Mayor provides significant leadership on resilience issues, both in his public facing role and in terms of his public administration role in City Hall. On the former, the Mayor acts as the voice for London and regularly provides reassurance to Londoners on resilience issues.

On the latter, the Mayor provides leadership not just to the GLA Group but also to the wider family of bodies engaged in resilience work. This is performed partly through the MAG but also through adopting a wider perspective and joining issues across the Mayor's set of responsibilities. One recent example would be lobbying for greater electricity security for London through work on the infrastructure plan.

Further details of the Mayor's activities will be provided in the Mayor's annual statement on resilience issues which will be issued to you in February.

5. Assurances that the new proposals would not lead to any ambiguity in the management of incidents:

The proposed transfer of the LRT to the LFB would certainly not lead to any ambiguity in the management of incidents. The LRT would continue to support the emergency services, led by the Metropolitan Police Service, in responding to an incident with the LRT's key role to keep partners on the LRF appropriately informed and engaged.

The GLA has not had a role in providing an operational response to incidents and that would not change. The key role for the GLA during an incident would be to support the Mayor in reassuring Londoners as the voice of the city.

The LFB's senior management would afford the same operating independence to the LRT as is currently provided to the pan-borough team. The GLA would actively oversee that arrangement from the outset. It is expected that the proposed new top level management role on resilience matters within the LFB's structures would play a critical role in this regard, managing relationships at a senior level with the Government, the Mayoralty and London Councils.

Workforce report

6. A breakdown of the GLA internship programme in relation to how black and minority ethnic interns had been appointed across departments:

As advised previously for the year ending March 2014, the GLA appointed 9 interns with 56% from BAME groups. This is significantly higher than the 35% of London economically active BAME population. The breakdown, by directorate, is below:

Secretariat	2 posts	2 BAME appointments (100%)
Communities and Intelligence	5 posts	3 BAME appointments (60%)
DEE	2 posts	No BAME appointments (0%)

7. Details of how recruitment advertising had been targeted at BAME communities:

For areas where BAME groups are less well represented, the GLA continues to include a statement in the job advert that is positive about receiving applications from BAME groups and understanding the value of a diverse workforce. The GLA has continued to advertise opportunities via the Guardian Diversity Ad Network and enhanced media packages.

The GLA has recently entered into a new partnership with advertising agency TMP. The GLA are in discussions with TMP around current BAME recruitment trends and how the GLA can continue to improve its overall strategy for attracting a high level of BAME applicants, specifically where BAME groups are less well represented in the GLA.

To help promote internships and other roles to reach a larger BAME audience, the GLA is working with The Mayor's Fund for London Young London Working employment programme and the Social Mobility Foundation (of which 85% students are from BAME groups).

In August 2014 the GLA launched its new Traineeship Programme, which aims to provide a career path into Apprenticeships. This campaign targeted BAME groups by promoting the work placement opportunities via GLA external partner organisations and attracted 61% applicants from BAME groups and 80% were BAME appointments. The GLA has also recently advertised its Apprenticeships Scheme 2015 which has attracted 57% BAME applicants.

8. Further information on the recent recruitment process checks, including how the sampling trial had been conducted and over what period of time:

Senior representatives from each directorate who sit on the Equalities Taskforce, supported by a member of the HR&OD unit, undertook the 'shortlist spot checks' for their directorates. The spot checks were conducted over a 6-month period between May and August 2014. Each directorate considered up to three externally advertised campaigns during the reference period.

To determine if the shortlist decisions were fair and appropriate, for each campaign the following was completed:

- A review of the shortlisted applications and scores awarded by the original recruitment panel; and
- A review of applications from BAME applicants who had not been offered an interview and the scores awarded.

All spot-checks concluded that the shortlist decisions had been fair and appropriate. Each review looked to identify the reasons why the applications from BAME applicants had not been scored as highly and these findings will be reviewed by the Equalities taskforce to determine appropriate action plans for 2014/15 and 2015/16 to support the progression of BAME applicants through the GLA recruitment and selection process.

9. An update on the Coaching Squared positive action pilot programme:

The Coaching Squared programme is based on the concept of cross-organisational co-coaching partnerships supported by three facilitated workshops over a 9-month period. Participants meet regularly to coach each other on their goals and aspirations.

Seven BAME staff members from the GLA completed the pilot programme running between January-September 2014. Coaching Squared programme facilitators have carried out their own evaluation of the programme amongst all participants, and have quoted the following:

- 100% would recommend the programme;
- 83% stated increased self-awareness;
- 70% stated increased confidence; and
- 70% gained new ideas on better ways of working.

According to evidence collected by the GLA HR & OD team, benefits experienced by GLA participants have included:

- Help in focusing on goals and encouragement in working towards them;
- Working through problems;
- Help managing difficult work relationships;
- Space to talk in a non-judgmental environment and with supportive feedback;
- Improved self-confidence;
- Effective networking; and
- Being able to identify goals and ambitions.

The GLA will also be evaluating the impact of the programme in the long term, six months after the programme end date.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Jeff Jacobs". The signature is fluid and cursive, with a large loop at the end of the last name.

Jeff Jacobs
Head of Paid Service