

# MDA No.: 1634

## Title: GLA Oversight Committee – Job Families

### 1. Executive Summary

- 1.1 At the London Assembly (Mayor's Question Time) meeting on 18 July 2024, a delegation was resolved that:

*That, in relation to urgent matters only, a general delegation of authority in respect of the Authority's powers and functions (apart from those that cannot under the Greater London Authority Act 1999 be delegated) be given to the Chair of the Assembly, in consultation with the Chairman of the GLA Oversight Committee, party Group Leaders and relevant Committee Chair(s), from the close of this meeting until the next meeting of the Assembly, which will be the Plenary meeting on 5 September 2024.*

- 1.2 Following consultation with the Deputy Chair and party Group Leaders, the Chair of the London Assembly agreed the publication of the GLA Oversight Committee letter on Job Families, as attached at **Appendix 1**.

### 2. Decision

- 2.1 **That the Chair of the London Assembly, in consultation with the Deputy Chair and party Group Leaders, approves the publication of the GLA Oversight Committee letter to the Chief Officer on Job Families.**

#### Assembly Member

I confirm that I do not have any disclosable pecuniary interests in the proposed decision and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

**Signature:**



**Printed Name:**

**Andrew Boff AM, Chair of the London Assembly**

**Date:**

**08/08/2024**

### 3. Decision by an Assembly Member under Delegated Authority

#### Background and proposed next steps:

- 3.1 The exercise of delegated authority approving the GLA Oversight Committee letter to the Chief Officer on Job Families will be formally noted at the Assembly's next appropriate meeting.

#### Confirmation that appropriate delegated authority exists for this decision:

Signature (Committee Services): N.Kemp

Printed Name: Nikoleta Kemp, Principal Committee Manager

Date: 09/08/2024

#### Financial Implications: NOT REQUIRED

Note: Finance comments and signature are required only where there are financial implications arising or the potential for financial implications.

Signature (Finance): Not Required

#### Legal Implications:

The Chair of the London Assembly has the power to make the decision set out in this report.

Signature (Legal):



Printed Name: Rebecca Arnold, Deputy Monitoring Officer

Date: 09/08/2024

#### Supporting Detail / List of Consultees:

- Len Duvall AM, Leader of the Labour Group
- Neil Garratt AM, Leader of the City Hall Conservatives Group
- Caroline Russell AM, Leader of the City Hall Greens Group
- Hina Bokhari AM, Leader of the Liberal Democrat Group

#### 4. Public Access to Information

- 4.1 Information in this form (Part 1) is subject to the FoIA, or the EIR and will be made available on the GLA Website, usually within one working day of approval.
- 4.2 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.
- 4.3 **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

##### **Part 2 – Sensitive Information:**

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

Is there a part 2 form? NO

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#### **Lead Officer / Author**

Signature: N.Kemp

Printed Name: Nikoleta Kemp

Job Title: Principal Committee Manager

Date: 09/08/2024

#### **Countersigned by Executive Director:**

Signature:



Printed Name: Helen Ewen

Date: 09/08/2024



**Emma Best AM**  
**Chair of the GLA Oversight Committee**

Mary Harpley  
Chief Officer  
(Sent by email)

CC:

Beth Cushion, Head of Human Resources, GLA

Niran Mothada, Interim Executive Director of Resources & Business Improvement, GLA

Shakira Keddo, Assistant Director of People, GLA

9 August 2024

Dear Mary,

**Re: Job Families Framework**

I am writing to you as Chair of the London Assembly GLA Oversight Committee regarding its scrutiny of the progress update on the Job Families Framework at the GLA. This follows a meeting held by the Committee on 13 June 2024, which was attended by GLA officers Beth Cushion, Head of Human Resources, Niran Mothada, Interim Executive Director of Resources and Business Improvement, Shakira Keddo, Assistant Director of People and yourself. On behalf of the Committee, I thank you and the relevant GLA officers for attending and giving evidence at the meeting.

The Committee notes the progress made on developing the Job Families architecture and the next steps in the project but also has outstanding queries that require some further clarification.

This letter summarises the Committee's findings and recommendations, based on the evidence obtained from the progress update report (the report) and from the discussion at the Committee meeting.

## **Timeline of the Job Families Framework Programme**

Paragraph 1.3 of the report provides three bullet points as an update on the progress made over the last few months on developing the Job Families Framework and includes several paragraphs on next steps from paragraphs 4.6 to 4.12. This update, however, does not discuss progress in the context of, or in reference to, a clear work programme.

Paragraph 4.8, which states that pay and reward structures will be reviewed throughout the summer, was explored in further detail at the Committee meeting. It was unclear from your response at the meeting how you will update the Committee on the progress being made on this review, and as we are already in summer, the Committee requests further clarity on your proposed timeline for future engagement on this topic.

The Committee requests the provision of a clear work programme. This will improve transparency on the changes being considered and allow for a better understanding of how and when they will impact staff. At the meeting we heard that you plan to come back often to this Committee with your plans. The Committee encourages you to confirm in the work programme when you are planning to engage with this Committee and trade union representatives.

## **Changes in contractual terms and conditions**

As the Committee noted at the meeting, there are concerns that the report has been titled as a Job Families update but includes updates on work underway on job evaluation and preparation for a new pay and reward structure.

The Committee discussed its concerns regarding the proposed changes in contractual terms and conditions as part of the Job Families programme. Paragraph 4.6 of the report contradicts itself in saying, “the Job Families architecture itself does not constitute a change to staff terms and conditions so does not require consultation” and then goes on to say, “but it is anticipated that its implementation, and the implementation of pay structures, may amount to such a change.”

Paragraph 4.8 then goes on to state, “we will also consider the reward processes and how we will manage pay in terms of positioning and progression of pay.”

The Committee remains concerned that the report does not make clear whether this process will result in changes to contractual terms and conditions and what impact this might have on staff, and as such, is seeking further clarification on this issue.

## **Job evaluation process**

The Committee understands from the report that you are, “working towards having a finalised Job Families architecture (once tested and agreed with organisational leaders), together with a proposed pay and reward framework and model, by autumn 2024” and that, “an indicative job evaluation for every role has been conducted.” The Committee raised concerns about staff involvement in this process and heard from Beth Cushion, Head of Human Resources, that self-selected ambassadors across the GLA could feed into the process through a series of workshops. Outside of the ambassadors, the Committee is unclear how wider staff can feed into the development of this programme, and whether these ambassadors are representative of wider staff. The Committee felt that GLA officers were insufficiently able to demonstrate what assurance processes are in place to ensure that views of all staff and staff representatives are reflected. The Committee notes that, to date, work on job evaluation has been led by Senior Managers and seeks assurances that there are robust checks and balances in the process.

Further to this, paragraph 4.8 of the report states that you are, “considering our reward ambitions and defining some guiding principles that will shape the way we reward GLA employees.” The Committee again raised concerns about the lack of staff involvement, noting that the GLA will design the guiding principles and system, and only consult with staff and staff representatives after development, rather than working in partnership from the outset. As such, the Committee would welcome further information on what these guiding principles are and assurances that the GLA will prioritise engaging with staff and engaging meaningfully with all staff feedback that is received.

**Following the conclusion of the public meeting the Committee has raised a further question for clarification. We have been told that, “to date, work on job evaluation has been led by Senior Managers.” The number of Senior Managers will vary across Directorates and similarly, the ratio of Senior Managers to staff which could impact on the ability for those staff members to be heard in the evaluation process. Therefore, the Committee feel it would be helpful to know how a Senior Manager is defined and how the GLA will make sure there is an even Senior Manager to staff member ratio across Directorates and teams where possible.**

The Committee makes three recommendations:

### **Recommendation 1**

**The GLA should provide greater clarity over the timeline of the Job Families Framework, including when structured engagement with trade union representatives and this Committee would take place.** This timeline should be set out as part of a clear work programme.

### **Recommendation 2**

**The GLA should provide greater clarity over the possible changes to contractual terms and conditions, including a new pay and reward framework, particularly in light of the required clarity on the programme’s timelines.** The GLA should also provide further clarity on the guiding principles underpinning the design of pay and reward structures.

### **Recommendation 3**

**The GLA should provide clarity on the assurance processes that have been put in place in the job evaluations led by senior managers to ensure this is reflective of the broader staff directory.** The guidance should make clear how the GLA will earnestly consider and enact wider staff feedback when this is collected.

The Committee would welcome a response to this letter by 6 September 2024. Please send your response by email to the Committee’s Clerk, Nikoleta Kemp ([nikoleta.kemp@london.gov.uk](mailto:nikoleta.kemp@london.gov.uk)).

Yours sincerely,



Emma Best AM  
**Chair of the GLA Oversight Committee**