

# ***Greater London Provincial Council***

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Thursday 21 March 2019: 11.30am approx. (or on the rising of the sides)

Conference Suite, London Councils, 59½ Southwark Street,  
London SE1 0AL

**Employers' Side:** Conference Suite, 1<sup>st</sup> Floor 10.45am  
**Union Side:** Room 4 10.45am  
**Contact Officer:** Debbie Williams  
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## **Agenda item**

**1. Apologies for Absence**

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**2. To receive the minutes of the meeting held on 18 October 2018** Attached

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**3. Matters Arising**

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**4. Capital Letters –** Eloise Shepherd, London Councils re a London project to pool the procurement activity of London Boroughs to access an improved supply of good quality accommodation to prevent and relieve homelessness. Attached

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**5. GLPC London Pay Implementation 2019 – Update** Attached

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**6. Regional Adoption Services - update** Attached

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**7. London Living Wage – Summary of the Position in London** Attached

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**8. Workplace support for Parents with premature or sick babies – update** Attached  
on position across London boroughs

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**9. Schedule of Outstanding Differences** Attached

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Union Side Secretary  
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Tel: 0845 3550845

Steve Davies  
Employers' Side Secretary  
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**10. Any Other Business**

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**11. Date of Next Meeting – 24 October 2019** (Group meetings 10am and Joint Meeting 11.30am)

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**Declaration of Interest**

**Localism Act 2011, Sections 28 & 29 - The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012**

\* If you are present at a meeting of London Councils' or any of its associated joint committees or their sub-committees and you have a disclosable pecuniary interest – defined by regulation to include *Any payment or provision of any financial benefit (other than from your council or authority)\** relating to any business that is or will be considered at the meeting you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting, participate further in any discussion of the business, or
- participate in any vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

It is a matter for each member to decide whether they should leave the room while an item that they have an interest in is being discussed. In arriving at a decision as to whether to leave the room they may wish to have regard to their home authority's code of conduct and/or the Seven (Nolan) Principles of Public Life.

## GREATER LONDON PROVINCIAL COUNCIL

The minutes of the Greater London Provincial Council Meeting Annual General Meeting held on 18 October 2018 at the offices of London Councils.

### PRESENT

#### Employers

Cllr Syed Ghani (Sub)	London Borough of Barking & Dagenham
Cllr Alison Kelly (Sub)	London Borough of Camden
Cllr Daniel Anderson (Sub)	London Borough of Enfield
Cllr Christine Grice	London Borough of Greenwich
Cllr Carole Williams	London Borough of Hackney
Cllr Philip Corthorne	London Borough of Hillingdon
Cllr Malcolm Self	Royal Borough of Kingston
Cllr Amanda De Ryk	London Borough of Lewisham
Mayor John Biggs	London Borough of Tower Hamlets
Cllr Clyde Loakes	London Borough of Waltham Forest
Cllr Angela Harvey	City of Westminster

#### Unions

Helen Reynolds	UNISON
April Ashley	UNISON
Kim Silver	UNISON
Sue Plain	UNISON
Gloria Hanson	UNISON
Maggie Griffin	UNISON
Sean Fox	UNISON
Vaughan West	GMB
Donna Spicer	GMB
Jonathan Coles	GMB
Wendy Whittington	GMB
Peter Murphy	GMB
Gary Cummins	Unite
Danny Hoggan	Unite
Henry Mott	Unite

#### Others in attendance

Steve Davies	Employers' Side Secretary
Debbie Williams	Regional Services Officer
Mehboob Khan	Labour Political Advisor
Jade Appleton	Conservative Political Advisor
Daniel Houghton	Liberal Democrats Political Advisor
Julie Kelly	UNISON

### 1. Apologies for Absence

Apologies for absence were received from Cllr Sade Bright (Barking & Dagenham), Cllr Richard Olszewski (Camden), Cllr Nesil Caliskan (Enfield), Cllr Robert Benham (Havering), Cllr Guy Senior (Wandsworth), Simon Steptoe (UNISON), Mary Lancaster (UNISON), Kath Smith (Unite) and Susan Matthews (Unite).

## **2. Election of Chair and Vice-Chair for 2018-19**

Mayor John Biggs (Tower Hamlets) was elected Chair and Donna Spicer (GMB) was elected as Vice Chair for 2018-19.

## **3. Minutes of the Meeting held on 14 March 2018**

The minutes of the meeting held on 14 March 2018 were agreed.

## **4. Matters Arising**

It was noted that Cllr Carole Williams (Hackney) was in attendance on the 14 March 2018 but was omitted from the minutes.

There were no further matters arising from the minutes of the 14 March 2018.

## **5. To Confirm the Membership of the GLPC and Co-Secretaries of the GLPC for 2018-19**

The membership of the GLPC and Co-Secretaries for 2018-19 was noted and agreed as follows.

<b>Borough</b>	<b>Rep</b>	<b>Party</b>
Barking & Dagenham	Sade Bright	Lab
Camden	Richard Olszewski	Lab
Croydon	Simon Hall	Lab
Enfield	Nesil Caliskan	Lab
Greenwich	Christine Grice	Lab
Hackney	Carole Williams	Lab
Havering	Robert Benham	Con
Hounslow	Katherine Dunne	Lab
Hillingdon	Philip Corthorne	Con
Kingston	Malcolm Self	Lib Dem
Lewisham	Amanda De Ryk	Lab
Tower Hamlets	Mayor John Biggs	Lab
Waltham Forest	Clyde Loakes	Lab
Wandsworth	Guy Senior	Con
Westminster	Angela Harvey	Con

### **UNISON**

Helen Reynolds  
April Ashley  
Kim Silver  
Sue Plain  
Gloria Hanson

Maggie Griffin  
Simon Steptoe  
Sean Fox  
Mary Lancaster  
Julie Kelly (in attendance)

**GMB**

Vaughan West  
Donna Spicer  
Jonathon Coles  
Wendy Whittington  
Peter Murphy

**UNITE**

Gary Cummins  
Danny Hoggan  
Kath Smith  
Susan Matthews  
Jane Gosnell (Reserve)  
Onay Kasab

**6. Presentation: LGA Strategy for the Local Government Workforce – Naomi Cooke, Head of Workforce LGA**

Naomi Cooke, Head of Workforce, LGA presented a sneak preview of some of the headlines of the workforce strategy that the LGA will be publishing in the next few weeks.

Naomi's presentation covered:

- Introduction
- Reasons for a new strategy
- Sectors priorities
- National vision for a workforce
- Achieve the visions with focus on five key themes

A copy of Naomi's presentation is attached for information.



Adobe Acrobat  
Document

Naomi stated that she is in constant feedback mode and would be happy to hear any comments/observations from colleagues.

The Chair highlighted issues relevant in London:

- Brexit – impact on our workforce
- Recruitment and Retention
- Housing and Childcare costs
- Workplace and employment practices – making them better for our workforce

Danny Hoggan (Unite) responded that he is not sure what this paper adds to the debate in local government. Unite see it as an external crisis. He would be interested to hear what the reflections are of councils. Over the last ten years decisions have affected the workforce and numbers of people have left local government.

The issues are:

- Zero hour contracts and agency workers.
- There are a number of interim directors in place.
- Crisis in social care which affects the workforce with no training.
- Thousands of employees are working on zero hour contracts.

Danny considers the paper is irrelevant, but can't understand why 95% of people think this is the answer? We are falling off the cliff edge so what do we fall on? The problems are not things we are all not aware of.

The Chair responded that this forum is part of the LGA, we all have different political perspectives but personally I do not see this so negatively. Positively these things can drill down to the problems.

Sue Plain (UNISON) welcomed a thought that central government has no idea what local government actually do. We see this time and time again. We are at the point of a crisis and need to see case studies and models of councils bringing services back in-house. A real examination of the cost of procuring services and bringing them back in-house needs to be undertaken.

Gary Cummins (Unite) stated that there is a problem recognising the five themes in the presentation. Leadership over the last 5-10 years has been to reduce services so this is not a vision.

Organisational change is more focussed around central government funding and is not being focussed on people. Skills development and training has gone.

Recruitment and retention – there appear to be no proper planning and instead moves to simply increase the number of agency workers? This is not planning it is a short-term fix.

Unite would like to see a strong voice from the LGA to central government to fight for reality.

Naomi Cooke responded that the vision is not about describing the current situation it is what we want to get to. It is not what we think we have now.

The Chair stated that the LGA need to reflect on the feedback and thanked Naomi for her presentation.

## **7. GLPC London Pay Implementation 2019**

Steve Davies, Regional Employers' Side Joint Secretary outlined the GLPC London Pay Implementation 2019 report and informed colleagues the work is ongoing.

The intel from boroughs so far is they are at the early stages of thinking so nothing definitive so far. Welcome hearing if the unions have had any discussions with officers.

Vaughan West (GMB) reported that as far as he knows there are one or two boroughs which have made a move on this. This matter is pressing as councils are currently setting budgets and they need to get a move on. We encourage all councils to engage with the trade unions.

This is a relatively simple exercise. The guidance is clear but it needs to be done by the end of January 2019 at the very latest.

We urge authorities not to use this as an excuse to discuss a new pay deal. There are some concerns in general about pay awards. Some staff historically employed on NJC contracts now work for contractors. Are contractors paying the 2% increase? Contractors are responding they are aware of the historical contracts but do not have the money to pay the 2%.

Gary Cummins (Unite) stated he would like to publicly praise the work that Lewisham has been doing on this. They are favouring option B rather than A. This has been done on some modelling.

April Ashley (UNISON) reported that Lambeth has had one meeting, another planned for a few weeks. Particularly looking at how this affects schools. Personally, would prefer Option A. Are councils undertaking equality impact assessments?

Sue Plain (UNISON) stated that any review of grade bands will need to be put through our national office for equality proofing on the back of single status. Need to anticipate any bottle necks.

Steve Davies, Employers' Side Joint Secretary confirmed to colleagues that the advice circulated identified the need to do equality impact assessments if grade changes were contemplated and to consult and negotiate with the trade unions. This has been raised with our HR colleagues over the last few months.

The Chair stated that the issue with contractors was challenging where they are saying they are unable to fund any increase.

Cllr Carole Williams (Hackney) informed colleagues that they are proposing to go with option A which should be relatively straightforward.

The Chair encouraged all to keep talking.

## **8. Regionalisation of Adoption Services**

The Chair introduced Maggie McGrath, Programme Lead for London Adopt.

Maggie informed colleagues:

- This is a Government agenda for regional adoption services.
- Set principles set out by government for regional adoption service for London.
- Ealing, Havering, Southwark and Islington will host the project Boards.
- Four Project Managers with a distinct Project Board.

- Maggie will co-ordinate projects pan-London wide looking at shared issues.
- Currently 28 boroughs involved. Harrow gone with another sector.
- TUPE has been the preferred model gone for nationally, although a few have gone for secondment if there has been an issue.
- Agreed with Unions to consult on each of the four business cases.
- Consultation period November-January.
- Proposing to go live April 2019.
- Government want all to go live by April 2020.

Sue Plain (UNISON) thanked Maggie for her update and highlighted a number of observations:

- We are no further forward in our understanding.
- This has been going on for three years and the trade unions have not been involved.
- Concerned with TUPE and adoption leave – fostering teams left behind will lose resources if made in to smaller teams.
- How will resources be allocated to the Boards? Where will it get scrutinised?
- What will the local accountability be?
- The hosting boroughs only have four DC's.
- Loss to how this will improve service delivery – will it improve the time to complete the process?
- Want assurances that this is where it stops.
- What mitigation is in place to prevent social workers leaving the service and other disruptions to their current working. There are already high levels of agency workers.

Would ask that the GLPC investigate providing guidance on:

- Negotiating relocation packages
- Retaining staff.
- Reducing travel for staff.
- Split function and how this is referred.

The Chair agreed and welcomed the points Sue has made.

Sean Fox (UNISON) raised concern that we do not know what is included, will TUPE apply? Services may have commitments in their current working locality. There are issues around job roles, harmonisation etc. It is unacceptable that this work has gone on in the background. When London Councils are hosting a project or plan the unions need to be informed and included. We are concerned that we are not being informed.

The Chair responded that he is going to take this matter up with the leadership of London Councils as this needs to be addressed.

Maggie McGrath responded to Sue Plain's observations:

- There should be union representatives on each of the regional groups and urges the unions to engage with us.
- HR work streams have been set up.
- Project managers are happy to set up a meeting and include the unions.
- Will get the Executive Board to respond as to why the unions have not been invited to the table previously.
- Challenging discussions over the summer regarding budgets.



- Some London boroughs have resourced adoption services better than others.
- Agreement that everyone would put in what their allocated budgets are.
- It has not been easy and budget discussions have taken longer than expected.
- Adoption services quite stable, not as many agency staff as with social workers.
- Allocation of staff – models taking account of an agile workforce. Some staff may be travelling in to base.
- Numbers of staff are quite small so currently mapping out so they are able to work more flexibly in their boroughs.
- Not a signed off model, we have principles which we are happy to share with the trade unions.
- Governance for London – still more to be done to see what the Executive Board will look like going forward.
- Funding formulas will be written.
- Go-live nationally has seen a shift within the plan.
- Benchmark/performance – DfE are saying it is working but it depends who you ask.
- Some guidance that adoptions are quicker due to sharing – think it is too early to tell.
- Government want TUPE but as we know there are risks.
- Would be very surprised if redundancies happen. This is not an efficiency exercise to reduce teams.
- Not picked up anything about privatisation of the service.

## **9. London Living Wage (LLW)**

The Chair stated that very few staff should be on lower than the LLW. As colleagues are aware Bromley determine their own rates.

Cllr Alison Kelly (Camden) highlighted the following from the report:

“Living Wage Employers are encouraged to send out a communication to everyone they do business with letting them know they have committed to ensure all staff earn a real Living Wage and encourage them to consider doing the same. Accreditation does not require the supply chain to pay the Living Wage, unless they are regularly delivering service on your premises.”

Camden has contractors saying they are not paying the LLW and we need to get this changed. This is against what we all want. Can we as a group who have a little bit of power move things forward?

Sue Plain (UNISON) stated that progress has been made in Home Care due to UNISON's Ethical Care Charter. There is also the Residential Care Charter.

Danny Hoggan (Unite) stated that the issue is around what councils actually know about the provisions. We have asked boroughs if they know to which they all responded no.

We would like to see the summary list of LLW boroughs and those who have been accredited again.

Gary Cummins (Unite) stated that we need to have a serious conversation about people being paid a serious wage.

Sue Plain (UNISON) informed colleagues that there is an alternative on the market. Some boroughs offer business rate relief to organisations to encourage better rates of pay at the lower levels.

April Ashley (UNISON) stated that we need to think about bringing services back in-house so we know staff are being paid LLW. Zero hour contracts need to go.

## **10. Any Other Business**

### Universal Credit – Sean Fox (UNISON)

Concerned regarding the latest news on the impact of universal credit on the workforce in London. This is causing serious concern for our members. Wondering what the Employers' Side are doing about universal credit.

The Chair responded that this is a late AOB and not aware of the London position as yet. Agreed this be an item on the GLEF agenda where a written update be shared with all looking at the good/bad practice issues.

There was no further business.

## **11. Date of next meeting**

The next meeting would be held on **Thursday 18 October 2018.**

*Group meetings will take place at 10am and the main meeting at 11.30am (or on the rising of the sides).*

**The meeting was concluded at 12.57pm**

## **GLPC Future Meeting Date**

21 March 2019

Group Meeting: 10am

Joint Meeting: 11.30

24 October 2019

Group Meeting: 10am

Joint Meeting: 11.30

## Greater London Provincial Council

Capital Letters - Procurement Hub to provide  
Temporary Accommodation and prevent  
homelessness

Item: 4

<b>Report by:</b>	Steve Davies	<b>Job title:</b>	Regional Employers' Secretary
<b>Date:</b>	21 March 2019		
<b>Contact Officer:</b>	Steve Davies		
<b>Telephone:</b>	020 7934 9964	<b>Email</b>	<a href="mailto:Steve.davies@londoncouncils.gov.uk">Steve.davies@londoncouncils.gov.uk</a>

**Purpose:** To outline the Capital Letters project, which is a joint endeavour between a group of London boroughs to reduce the costs of temporary accommodation and deliver improved outcomes for homeless families, by jointly procuring and managing accommodation across London.

## Background

1. Capital Letters is a joint endeavour between a group of London boroughs to reduce the costs of temporary accommodation and deliver improved outcomes for homeless families, by jointly procuring and managing accommodation across London.
2. London Housing Directors and the officer team at London Councils have been working on a model which will enable better outcomes for homeless and at risk households as well as for councils. As a result, boroughs have established a not for profit company, called "Capital Letters", which is not yet operational.
3. The establishment of Capital Letters is being supported by MHCLG using top-sliced Flexible Homelessness Support Grant, to alleviate the costs to boroughs of providing accommodation and to encourage greater efficiency, provide extra staffing, IT and other resources to increase supply and improve the service offered to both tenants and landlords.
4. By removing unhelpful competition and duplication of effort, and by providing an organisation to represent a large group of London boroughs, it is intended to offer a simpler and more straightforward interface for landlords, managing agents and developers anywhere in London who can provide properties for those families and other households most in need of accommodation.

## Context

5. There are more than 54,300 London homeless households living in temporary accommodation, including 44,000 families with children. The definition of Homeless includes those: living in temporary accommodation; rough sleeping; in single hostel spaces; in temporary accommodation that has been arranged by Children's Services under the Children Act.
6. Acting as a non-local authority landlord, Capital letters will be able to provide settled private rented accommodation in a way that the London boroughs cannot do. This will very significantly reduce the number of households accommodated in Temporary Accommodation in London and in England as whole, as 69% of Temporary Accommodation nationally is currently provided by the London boroughs.
7. In addition the MHCLG top slice will enable reduction in the amount paid to secure high quality tenancies (incentive payments) by a significant amount, around £1,500 less.
8. As a private landlord Capital Letters will be eligible for 100% Local Housing Allowance (LHA) from the Department of Work and Pensions, as opposed to 90% as a borough-let temporary accommodation. This is approx. £35 per week higher.

Boroughs will also be able to convert often expensive nightly paid accommodation where appropriate.

## **Objectives**

9. The aims of the project are to
  - Increase the supply of good quality family-sized accommodation for households that are homeless or at risk of homelessness
  - Eliminate wasteful duplication and competition between Boroughs procuring accommodation across London
  - Secure an increase in long term leased accommodation as a better quality and cheaper alternative to B&B, hostels and nightly-paid private housing
  - Through central coordination of allocations, place families closer to their home borough
  - Provide practical support to sustain tenancies and prevent repeat homelessness

## **Participation**

10. Capital Letters has been established as a not-for-profit Company Limited by Guarantee, wholly owned by the member boroughs. Boroughs must become members of the company in order to participate in and benefit from its activities and access the additional MHCLG funding.
11. In addition to procuring property Capital Letters will undertake a range of tenant and property management functions
12. Capital Letters will grow in phases, with an initial number of boroughs joining in the first year, followed by phase two a year later, and eventually including, if not all, then a clear majority of London boroughs. Thirteen London Boroughs have joined the project in the first phase (spring 2019).
13. Participating boroughs who become full members of Capital Letters may choose to initially second a small number of staff (1-3 people) from their procurement and management teams performing this function to Capital Letters. This will allow the existing skills, expertise, local knowledge and client relationships held by those officers to be absorbed into Capital Letters. Other boroughs may pay for Capital Letters to recruit a similar number of staff. From the latest information from the member boroughs, it is likely that around 20 staff will be seconded.
14. The activity of seconded staff continuing with the procurement activities they were previously undertaking for their borough will be supplemented by staff employed directly by Capital Letters. The central support staff (e.g. finance, HR) will also be recruited rather than seconded.

### **Setting up Capital Letters and Initial work**

15. Capital Letters was established as company in December 2018. Altair, a consultancy company with expertise in setting up housing organisations, have been appointed to help set up Capital Letters. The MHCLG grant covers all set up costs.
16. On 6<sup>th</sup> March 2019 the members were admitted to the company. The board will be formed with sub regional representation, plus a chair and vice chair.
17. Pension, payroll and Capital Letters employment terms and conditions for new staff will be determined during March/ April 2019.
18. Staff recruitment and secondment arrangements will happen during spring 2019. The recruitment of a Chief Executive Officer and Finance & Resources Director is currently underway.
19. It is anticipated that Trading will commence in the summer 2019 and first leases and tenancies will be in place very soon after.
20. The second phase of boroughs joining the Capital Letters project will happen during spring 2020.



## Greater London Provincial Council

### GLPC London Pay Implementation 2019

Item: 5

**Report by:** Steve Davies      **Job title:** Regional Employers' Secretary

**Date:** 21 March 2019

**Contact Officer:** Steve Davies

**Telephone:** 020 7934 9964      **Email** [Steve.davies@londoncouncils.gov.uk](mailto:Steve.davies@londoncouncils.gov.uk)

**Purpose:** To provide an update on borough plans to implement the new London pay spine in April 2019.

## Background

1. New Outer & Inner London Pay Spines for 2018 and 2019 were agreed in April 2018.
2. Significant changes to the national pay spine meant that it was acknowledged that London would need to adapt the national offer into a London context and agree these separately with the unions as part of the GLPC arrangements.
3. The GLPC applied the following key principles from the national pay offer:
  - A headline rate minimum 2% increase in 2018 and 2019
  - Bottom loading with higher % increases for the lowest grades ranging between 16% to 5% increases over the 2 years
  - A new pay spine in 2019 with even increment increases up to old spinal point 28
4. As a consequence of the new inner and outer London pay spines the minimum pay rates in 2018 and 2019 are above the London Living Wage level.
5. Similar to the national pay agreement London also agreed new Inner and Outer London pay spines from April 2019 together with assimilation arrangements to move staff from their 2018 pay spine onto the relevant new inner/ outer London 2019 pay spines.
6. Two key issues the unions are interested in with the 2019 implementation is do local authorities plan to change the grade structures to accommodate the new pay spines, and which assimilation increment option to choose from two options.
7. The two options in terms of increment progression and assimilation chronology on 1 April 2019 are Approach 'A' which is assimilate first onto the new spine and then give those entitled an increment. This results in staff at the bottom end of the spine potentially getting an extra increment. With Approach 'B' the increment is given to those entitled first and then they are assimilated onto the new spine. This results in some staff higher up in the lower grades getting an extra increment. Either of the approaches is acceptable and has been approved by the unions. Authorities have been advised that it is up to them to decide the option that best suits their operational needs.
8. We have surveyed London authorities to understand what they are doing on these two issues. The returns tell us that out of 30 London authorities using the London pay spines (note - Bromley and City of London don't use the GLPC pay spines, and one borough has not responded).



## **Grading reviews**

- 15 boroughs are not proposing to make any changes to their grading structures.
- 12 boroughs are proposing to make some changes to their grade structures, for example, changing some of the lowest grades to reduce and simplify them or adding increments to grades to fully utilise the new available spine point structure.
- 3 boroughs are proposing more significant changes to their grading structures.
- Of the boroughs contemplating making changes, most of them are planning to do the assimilation exercise in 2019 and then undertake grading reviews which will need to be agreed with the unions during the remainder of the year in readiness for implementation of newly agreed arrangements in April 2020.

## **Increment Progression – Approach ‘A’ or ‘B’**

- 16 boroughs are adopting Approach ‘A’ – assimilate first then give an increment if entitled.
- 14 boroughs are adopting Approach ‘B’ – give an increment first, if entitled, then assimilate the person.

Appendix A – Summary table of survey responses from boroughs

## Appendix A

### 2019 Pay Assimilation Survey - February 2019

<b>Borough</b>	<b>Degree of change contemplated to grade structure</b>	<b>Nature of change proposed</b>	<b>Assimilation Option A or B for incremental increases April 2019</b>
Barking & Dagenham	No change		B
Bexley	Significant	During 2019 aim to review the pay structures to address overlapping gaps, the number of spinal points in each grade and a possible reduction of grades	A
Brent	No change		A
Camden	Some change	Bottom grades Scale 1 and 2 to be merged	B
Croydon	No change		A
Ealing	Some change	No detail provided	A
Enfield	No change		A
Greenwich	Some change	Reviewing some grades to account for options provided by the new pay spine	A
Hackney	No change		A
Hammersmith & Fulham	No change		B
Haringey	Significant	Review our pay and grading arrangements to enable greater longevity of our pay structure.	A
Harrow	Some change	No detail provided	B
Havering	No change		B
Hillingdon	No change		B
Hounslow	No change		B
Islington	Some change	Using TU proposals to change grades Scale 3 and 4 to utilise pay spine	A
Kensington & Chelsea	Some change	Reviewing some grades to account for options provided by the new pay spine	B
Kingston/ Sutton	Sutton - No change Kingston - Some change	Kingston - changing two grades to be aligned to equal pay good practice in terms of number of increments	A
Lambeth	No change		B
Lewisham	Some change	Proposing to collapse Scales 1b and 1c into new Scales 1 and 2.	B
Merton	No change		B
Newham	No change		B

<b>Borough</b>	<b>Degree of change contemplated to grade structure</b>	<b>Nature of change proposed</b>	<b>Assimilation Option A or B for incremental increases April 2019</b>
Redbridge	Some change	Moved away from the standard grades but now looking to re-align as part of this process	A
Richmond/ Wandsworth	Some change	Some redesign of grades may be required to accommodate and utilise the new pay spine	A
Southwark	Some change	Moved away from the standard grades but now looking reviewing these given pay spine options.	A
Tower Hamlets	Significant	The changes are part of a wider change to T&Cs and this may include the use of additional spinal column points	B
Waltham Forest	No change		B
Westminster	No change		A

## Greater London Provincial Council

### Regionalisation of Adoption Services

Item: 6

**Report by:** Steve Davies      **Job title:** Regional Employers' Secretary  
**Date:** 21 March 2019  
**Contact Officer:** Steve Davies  
**Telephone:** 020 7934 9964      **Email** [debbie.williams@londoncouncils.gov.uk](mailto:debbie.williams@londoncouncils.gov.uk)

**Purpose:** To provide information on proposals to set up regional adoption services in London.

**Recommendations:** Note the report.

#### Summary

A legislative framework for the regionalisation of adoption services came into existence through the Education and Adoption Act 2016 (the Act) on 16 March 2016. A council is required to join a regional adoption agency or can be forced by the Secretary of State to do so.

#### Introduction/ Background

1. In March 2016, the government announced changes to the delivery of adoption services proposing that all local authorities' adoption services be delivered on a regionalised basis by 2020. This followed a range of national policy changes since 2012, including the 2015 Regionalising Adoption paper by the Department for Education (DfE) that sought improvements in adoption performance.
2. The government has reinforced their policy ambition through provisions in the Education and Adoption Act 2016. The Act also gives the Secretary of State a

new power to direct one or more named local authorities to make arrangements for any, or all, of their adoption functions to be carried out on their behalf, by one of the local authorities named, or by another agency.

3. London local authorities have been considering various options and configurations to move to new regionalised arrangements.

### **The Proposed Delivery Model**

4. The recommended model for London is to create four Regional Adoption Agency's (RAAs) to cover London, with programme coordination to deliver those functions most effectively carried out once.
5. Four project managers have been appointed to lead the development of each RAA. The project manager for the West has been appointed into a dual role of Adopt London Programme Manager to ensure, coordination, collaboration and partnership across London, maximizing the opportunities for pooling effort and resources and ensuring adherence to the core principles.
6. A DfE appointed coach supports the project management team.
7. The four host Boroughs remain as Islington, Havering, Southwark and Ealing.
8. Each project has its own Project Board chaired by the host Director with representation from all participating Boroughs.
9. The Directors of Children's Services (DCS) from each of the four host Boroughs have formed the Executive Board. This is chaired by the Lead DCS for Adoption and is accountable to the Association of London Directors of Children's Services (ALDCS).
10. The Executive Board provides governance and support to the projects to ensure core principles are adhered too and to oversee pan London developments.
11. The following table provides an update on the Boroughs who remain in each of the developing RAAs.

	North (6)	East (4)	South (9)	West (4)
Host Boroughs	<b>Islington</b> <ul style="list-style-type: none"> <li>▪ Carmel Littleton</li> <li>▪ Finola Culbert</li> </ul>	<b>Havering</b> <ul style="list-style-type: none"> <li>• Tim Aldridge</li> <li>• Robert South</li> </ul>	<b>Southwark</b> <ul style="list-style-type: none"> <li>• David Quirke – Thornton</li> <li>• Alasdair Smith</li> </ul>	<b>Ealing</b> <ul style="list-style-type: none"> <li>• Judith Finlay</li> <li>• Carolyn Fair</li> </ul>
Membership	<b>Barnet, Camden, Enfield, Hackney, Haringey, Islington</b>	<b>Barking, Havering, Newham, Tower Hamlets</b>	<b>SW – Kingston, Richmond on Thames, Merton, Sutton, Wandsworth SE – Croydon, Lambeth, Lewisham, Southwark</b>	<b>Brent, Ealing Hounslow, Hammersmith &amp; Fulham</b>
Project Manager	<b>Julie Lewis</b>	<b>James Boxer</b>	<b>Rebecca Eligon</b>	<b>Maggie McGrath</b>

12. Adopt London currently has 23 participating Boroughs within the four RAAs
13. Greenwich, Waltham Forest, Hillingdon, Kensington & Chelsea and the City of Westminster have withdrawn from the Adopt London arrangements and are considering alternative arrangements.
14. A fifth RAA is being developed by Harrow as lead local authority, along with Coram Capital Adoption as a strategic partner, with participating local authorities including the City of London, Redbridge, Bromley and Slough Children's Services Trust.
15. Bexley has joined an RAA with Medway Council and Kent County Council.
16. There is on-going engagement and collaboration with the Voluntary Adoption Agencies (VAA) and the wider voluntary sector on a pan London basis.
17. The voice of adopters and children and young people and others affected by adoption (and special guardianships, in the West) is being developed through RAAs locally.
18. The proposed model for each RAA is different, to reflect the different scope (Special Guardianship Support included in the West) size and need.

19. In all proposals there are some changes to current roles and those in the new structures, and in some cases competitive interviews will be required.
20. Each project has an HR working group which are leading on the change protocols, advice to staff and engaging with the recognised trade unions. In addition, they will ensure support is available to staff throughout the process including interview preparation training if required.
21. Currently there are no anticipated redundancies as there are sufficient vacancies across similar services.
22. The lead HR officer from the host Boroughs meet together, supported by London Council's, and share implementation approach and common issues.

### **Progress, Timetable and Engagement with the Unions**

23. Each of the 4 London projects has developed Business Cases following a lengthy process of completing analysis of the current position in terms of performance, future benefit measures, validating HR information and engaging with staff to inform the future model. Analysis of budget and spend and agreeing the combined financial position going forward has taken longer than expected, this is now complete for all.
24. All the South Boroughs have been through the cabinets approval process and intend to commence formal consultation mid-March 2019.
25. The North final cabinet date is on the 4<sup>th</sup> April 2019, with formal consultation commencing on the 11<sup>th</sup> April 2019.
26. The final cabinet date for the East is the 2<sup>nd</sup> April, with formal consultation planned for mid-April 2019.
27. The West had cabinet dates scheduled in March, however the City of Westminster and the Royal Borough of Kensington and Chelsea only informed of their intent to withdraw on the 28<sup>th</sup> February 2019. (Hillingdon withdrew in January 2019). This was after the Business Case and Cabinet reports had been produced

for the other Boroughs. The project team are working with the 4 remaining Boroughs to consider the options going forward. Dates have been scheduled for April with the intention if possible, to commence formal consultation in May 2019 to avoid any further delay for staff.

28. Recruitment for the four Heads of the RAA took place in January, 3 appointments were made subject to cabinet approvals on Business Cases. Interim arrangements have been made for the fourth pending a further recruitment process. It is intended that all will commence their posts prior to implementation to support the transition phase. The DfE grant will fund the shadow running costs leading up to implementation.

29. TUPE, assuming it applies, is the intention for all RAAs.

30. Each RAA are continuing to engage with staff groups team engagement sessions, staff conferences, newsletters and through management arrangements in team meetings.

31. Implementation for all the RAAs is now planned for July 2019.



## Greater London Provincial Council

### ITEM 7

#### London Living Wage – summary of the position in London local authorities

- The summary shows that since the recently agreed GLPC pay spine arrangements 31 London boroughs are paying or have agreed to pay directly employed staff the minimum of the LLW
- \* denotes 16 boroughs including the City of London who are accredited as Living Wage Employers

Barking & Dagenham  
 Barnet  
 Bexley  
 Brent\*  
 Camden\*  
 Croydon\*  
 Ealing\*  
 Enfield\*  
 Greenwich\*  
 Hackney\*  
 Hammersmith & Fulham\*  
 Haringey  
 Harrow  
 Havering  
 Hillingdon  
 Hounslow\*  
 Islington\*  
 Kensington & Chelsea  
 Kingston  
 Lambeth\*  
 Lewisham\*  
 Merton  
 Newham  
 Redbridge  
 Richmond  
 Southwark\*  
 Sutton  
 Tower Hamlets\*  
 Waltham Forest\*  
 Wandsworth  
 Westminster

**Note** Bromley and City of London\* have their own pay arrangements outside of the GLPC pay spine agreements

## Greater London Provincial Council

Workplace support for Parents with premature  
or sick babies

Item: 8

**Report by:** Steve Davies      **Job title:** Regional Employers' Secretary  
**Date:** 21 March 2019  
**Contact Officer:** Steve Davies  
**Telephone:** 020 7934 9964      **Email** [debbie.williams@londoncouncils.gov.uk](mailto:debbie.williams@londoncouncils.gov.uk)

**Purpose:** To provide GLPC members with information on the level of support and guidance that London boroughs are providing to parents with premature or sick babies.

**Recommendations:** To note the report.

## Background/ Context

1. When a baby is born prematurely, or with health needs, it can be a difficult time for parents.
2. Pregnant employees and new mothers are entitled to 52 weeks' leave, made up of 26 weeks' ordinary maternity leave and 26 weeks' additional maternity leave. However, leave will start the day after the birth if the baby is born early.
3. The NHS defines premature babies as those born before 37 weeks gestation. Some babies will be born full-term (37 weeks+) but sick. These babies may have an infection, need treatment for jaundice, or have been born with a condition which makes them sick or means that they require urgent and / or significant medical attention.
4. Specialist care is provided for premature or sick babies usually in a specialist new-born (neonatal) unit. Babies may be transferred to a different or specialist hospital if the treatment or specialist care they require is not available in the area where they were born.
5. Time spent in hospital by the parents with their baby is not usually accounted for in the leave provisions granted to parents.
6. Employers should bear in mind that this is a very stressful time for parents and any communications should be approached sensitively and compassionately.
7. ACAS produced guidance in September 2017 for Employers that stated they should try to balance the needs of the business with understanding the pressures facing parents.
8. ACAS recommendations to Employers for support to employees included offering contractual benefits or allowing extended leave, through:
  - additional or extended **annual leave**
  - special leave with or without pay
  - unpaid **parental leave**
  - **sick leave**
  - allowing informal or formal flexible working.
9. When this issue was raised at GLEF in February 2018 the Employers side fully endorsed and supported the ACAS recommendations.
10. In addition, several authorities stated they planned to, or had, signed up to the 'Smallest Things Campaign', which aims to get extended maternity and paternity.
11. leave for parents of infants who are born at less than 37 weeks to cover the additional time their babies spend in hospital.

12. It was agreed to report back what London boroughs were planning to do to meet the ACAS recommendations or going further by signing up to the 'Smallest Things Campaign'. Outlined below is a summary of these.

**Incorporated ACAS recommendations into policies:**

Enfield  
Greenwich  
Haringey  
Lewisham  
Merton  
Redbridge  
Richmond  
Wandsworth

**In the process of reviewing/ incorporating ACAS recommendations into policies:**

Barking and Dagenham  
Barnet  
Bexley  
Brent  
Bromley  
Camden  
Ealing  
Hammersmith & Fulham  
Havering  
Newham  
Islington  
Kensington & Chelsea  
Tower Hamlets  
City of London

**Planning to deal with cases/ situations sympathetically as they arise:**

Lambeth

**Fully adopted the 'Smallest Things Campaign' including commitment to their 'Employer with Heart Charter':**

Croydon  
Hackney  
Hillingdon  
Hounslow  
Kingston  
Sutton  
Southwark  
Waltham Forest  
Westminster

## **GREATER LONDON PROVINCIAL COUNCIL**

### **List of differences and disputes as at March 2019**

#### **Outstanding cases**

There are currently no outstanding differences and/or dispute cases.

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There are currently no outstanding job evaluation appeals.