

# Greater London Employment Forum

Tuesday 22 February 2022 at 11.30am approx (or on the rising of the sides from the previous meeting) Virtual MS Teams Meeting

**Employers' Side:** Virtual MS Teams Meeting 10.45am

**Union Side:** Virtual MS Teams Meeting 10.45am

**Contact Officer:** Debbie Williams

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## Agenda item

1.	<b>APOLOGIES FOR ABSENCE</b>	
2.	<b>TO RECEIVE THE MINUTES OF THE MEETING HELD ON 20 JULY 2021 AND TAKE ANY MATTERS ARISING</b>	Attached
3.	<b>MANAGING THE RISK OF OCCUPATIONAL VIOLENCE IN THE WORKPLACE</b> - Jonathan Godfrey, Corporate Health & Safety Advisor, Kensington and Chelsea  <b>UNISON Violence at Work Charter</b> - Gavin Edwards, Senior National Officer for Social Care (UNISON)	Attached
4.	<b>APPRENTICESHIPS UPDATE – PAY SURVEY 2021</b> – Amin Aboushagor Principal Policy Officer for Skills and Culture, London Councils	Attached
5.	<b>LONDON HEALTHY WORKPLACE AWARD UPDATE</b>	Attached
6.	<b>GLA MAYOR'S GOOD WORK STANDARD</b>	Attached
7.	<b>LONDON LIVING WAGE - POSITION IN LONDON UPDATE</b>	Attached
8.	<b>LONDON COUNCILS' CONSTITUTIONAL MATTERS: To receive a cover report and attachments for noting</b>  1: Amendments to London Councils Standing Orders  2: Protocol for London Councils Virtual Meetings  3: Scheme of Delegations	Attached

9.	<b>ANY OTHER BUSINESS</b>	
10.	<b>DATE OF NEXT MEETING: Tuesday 19 July 2022</b> Group meetings: 10am Employers meeting: 10.45 Joint Meeting: 11.30	

Helen Reynolds  
Union Side Co-Secretary  
1<sup>st</sup> Floor, Congress House, Great Russell Street,  
LONDON WC1B 3LS

Steve Davies  
Employers' Secretary  
59½ Southwark Street  
LONDON SE 1 OAL

## ITEM 2

### Notes of the Joint Meeting of the Greater London Employment Forum held via MS Teams on Tuesday 20 July 2021

#### PRESENT

##### Employers' Side

Cllr Irma Freeborn (Sub)	LB Barking & Dagenham
Cllr D Longstaff (Sub)	LB Barnet
Cllr Howard Jackson	LB Bexley
Cllr Margaret McLennan	LB Brent
Cllr Alison Kelly	LB Camden
Cllr Steve Donnelly	LB Ealing
Cllr Mary McGuire (Sub)	LB Enfield
Cllr Linda Perks	RB Greenwich
Cllr Carole Williams	LB Hackney
Cllr Natasha Proctor	LB Harrow
Cllr Viddy Persaud (Sub)	LB Havering
Cllr Satnum Gill	LB Islington
Cllr Catherine Faulks	RB Kensington & Chelsea
Cllr Caroline Cooper-Marbiah	LB Merton
Cllr Terence Hall	LB Newham
Cllr Richard Baker	LB Richmond
Cllr Richard Clifton	LB Sutton
Mayor John Biggs (Chair)	LB Tower Hamlets
Cllr Guy Senior	LB Wandsworth
Cllr M Caplan	City of Westminster
Tracey Graham	City of London

##### Trade Union Side

Andrea Holden	UNISON
Gloria Hanson	UNISON
Simon Steptoe	UNISON
Helen Reynolds	UNISON
Mary Lancaster	UNISON
Sean Fox	UNISON
Sonya Howard	UNISON
Karen Lynn	UNISON
Jackie Lewis	UNISON
Christine Lander	UNISON
Vaughan West	GMB
Sonya Davies	GMB
George Sharkey	GMB
Madeline Daley	GMB
Susan Matthews	Unite
Madeline Daley	Unite

## **In attendance**

Ella Watson	Political Advisor to the Labour Group, London Councils
Jade Appleton	Political Advisor to the Conservative Group, London Councils
Daniel Houghton	Political Advisor to the Liberal Democrat Group, London Councils
Steve Davies	London Councils
Debbie Williams	London Councils
Julie Woods	UNISON

## **APOLOGIES FOR ABSENCE**

Apologies were received from Cllr Daniel Thomas (Barnet), Cllr Danny Beales (Camden), Cllr Nesil Caliskan (Enfield), Cllr Julie Davies (Haringey), Cllr Robert Benham (Havering), Cllr Katherine Dunne (Hounslow), Cllr Tim Cobbett (Kingston), Cllr Amanda de Ryk (Lewisham), Cllr Rachael Robathan (Westminster), April Ashley (UNISON), Donna Spicer (GMB), Penny Robinson (GMB) and Danny Hoggan (Unite).

Mayor John Biggs as vice chair, chaired the meeting in the absence of Danny Hoggan, Chair.

## **APPRENTICESHIPS UPDATE – Tim Gallagher, Principal Policy Officer, London Councils**

Tim Gallagher informed that when he last presented to this committee in February colleagues asked about completion and progression which we have now received responses for from all the London boroughs and the City of London.

Tim's presentation covered:

- Background
- Annual number of apprenticeships generated
- Age of apprenticeships in councils and schools
- Ethnicity
- Meeting the public sector target
- Spending the apprenticeship levy
- Completion and progression
- Discussion points

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



GLEF -  
Apprenticeship Data

Sean Fox (UNISON) stated that in terms of the report it has previously shown how many apprenticeships each individual borough has so it would be helpful to see the numbers this time. When I read the report, I picked up on the move towards conversion apprenticeships and wondered if we knew what the rates of pay boroughs are paying for apprenticeships? We have had this information previously and it would certainly be of interest to see. Finally, I wondered if any monitoring had been undertaken on the Kickstart programme and whether any monitoring had taken place.

Mary Lancaster (UNISON) stated that similar to what Sean has said, was going to comment on the reality that a lot of local authorities are using the apprenticeship levy to train in particular social workers, which is a massive amount of money being spent, so can understand how we have dropped in employing young people an apprenticeship scheme, so would welcome some feedback and acknowledgement. Interesting report but we do not know what it means locally so would ask that London Councils and GLEF request that boroughs share information with their local trade unions, so we know what the figures mean.

Gabby Lawler (UNISON) stated that she echoed what others have said. I get workforce data in my authority so I can see how many apprenticeships we have within the borough. So, it would be helpful to know what is presented to you against my workforce data so we can see a better picture.

The Vice Chair Mayor John Biggs stated that he is happy for his own borough's data to be shared and identified, we should all be seeking good practice.

Tim Gallagher responded on the reduction in young apprenticeships and the levy being spent on upskilling. When it was introduced it was meant to be used for both purposes, but our concern is that there is some pressure in local authorities to spend the levy above everything else so therefore easier to spend on existing staff. We are currently undertaking a piece of work so we can see why this is happening. We undertake collecting rates of pay in February and the autumn of each year so the pay figures will be shared when this committee next meets. We have shared information with boroughs on the Kickstart scheme but at present we do not have any data to share. We are trying to get the data from the DWP, who keep telling us they are able to share data at borough with us.

Steve Davies, Employers' Side Secretary stated that in terms of the data we can provide more information with union colleagues. I know that officer leads meet regularly and have union representatives at these meetings. One point about conversion, I think that boroughs are potentially starting to utilise the levy for some degree type apprenticeships. We know the social work degree was introduced last year and is a positive. I think that some of the positives should not be viewed as undermining the use of training.

The Vice Chair Mayor John Biggs stated that there seems to be change in the number of entrants which might be a sign of the cutbacks.

Madeline Daley (GMB) asked whether the social workers degree included occupational therapists? A lot of emphasis is on social workers but not occupational therapists. They do cross over but there are certain things occupational therapists do that social workers are not trained or qualified to do so would be good to get some clarification.

Steve Davies, Employers' Side Secretary responded that he is not up to date on what has been happening with the social worker apprenticeship but can find out. There was talk about developing an occupational therapist apprenticeship for London which Richmond and Wandsworth were hosting. The issue of occupational therapists was raised, and they were looking to sort out an apprenticeship. Will find out and come back to colleagues.

George Sharkey (GMB) stated the report identified that four boroughs had reached the 4.3% and wondered what fields these were in.

Tim Gallagher responded that we do not collect data on what apprenticeship standards and frameworks are used but do collect data on ethnicity.

The Vice Chair Mayor John Biggs asked whether there was an officer level process where we can define the data better for what we want? Why is there a decrease in the younger apprenticeships and is this due to the standards and accreditation process?

Steve Davies, Employers' Side Secretary responded that we could do this.

Tim Gallagher stated that the main cause is the change in the funding system over the past four years. There was a framework at business level admin 2 which a lot of councils used but there is no equivalent standard to replace this, which borough keeps asking about. The government are apparently looking at a standard to replace this. A lot of it is councils have not taken their eye off the ball, there have been structural changes, but boroughs could do more to bring in younger apprenticeships.

## **LOCAL GOVERNMENT AND NHS EMPLOYMENT SERVICE PASSPORT**

Steve Davies, Employers' Side Secretary informed that this item was brought to the GLEF meeting in February where it was agreed for a discussion take place at Joint Secretaries level.

Joint Secretaries advice has now gone out to London boroughs and the NHS and both sides are starting to promote the passport. The early indication is that three London boroughs have signed-up.

This is a positive in terms of providing recognition of service between the NHS and London boroughs. Both sectors have agreed that if someone moves from either sector that their previous service will be recognised in terms of annual leave, maternity, sickness etc.

Helen Reynolds, Staff Side Secretary stated that the unions welcome the passport and requested that Steve share with the Joint Secretaries what has been shared with boroughs. it would also be good to get an update of which boroughs adopt the passport as well as encouraging

Steve Davies, Employers' Side Secretary responded that he is happy to reshare the information with the Joint Secretaries so they can then share with their wider networks. London boroughs have been informed that we will be monitoring and have been told to engage with their local trade unions. The uptake will be reported to future meetings of GLEF and the Greater London Provincial Council (GLPC). A list of London boroughs and NHS employers who have signed up will also be produced.

Vaughan West (GMB) echoed what Helen Reynolds said and stated that the GMB welcome the fact we have this passport in place.

## **PAN LONDON TACKLING RACIAL INEQUALITY PROGRAMME – Tom Pickup, Race Equality Lead, London Councils**

Tom's presentation provided an update and overview of the pan-London Tackling Racial Inequality Programme which covered:

- The background
- The programme
- Development of the working groups
- Work programme dashboard
- Key progress since January 2021

- Ethnicity pay band findings

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



Clara Mason (UNISON) asked how the programme was going to work alongside boroughs equality impact assessments?

Helen Reynolds (UNISON) stated that any work on this was very welcomed and my comments are meant to be helpful, but my only concern is there is not any mention of trade unions within the report. I know in some boroughs they have started to work closely with their unions so would like unions are involved more widely.

Mary Lancaster (UNISON) stated that she thinks that what is interesting is that the themes are not just London, they are country and worldwide and none are surprising to us. The frustrations I share with my colleagues is that we have been talking about glass ceilings for years and it is frustrating for me when I hear officers saying they are going to finally address this. Why have they not listened to the unions previously? People have ignored the unions when they have raised this for a long time. We have made progress, in Ealing we have done our review and got our action plan and for the first time in a long time I have a seat on the top table, which should have been automatic but I have had to battle to be there. Unions must be talked to and included in this as some people will personalise an issue when we should be addressing issues for the whole of the workforce. Members of staff want to see real tangible progress. It has been difficult for me to encourage people to be part of this new group as they have seen it all before and nothing has happened.

Sonia Davies (GMB) stated that she welcomed the programme, well overdue but notice the names ethnic minority and BAME are being used, this is an opportunity to change the acronyms, lets replace it with race or something else. We recently undertook a survey in Richmond and Wandsworth and staff responded that they wanted to be referred to as Black, we do not want minority ethnic, so just something to consider going forward.

Cllr Irma Freeborn (Barking & Dagenham) asked whether the analysis of the survey findings highlighted that there are not enough applications received for senior roles from the BAME community as it is time we ascertain why we are not getting these applications. In Barking & Dagenham we have just selected our first black young person to represent the council for young people so we need to ascertain what are the reasons are why young and older age groups are not coming forward for these senior roles, are they discouraged? When are we going to get the recognitions we deserve? We are a diverse city and we should relish in this, respect and embrace each other's backgrounds. We should be exceeding.

The Vice Chair Mayor John Biggs stated that when he first got involved in local government was told that we were pretty good on equalities and I have been in this role for a few years and can see some good practice compared to the private sector. Councillor Mohammed Butt (Brent) is leading this piece of work for the leaders and would like Tom Pickup to inform what the process is to make things different and get our employees involved?

Tom Pickup responded that the programme is providing a space for members of staff who are keen to be involved in race equality, delivery of change and action. The type of tangible produce we can make are primarily around producing guidance and checklists. We do know

across London that boroughs are at different levels, so a majority are trying to support those lower level boroughs. In that sense it is about having a place where staff can be involved and develop solutions and next steps.

Susan Matthews (Unite) stated that she understands that when we talk about BAME, which I do not like, it is a difficult conversation to have and even more difficult with your employer. I saw Andrew Travers', CE Lambeth, best practice, which is a good document, but it needs some tweaking. I recommend that the document is shared with the trade unions for them to look at what contribution they can make. This will then mean that all stakeholders are involved in what can be achieved and changed. The jargon needs to be changed in the first instance. In Lambeth are working hard to make sure this is a true reflection of the organisation.

Madeleine Daley (GMB) stated that she wanted to pick up on what on Cllr Freeborn said, maybe it is the people who do not want to apply for these very important roles.

The Vice Chair Mayor John Biggs stated that it might make sense for Tom Pickup to go back to Cllr Butt and invite him to a future GLEF meeting but would be interested for the unions to go away and think about how better we could address this and guess having this paper on the GLEF agenda is a step in the right direction. In my borough we are doing work on progression and talking through what the artificial blockages are which are important to us. We have a very large Asian community so it about how a local authority relates to its community.

Cllr Carole Williams (Hackney) stated that the suggestions are very good, and I have made a note myself to contact Tom Pickup outside of this meeting.

Tom Pickup stated that he would welcome feedback from colleagues. The programme has run for a year, so we have kind of just finished the forming stage and now starting the make a change stage. I hear the points around the language, which is something we are discussing on the programme as well as representation. The work programme does not cover everything, and we know there are gaps, which we know about but welcome feedback from colleagues.

Helen Reynolds (UNISON) stated that this would be fine. We are not being critical this piece of work is very welcomed, but we would have hoped that we were asked to be involved at an early stage. The crucial thing is that local trade unions are involved at local level.

## **ANY OTHER BUSINESS**

Madeleine Daley (GMB) enquired whether future meetings of this committee would be face to face.

The Vice Chair Mayor John Biggs responded that it depends on the nature of the meeting. Strictly this committee could carry on meeting virtually as it does not make any formal decisions.

Steve Davies, Employers' Side Secretary stated that physical meetings in the past they have been held at London Councils offices in Southwark Street so this is what we expect and hope to do in future. If there was need for a large gathering, we would have to hire a whole new venue which does not make it viable.

There was no further business.

**The meeting concluded at 17.32pm**

**DATE OF NEXT MEETING:**

**AGM Tuesday 22 February 2022**

Group meetings: 10am

Joint Meeting: 11.30am

## Greater London Employment Forum

### Managing occupational violence in London local government

Item: 3

**Report by:** Jonathan Godfrey      **Job title:** Corporate Health & Safety Advisor, Royal Borough of Kensington and Chelsea

**Date:** 22 February 2021

**Contact Officer:** Jonathan Godfrey

**Telephone:** 07814 803974      **Email** [Jonathan.godfrey@rbkc.gov.uk](mailto:Jonathan.godfrey@rbkc.gov.uk)

**Purpose:** Provide a common health and safety standard for managing the risk of occupational violence for staff across London boroughs.

#### Introduction

The serious assault on two social workers in the London Borough of Brent in 2017 prompted the development of an occupational violence sub-group as part of London Health & Safety network meetings. The purpose of this sub-group was to promote shared and good practice health and safety management control measures across London boroughs.

Managing occupational violence is a critical foreseeable risk in many operations undertaken by local authorities.

The London Group has identified the value of promoting a recognised common approach in managing this risk across London boroughs and are looking to promote this approach across the country with the support of the Local Government Association.

#### Proposals

In order to determine and illustrate the common approach a guidance document produced in conjunction with the Health and Safety Executive (HSE) will be produced for dissemination directly to London borough management teams and elected Members.

The purpose of this document will be twofold.

Firstly, to raise the profile of occupational violence equally across the London Boroughs at organisational level and,

Secondly, to provide relevant risk management information that can be used by London to implement common risk management practices.

The Guidance will be disseminated to the organisations through the Local Government Association (LGA) and also through their London H&S Network membership.

The document will consist of 8 pages in total including the covers.

The front cover will show the title: 'Managing occupational violence in the London local government setting' together with branding from the LGA and the HSE;

The front inside cover will show the Table of Contents with page and section numbers:

Page 1 has a Forward from the HSE (Section 01) together with an Introduction from the London Councils Group (02);

Page 2 defines occupational violence (03) and describes the risks from the hazard in the local government setting together with the consequences to the organisation of inadequately managing the risks in the context of health and safety management requirements (04);

Page 3 recommends organisational high-level recognition of the hazards associated with occupational violence in the workplace and a risk review identifying policies and practices currently in place (05)

Page 4 describes the plan, do, check, act approach, (06) in the context of practical actions to reduce the risk that Executives, supported by elected Members can implement across their Council and, if already implemented should develop (07)

Page 5 identifies the message about the risk to be communicated to staff and how this can be effectively promoted (08), together with the communication to those (not employed by the local authority) who use the Council's services or are affected by its activities (09);

Page 6 describes the purpose and benefit of implementing audit and accreditation in the organisation to manage the risk (10) and how this can be achieved in managing this risk.

The end cover will show a text box containing a key occupational violence reduction message from this publication and also show production, version and copyright information.

### **Engagement with stakeholders**

The Guidance will be produced by the London H&S Network in conjunction with the HSE.

The Guidance will be published in agreement with the Local Government Association National Panel.

Assessment of the Guidance in the initial stages will be undertaken with a number of pilot London boroughs.

## **Resources**

The Suzy Lamplugh Trust have developed a safety Charter – Suzy's Charter which will feature in the document.

UNISON will be formally consulted as staff representation and in recognition of the development of their occupational violence Charter.

The London Ambulance Service have been consulted in the context of the NHS Violence Prevention and Reduction Standard (2020).

## **Reviewing progress**

This will be managed within the H&S Network Group through the regular bi-monthly meetings and feedback from the National LGA Panel. The assessing Borough feedback will be collated at the practitioner sub-Group meetings.



## **MANAGING THE RISK FROM OCCUPATIONAL VIOLENCE**

**A guide for Members and Executives  
February 2022**

## 1 Forward from the Health and Safety Executive

To be completed by HSE

## 2 Introduction

This strategic guidance has been developed for London Boroughs to emphasise a contemporary risk to staff in many Borough operations. Its purpose is to provide information to Members and senior executive staff to encourage a review of what is already in place to mitigate and reduce the risk across their organisation.

The review will identify how the Plan Do Check Act implementation approach can be developed.

The protection of all staff is a key duty of care for the employer and **the responsibility** around ensuring that staff, and those serving the Borough are safe, should be an organisational priority.

The extraordinary turn of recent events have seen fundamental changes to the ways of working. With such changes it is appropriate that a contemporary review of the risk from occupational violence is undertaken.

In the Borough setting many of the management controls for the risk are developed at departmental level.

This document seeks to elevate consideration of the risk to the highest level in the Borough so that a range of credible and practicable management controls are understood, considered and appropriately implemented.

The protection of staff will be enhanced through this consideration together with compliance with the duties of the Borough as an employer.

## 3 Defining occupational violence

In the context of London Boroughs, the risk is defined as any action or behaviour whilst at work that disrupts or adversely influences the employee or Member from carrying out their duties freely and without fear. The violence can be perpetrated by any person.

## 4 Risk and consequences

Any member of staff or elected Member can be subject to the risk during their working day and sometimes when not at work.

There is a statutory duty of care on the employer to provide a safe workplace. Measures must be in place to prevent the consequences from a risk to safety where foreseen, and if not foreseeable there should be a system in place to review and mitigate an incident or occurrence however unlikely.

A number of other duties are also evident in addition to this requirement for a safe workplace. The moral duty to protect and support staff is closely related to staff morale and their ability to deliver a successful service. This ability can be compromised where this risk is seen as 'just part of the job' and, although an undesirable situation is accepted because little or no action is taken as a result.

By encouraging staff to use their own dynamic risk assessment process in the knowledge that they will be supported in the actions they take, the organisation can promote ownership of managing the risk at practitioner level.

The financial impact can affect the organisation through the loss and absence of staff involved. Services can also be compromised where they have to be suspended or restricted as a result of an incident.

The nature of local government activities can present a risk of a very serious incident occurring. This can have a significant negative effect on staff – not just the peer group of the employee involved but across the service and possibly the organisation. An intervention from the regulator may also result to investigate and examine the adequacy of the risk management and mitigation in place.

London Boroughs have an important social role particularly concerning the public facing services they deliver and these social services should be reassured that their work is not vulnerable to the disruptive effects of violence at work.

Reputational risk is closely connected with corporate accountability. An effect of this could be an intervention from the Regulator regarding an incident or incident pattern that has come to their notice. The Borough would be required to show that it had suitable and sufficient systems in place that recognised the risk and effective mitigations to manage and reduce the likelihood of harm occurring in the future.

Contractors and those not employed by the Borough but affected by their activities also have statutory protection from harm as a result of those activities.

## **5 Plan Do Check Act**

Adopting this recognised system of health and safety management in the context of occupational violence will give a practical structure to managing this risk and ensure compliance within the Borough's operation.

### **Plan**

- This will be the policy and information stage to review the nature and success of the arrangements currently in place
- A workplace violence practitioner group could be developed within the Borough reporting to the strategic health and safety board. The Chair would be an Executive Champion who would be assisted by an elected Member to also promote management of the risk outside the staff group
- The practitioner group would develop the plan from the policy which would include practical measures to be implemented across the organisation
- The plan would measure performance with an emphasis on recording and assessing near misses

### **Do**

- This would be considered the crucial implementation stage where the measures identified by the practitioner group are now effected
- Every Department in the Borough should have a current and suitable occupational violence risk assessment readily available for all staff to read
- The plan should be proactively implemented across the Borough
- All Borough departments should be included in the implementation and must not be restricted to those where a higher risk is foreseen

- This stage would also see the development of practical measures such as the use of lone worker devices; workplace forums; bespoke structured staff discussion groups; dedicated team meetings; staff surveys; adequate occupational violence reporting and investigation; organisational action statements around violence against staff and the use of cautionary contacts
- Training must also be considered on a whole organisation basis and respond to the needs identified in the risk assessment which should also be assessed through the practitioner group

#### **Check**

- This opportunity to review the implementation of the elements of the plan should be assessed across the organisation by Borough departmental health and safety committees formally in conjunction with the practitioner group

#### **Act**

- This review the performance of the plan is also an opportunity to assess making continual improvement.
- The findings from investigations of incidents reported to the practitioner group
- The findings from departmental occupational violence audits

### **6 Developing measures already in place**

The Borough will already have a number of controls in place to manage the risk from occupational violence and these should be the basis of the formally recognised strategic plan. Some measures must be developed and put in place by the employer.

The practitioner group should be drawn from across the Borough's directorates and recognise particular departments within those directorates where occupational violence is already known as a higher risk. Staff representation will be essential in this Group.

Key partners such as the police and NHS also have a wealth of practical experience and could be invited to the Borough practitioner group. If appropriate other non-Government organisations and charities could also participate in the practitioner group.

The sharing of information can be channelled through the practitioner group where notes from the meetings can be made available as a corporate flyer or Intranet message to staff. The main purpose will be to highlight the existence of the plan and how it is being developed across the organisation.

Where team meetings take place, these should be encouraged to review the risk and participate in understanding and developing the plan.

A control measure used by many Boroughs is the lone worker device which can support staff in situations where a dynamic risk assessment is made. Lone worker devices should be co-ordinated and used correctly by staff with the opportunity taken to use the device to full capacity, including the evidence gathering feature which operates when activated. The service provider could be approached to host or participate in regular recurring workshops where staff and managers who use the device can ensure they have the knowledge to use this equipment to its full capacity.

The sharing of cautionary contact information is another control measure which allows staff to undertake preliminary checks on addresses and service users to warn of risks. Each Borough should explore how this can be developed as there would be an expectation that a foreseeable risk will be controlled. In many cases there are a number of independent cautionary contact

indexes or databases. One of the functions of the practitioner group will be to assess the databases in isolation and the potential for integrating the information into a single point of reference.

The reporting of violent incidents and near misses will be crucial information to the practitioner group to assess the degree and nature of the risk. The system in use must be understood by staff who should be encouraged to report incidents. By advertising the Borough imperative around managing occupational violence it could be anticipated that increased incident and near miss reporting will develop.

The issue of interventions and sanctions against service users and members of the public is acknowledged as being sensitive and addressed at Executive and Member level and clearly communicated across the organisation.

## **7 Enhancing the organisational safety culture**

The nature of Borough operations is such that many functions have to be delivered with the risk from occupational violence remaining very real in the context of implementing the hierarchy of risk control. The hierarchy therefore tends to rely on administrative measures such as information, supervision and training with an emphasis on the dynamic risk assessment process where staff are given discretion and use initiative to safely resolve situations.

In developing the safety culture around how the organisation perceives and manages occupational violence, the absence of controls at the top of the risk control hierarchy, such as elimination of the requirement to undertake the task or substituting processes means that how the safety culture develops is much less prescribed and heavily dependent on human behaviours that influence its development.

A positive safety culture will recognise, support and develop staff by encouraging them to report incidents and near misses, to develop a team collective purpose of watching out for each other, expect and receive support from the Borough Executive when involved in an incidence of occupational violence and also to see consistent action within the organisation to reduce the risk.

Effective training can also develop the positive safety culture by providing definitive guidance around the direction the Borough is following. Many types of training through many training providers are available to meet the requirements for providing knowledge to deal with this risk and it should be an aspect of the role of the practitioner group.

The Borough should embrace the principles of dynamic risk assessment and support its staff in promoting this way of working. A dynamic risk assessment is not a substitute for the task health and safety risk assessment. They complement these assessments by allowing staff their discretion, experience, individual skill and knowledge to resolve higher or critical risk incidents they encounter during work in the safest and most practical way possible within the expectations of the Borough.

## **8 Communicating the safety culture to others**

The Borough will have many transactions with members of the public, service users and other organisations together with service providers.

An Executive decision should be made regarding information concerning the management of occupational violence provided to the public and service users by the Borough.

The practitioner group should be integrated with this process so that the Executive decision takes the broadest view and considers staff concerns.

The framework for sharing information between Borough partners and stakeholders in delivering and ensuring service delivery will already be in place. A review will indicate how this communication works and should examine the provisions for sharing and reviewing risk assessments and the operation of cautionary contact databases.

## **9 The value of audit and accreditation**

A review of the Boroughs overall management of occupational violence will identify what is being done well and where development is required.

The benefits of such a review are those associated with identifying working practices in a safe and efficient workforce, management controls of a critical workplace risk, the financial implications of stress, illness and injury to staff, the potential for intervention by the Regulator and the opportunity to give creative thought and action to a contemporary health, safety and well-being issue.

An internal audit has the ability to be tailored to the Borough and to this as a particular audit topic where the assessment would examine the efficiency of the Plan Do Act Check implementation and the work of the Practitioner Group.

An independent review can also bring the benefit of assessing the risk in the context of the wider workplace and practices adopted by other organisations reflected in an independent finding.

Many external auditors will be in a position to perform an independent occupational violence review for the Borough.

The London Boroughs Health & Safety Group has engaged with the Suzy Lamplugh Trust to support their work in developing Suzy's Charter.

## **10. Stakeholders**

The Health and Safety Executive are supporting this Guidance in the context of managing the risk from occupational violence in the local London Government setting.

### **Resources**

The London Ambulance Service NHS Trust has shared their Violence Reduction Standard in developing this guidance. The standard is a contemporary development to integrate management of the risk as a senior level responsibility.

The Suzy Lamplugh Trust have also made a contemporary development with their Suzy's Charter accreditation. This allows an organisation to have their management of lone working and occupational violence assessed by auditors from the Trust who will also provide recommendations for action to develop management of the risk. They have started to engage with a number of London boroughs to commence accreditation to the Charter.

UNISON Reducing Violence at Work Charter is also an aspiration for Boroughs to follow to manage their occupational violence. This has been included as a resource that the practitioner group can consider.

## Greater London Employment Forum

### Apprenticeships Pay Survey 2021

Item: 4

<b>Report by:</b>	Amin Aboushagor	<b>Job title:</b>	Principal Policy Officer: Skills & Culture, London Councils
<b>Date:</b>	22 February 2022		
<b>Contact:</b>	Amin Aboushagor		
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**Summary:** This paper outlines the main trends in apprenticeship pay among the London boroughs as at October/ November 2021.

### Background

- 1 London Councils first surveyed London boroughs to identify different levels of apprenticeship pay in 2016. This is the sixth year that we have carried out a survey on apprenticeship pay. The aim is to provide a resource for boroughs to benchmark their pay against others. The pay rates submitted by boroughs refer to new apprentices.

### Results of the survey

- 2 The survey of boroughs was undertaken during October and November 2021. All 32 boroughs and the City of London responded to the survey, a response rate of 100 percent. The survey results represent a comprehensive picture across the London boroughs, but are just a snapshot.

- 3 As a benchmark, the table below shows the rates for London Living Wage and National Minimum Wage when the survey was carried out and for the previous year:

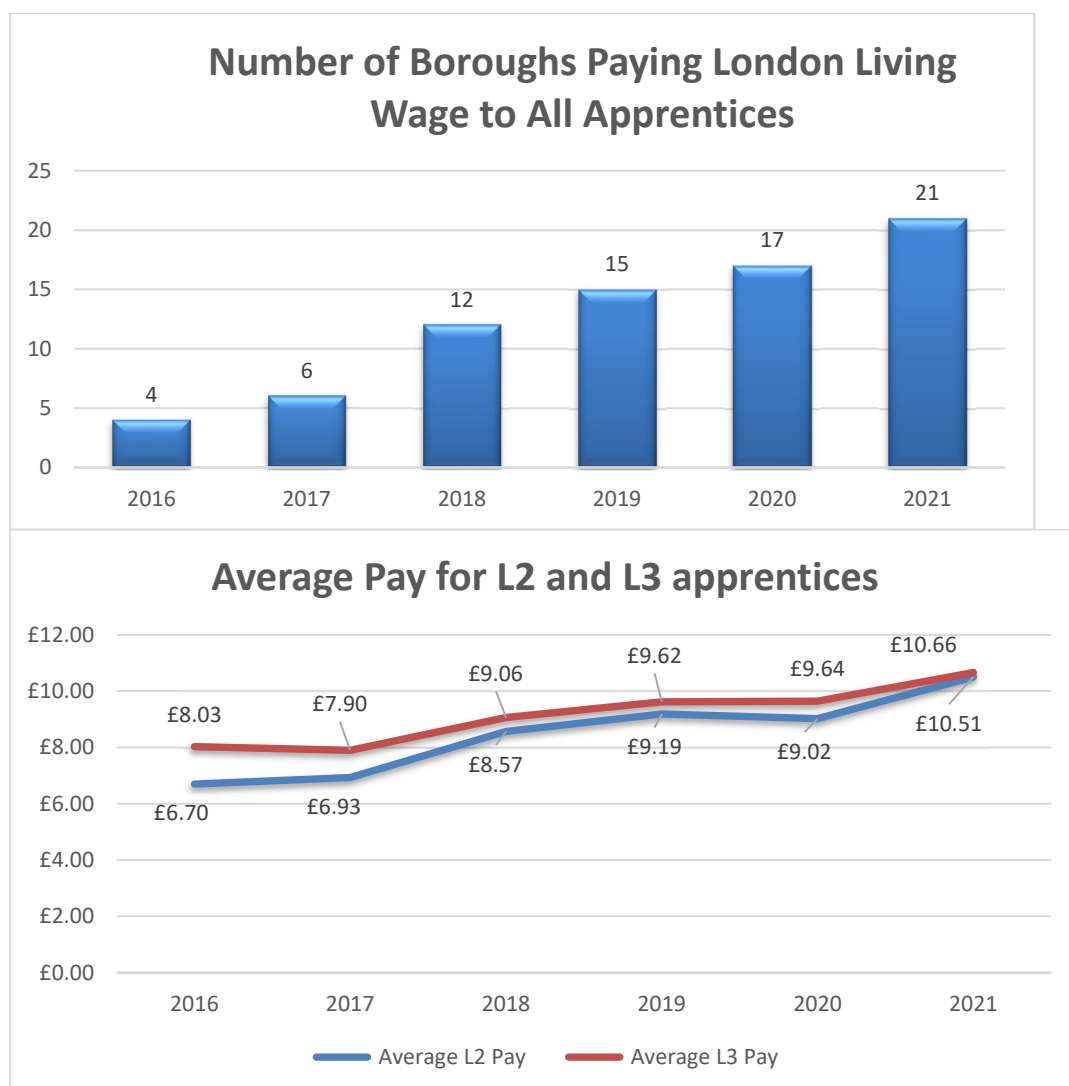
	<b>2020/21</b>	<b>2021/22</b>
<b>London Living Wage</b>	£10.75	£10.85
<b>National Minimum Wage</b>		
Aged 25 and above	£8.72	£8.91
21-24 years inclusive	£8.20	£8.36
18-20 years inclusive	£6.45	£6.56
Under 18	£4.55	£4.62
Apprentice under 19	£4.15	£4.30
Apprentice 19+ in first year	£4.15	£4.30

### Key points from the survey

- 4 Apprenticeship pay continues to vary considerably across London boroughs. For Level 2 apprenticeships, the pay ranges from £4.41 to £12.22. The average is £10.51, and the median is £10.85.
- 5 Level 3 pay ranges from £7.70 to £13.77. The average is £10.66, and the median is £10.85.
- 6 Seven boroughs pay their L2 – 3 apprentices the NMW at minimum and then raise them based on age or duration in post, which is not reflected in the pay range, average, or median figures.
- 7 For higher level apprenticeships, the hourly rate ranges from £8.91 to £15.65. 12 boroughs pay their higher-level apprentices according to the grade for the role that they hold. 9 boroughs pay their higher-level apprenticeships different amounts based on the level of the apprenticeship.
- 8 23 respondents (69 percent) gave a flat rate of pay for apprenticeships at Levels 2 and 3. Three (3) boroughs vary pay according to the individual apprenticeship at all levels, meaning they do not have a set pay rate for apprentices at any level or age.
- 9 All boroughs pay above the apprentice National Minimum Wage (£4.30) or above for all apprenticeships at all levels.
- 10 21 boroughs pay the London Living Wage (£10.85) or above for all apprenticeships (63 percent of respondents). These are Barking & Dagenham, Camden, Croydon, Greenwich, Hackney, Hammersmith & Fulham, Haringey, Hounslow, Islington, Kensington & Chelsea, Kingston upon Thames, Lambeth, Lewisham, Merton, Newham, Southwark, Sutton, Tower Hamlets, Waltham Forest, Westminster, City of London.
- 11 It is important to note that at the time of writing, this year's local government pay award has not yet been agreed.

## Comparisons with previous years

- 12 The number of respondents paying the London Living Wage or above to all apprentices has increased from 17 in 2020 (52 percent) to 21 (63 percent). This has continued to increase year-on-year; in 2016, just four boroughs (18 percent) paid the London Living Wage.
- 13 All boroughs pay at a rate above the National Minimum Wage for apprentices (£4.30) for all levels.
- 14 There continues to be a significant variation in pay levels for apprentices between London boroughs.
- 15 The average pay for entrants at Level 2 has risen significantly from 2020, an 18% increase, while the average pay for entrants at Level 3 has also risen by 9%, which matches the overall pattern since 2016 that has consistently trended towards an increase in average pay at all levels. It would be useful to discuss with members any reasons for a significant pay increase at Level 2 between 2020 and 2021.



# Greater London Employment Forum

## The London Healthy Workplace Award

Item: 5

<b>Report by:</b>	Steve Davies	<b>Job title:</b>	Head of London Regional Employers' Organisation
<b>Date:</b>	22 February 2022		
<b>Contact:</b>	Steve Davies		
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### Summary:

The London Healthy Workplace Award (LHWA) is an accreditation scheme led by the Mayor of London's Office and supported by Public Health England. It acts as a template for good practice and recognises London employers who invest in their employee's health and wellbeing. The scheme supports organisations of all sizes across public, private and voluntary sectors.

This report summarises the Healthy Workplace model and outlines what London boroughs are doing toward achieving accreditation.

## 1. The London Healthy Workplace Award

- 1.1 The London Healthy Workplace Award is structured around an evidenced-based model of workplace health and wellbeing made up of three 'pillars' and nine standards. These are summarised in the diagram and table below.



Corporate Support for Wellbeing	Mental Health & Wellbeing	Healthy Lifestyle Promotion
<b>How the organisation uses its policies and management practices to create a working environment that supports health and wellbeing</b>	<b>How the organisation promotes resilience, protects the mental wellbeing of workers and enables people to grow and succeed at work.</b>	<b>How the organisation encourages and enables staff to make healthy lifestyle choices related to diet and exercise, alcohol consumption and substance misuse</b>
1. Leadership, policies and planning – The engagement and ownership senior managers show and how the health needs of workers are assessed and supported. This covers other aspects of human resources management including workforce dialogue, equality, flexible working and communication.	4. Organisational policies and culture – How the organisation protects and enhances the mental wellbeing of workers through policies and procedures and by creating a positive culture	7. Physical activity – How the organisation promotes the importance and benefits of regular physical activity and creates opportunities for workers to become more active
2. Health, safety and environment – The systems the organisation uses to monitor and improve health and safety and promote a healthy environment by design.	5. Management knowledge and behaviours – The role managers play in promoting and protecting the mental wellbeing of employees and allowing people to develop and succeed at work.	8. Healthy eating – How the organisation encourages and enables staff to eat healthily
3. Attendance management – How information is used by the organisation to help managers support attendance, reduce sickness absence and inform management practice.	6. Employee knowledge and resilience – How the organisation supports staff to manage life's normal stresses, work in a productive and fulfilling manner and manage mental distress.	9. Alcohol, smoking and substance misuse – How the organisation goes beyond minimum legal requirements to encourage employees to stop smoking. How it promotes the safe and sensible use of alcohol and responds to problematic use of alcohol and other substances

## **2. Survey of London boroughs**

2.1 Outlined below are the results of a survey of London boroughs and their current status in relation to attaining accreditation to the London Healthy Workplace Award.

### **Accredited – Foundation**

Barking and Dagenham  
Bexley  
Hounslow

### **Accredited – Achievement**

Croydon  
Greenwich  
Havering  
Islington  
Kensington & Chelsea  
Lambeth  
Lewisham  
Newham  
Southwark

### **Accreditation – Excellence**

Hackney  
Haringey  
Hillingdon  
Richmond/Wandsworth  
Westminster

### **Applying For**

Waltham Forest

### **No Accreditation/Not Currently Pursuing**

Barnet  
Brent  
Bromley  
Camden  
Ealing  
Enfield  
Hammersmith & Fulham  
Harrow  
Kingston  
Redbridge  
Sutton  
Tower Hamlets

# Greater London Employment Forum

## Mayor of London – Good Work Standard

Item: 6

<b>Report by:</b>	Steve Davies	<b>Job title:</b>	Head of London Regional Employers' Organisation
<b>Date:</b>	22 February 2022		
<b>Contact:</b>	Steve Davies		
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### Summary:

The Mayor's Good Work Standard brings together best employment practice and links to resources and support from across London to help employers improve their organisations. It sets the benchmark the Mayor wants every London employer to work towards and achieve.

This report summarises the standard and outlines what London boroughs are doing toward achieving the standard.

## 2. The Standard

- 1.1 The Good Work Standard provides employers with a set of best employment practices alongside information and resources to help achieve them. They are organised into four key areas, known as pillars, that are relevant and important to any organisation and employer.
- 1.2 To achieve the Good Work Standard, employers must first complete the self-assessment for the Foundation criteria. These are the legal requirements and basics of employment practice that every employer should have in place. Once employers have completed this stage, they will be invited to register for the Good Work Standard. There are two levels;
  - Achievement - the standard for good employment practice
  - Excellence - for employers that demonstrate how they embed excellent practices into their organisation.
- 1.3 The four pillars are: Fair pay and conditions; Workplace wellbeing; Skills and progression; Diversity and recruitment.

- 1.4 Outlined below is a table with some examples for each of the four pillars, laid out in the **Achievement** and **Excellence** levels. Employers will need to complete and demonstrate a number of requirements in order to achieve the Good Work Standard.

Achievement	Excellence
<b><u>Fair pay and conditions</u></b>	
<ul style="list-style-type: none"> <li>The organisation is accredited as a Living Wage employer</li> <li>A written statement of employment particulars is provided on the first day of employment and includes clear information on pay, conditions, employment status, rights and entitlements.</li> </ul>	<ul style="list-style-type: none"> <li>Organisations in the supply chain are encouraged to pay and become accredited London Living Wage employers. There are guidelines and/or limits set on how zero-hour contracts are used within the organisation Offer further support for living costs including working with credit union membership, payroll savings schemes, support with housing costs.</li> </ul>
<b><u>Workplace wellbeing</u></b>	
<ul style="list-style-type: none"> <li>Sign up and adhere to the London <b><u>Healthy Workplace Charter</u></b> and <b><u>Women's Night Safety Charter</u></b>. Produce a Health and Wellbeing plan for your workforce</li> <li>Implement collective mechanisms, trade unions and/or staff surveys to obtain workforce feedback on important issues in your organisation</li> <li>Make flexible and agile working available for your entire workforce</li> </ul>	<ul style="list-style-type: none"> <li>Encourage active commuting and provide healthy food options</li> <li>Develop a Mental Health strategy and make training accessible to all people in your workforce</li> <li>Establish arrangements including workers in senior decision making or company boards</li> <li>Develop and publish a Violence Against Women and Girls (VAWG) policy</li> </ul>
<b><u>Skills and progression</u></b>	
<ul style="list-style-type: none"> <li>A performance management framework or approach has been developed and all people in your workforce have the opportunity for 1:1 conversation with their managers</li> <li>People management and development practices in your organisation are enhanced through workforce feedback.</li> <li>The organisation supports the progression of underrepresented or disadvantaged groups, including women, through positive programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Offer accredited and recognised training that encourages lifelong learning beyond job requirements</li> <li>Provide volunteering leave and promote skills-based Employer Supported Volunteering (ESV) to your workforce</li> <li>Provide accredited management training including 360-degree feedback as part of development</li> <li>Consult your workforce in the process of job design and workforce planning</li> </ul>

<b><u>Diversity and recruitment</u></b>	
<ul style="list-style-type: none"> <li>• Offer Diversity and Inclusion training for everyone in your workforce</li> <li>• Put in place a zero-tolerance approach to all forms of discrimination, harassment and bullying</li> <li>• Broaden recruitment channels and encourage applications from diverse and under-represented groups</li> <li>• Collect and analyse data to identify ethnicity/BAME and disability pay gaps and publish your gender pay gap, even if not legally required</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and actively participate in school and community outreach programmes</li> <li>• Collect and monitor workforce data to benchmark the diversity of your workforce to the local area of the organisation</li> <li>• Provide feedback for both successful and unsuccessful candidates</li> <li>• Report and publish your ethnicity and disability pay gaps even when not legally required</li> </ul>

The Good Work Standard accreditation

## **2. Survey of London boroughs**

2.1 Below is the current status of London boroughs accreditation to the Good Work Standard.

### **Excellence Level – 11 London boroughs**

Brent  
Camden  
Croydon  
Enfield  
Greenwich  
Hackney  
Haringey  
Islington  
Lewisham  
Southwark  
Tower Hamlets

**Achievement**  
Waltham Forest

**Foundation**  
Newham

### **Applying for/Not yet got – 4 London boroughs**

Barking and Dagenham  
Bexley  
Havering  
Hounslow

**Not pursuing the Standard at this point – 16 London boroughs**

Barnet  
Bromley  
Ealing  
Hammersmith & Fulham  
Harrow  
Hillingdon  
Kingston  
City of London

Lambeth  
Merton  
Redbridge  
Richmond & Wandsworth  
Sutton  
Kensington & Chelsea  
Westminster



# Greater London Employment Forum

## London Living Wage Summary

Item: 7

**Report by:** Steve Davies      **Job title:** Head of London Regional Employers' Organisation

**Date:** 22 February 2022

**Contact Officer:** Steve Davies

**Telephone:** 020 7934 9963      **Email** [debbie.williams@londoncouncils.gov.uk](mailto:debbie.williams@londoncouncils.gov.uk)

**Purpose:** To provide GLEF with information on London Living Wage pay arrangements within London boroughs

### Summary

All London boroughs including the City of London currently pay directly employed staff the minimum of the London Living Wage (LLW). Twenty three (23) boroughs including the City of London are accredited as Living Wage Employers

### Introduction/ Background

1. The London Living Wage (LLW) is an hourly rate of pay calculated annually by the Resolution Foundation and overseen by the Living Wage Commission, based on the best available evidence about living standards in London and the UK. The London Living Wage is a higher pay rate than that required to pay by law.
2. The London Living Wage rate was set at £10.85 for 2021 and in November 2021 it was agreed that it would be increased to £11.05 per hour. Organisations that are committed to paying the London Living Wage rate must amend their pay rates within 6 months of the notified increase.
3. It is important to note that bottom hourly pay rate of the GLPC Outer London pay spine is £11.01 based on a 36 hour week and 1 April 2020 pay rates, but when the 1 April 2021 local government pay award finally gets agreed the bottom hourly rate will exceed the London Living Wage rate of £11.05 per hour.
4. Appendix A - is a listing of London boroughs paying the London Living Wage rate.

## **Appendix A**

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

The summary shows that 32 London boroughs are paying or have agreed to pay directly employed staff the minimum of the London Living Wage rate.

\* denotes 23 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 Employment Forum

## Constitutional Matters - Amendments to London Councils Standing Orders, and annual presentation of Scheme of Delegations to Officers

Item: 8

**Report by:** Christiane Jenkins      **Job title:** Director, Corporate Governance  
**Date:** 22 February 2022  
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**Summary:** This paper reports an amendment to London Councils Standing Orders to reflect the expiry of the emergency Regulations (SI 2020/392), made under section 78 of the Coronavirus Act 2020, which came into force on 4 April 2020, which allowed for Virtual Meetings.

The report also provides, for information, the most recent version of London Councils Scheme of Delegations.

**Recommendation:** The Committee is recommended to:

- Note the amendment to London Councils Standing Orders to disregard the Virtual Meetings Protocol, as detailed in this report and at **Appendices One and Two**;
- Note the London Councils Scheme of Delegations to officers at **Appendix Three**

## Background

### Standing Orders:

1. London Councils Standing Orders (SOs) are contained in Schedule 6 of the Leaders' Committee Governing Agreement. In accordance with section 27.2 of the SOs, they can be amended by a decision of London Councils Leaders' Committee. The SOs have been amended a number of times since 2001. The current version was last amended by Leaders' Committee on 13 October 2020. No changes have been to the Standing Orders themselves since that date and the document is attached to this report as **Appendix One**.
2. Members should be advised that, in relation to the 'Time and Place of Meeting' section of the Standing Orders, as the emergency Regulations (SI 2020/392), made under section 78 of the Coronavirus Act 2020, which came into force on 4 April 2020 which allowed for Virtual Meetings expired on 6 May 2021. The Protocol for 'virtual' meetings, agreed at Leaders Committee on 7 July 2020, (and which is attached here as **Appendix Two**), is to no longer be included as an Appendix to the Standing Orders and should be disregarded until further notice. However, the etiquette/house rules which are included in the Protocol will still be adhered to, with the exception of the need to confirm that the meeting is quorate.

### Scheme of Delegations:

3. In line with London Councils Standing Orders, London Councils Scheme of Delegations to Officers is approved annually at Leaders' Committee's AGM, although additional delegations may be made during the year. The current Scheme was approved at Leaders' Committee AGM on 13 October 2020. No changes have been made since that time and the document is attached as **Appendix Three**.
4. London Councils' joint committees have retained the authority to make decisions on policy and service provision and have delegated to officers the administrative functions relating to the running of London Councils.
5. The Scheme of Delegations to Officers reflects the current structure of London Councils and enables effective and transparent decision-making processes. It does not seek to

repeat the delegations contained within the Governing Agreements in full, only repeating them if it enhances the usefulness and clarity of the relevant delegation. The Scheme also does not repeat the specific delegations granted to the Director, Corporate Resources, where the responsibilities are included within the financial regulations. The Scheme of Delegations to Officers refers largely to administrative functions such as staffing, which are delegated in the first instance to the Chief Executive.

### **Recommendation:**

6. The Committee is recommended to:
  - Note the amendment to London Councils Standing Orders to disregard the Virtual Meetings Protocol, as detailed in this report and at **Appendices One and Two**;
  - Note the London Councils Scheme of Delegations to officers at **Appendix Three**.

### **Legal Implications for London Councils:**

7. Part 5A of the Local Government Act 1972 governs public access to meetings, agendas and reports, the inspection of minutes and background papers, etc. and applies to London Councils as a Joint Committee. Without the modifications introduced by the 2020 Regulations, the legislation prohibits formal meetings taking place virtually. This means that in order to participate in discussions and vote on decisions or recommendations, Members must be present physically at the meeting at which the business of the joint committee is considered.
8. However, whilst the current health emergency continues, with matters being kept under review, committee business is being dealt with by holding an informal virtual meeting in the first instance to ascertain the general view of a joint committee or sub-committee (with the public being given access to the informal meeting to maintain transparency via livestreaming and recording) with a formal decision, reflecting the views expressed by Members in the informal meeting, then being taken under Urgency Procedures by the exercise of delegated authority.
9. It is important that London Councils' joint committees properly delegate the exercise of functions to Officers in a manner which is consistent with the relevant Governing Agreements, and any legal restrictions on delegable functions, to ensure that the work of London Councils (through Leaders' Committee, Grants Committee and LCTEC) is

delivered efficiently and effectively, and to avoid giving rise to any possible grounds for challenge to decisions made pursuant to those delegations.

### **Equalities Implications for London Councils**

10. There are no specific equalities implications for London Councils.

### **Financial Implications for London Councils**

11. There are no financial implications for London Councils.

### **Appendices**

**Appendix One:** London Councils Standing Orders June 2021

**Appendix Two:** The Protocol for 'Virtual' Meetings

**Appendix Three:** London Councils Scheme of Delegations to Officers 2021