

Request for Head of Paid Service Decision CO 02

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Decision Required

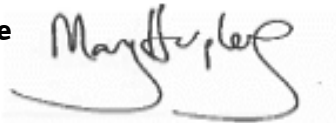
That the Head of Paid Service:

- Authorise the creation of a new 1FTE fixed term ERDF Compliance Officer post until December 2022 to be fully funded via ERDF to cover the compliance needs of the Better Futures and Decentralised Energy Enabling projects

Head of Paid Service

The above proposal has my approval.

Signature



Date 18/08/2020

1. Staffing proposals

A. Details of the proposals, including their justification. Where a paper has been submitted to the Assembly's GLA Oversight Committee, then it should be appended. Details from the Committee paper should not be repeated in the main body of this form.

B. Details of the process undertaken to arrive at the proposals.

Recruitment for a 1FTE fixed term ERDF Compliance Officer post until December 2022 (grade 7/8). This post will help deliver the ERDF funded Better Futures Project (0.5FTE) and Decentralised Energy Enabling Project (0.5FTE)

Better Futures Project

The current 0.5 FTE compliance officer post which is fully funded via ERDF currently resides in the Regeneration and Economic Development (RED) team who have hosted this role since the Better Futures project started in February 2017. The post provides compliance support and the team also provided match funding through staff time. It was agreed to provide this until the end of the current project in December 2019. (see MD 2077)

The compliance officer role is essential to the delivery of these ERDF funded projects to enable the projects to be fully compliant with ERDF rules, the role is responsible for submitting funding claims, ensuring procurement is compliant with EU regulations and undertaking checks with delivery partners and not having this post would risk the successful delivery of the ERDF funded projects.

After June 2019 the RED team are no longer able to continue providing this resource due to restructuring and staff changes.

The Better Futures project has been granted (currently undertaking final paperwork for this) a three-year extension until December 2022.

Therefore, the logical place to host this role is within the Environment Team where the Better Futures and Decentralised Energy Enabling projects and budgets are run from.

Decentralised Energy Enabling Project

In light of recent staff changes within the Smart Energy Systems (SES) team and the DEEP team; and the increased responsibilities and obligations contracted under ERDF funding agreements, additional resource is required to complete ERDF compliance duties so that the DEEP project manager has the capacity to ensure delivery of the GLA's ERDF targets of 17,400 tonnes of CO₂ emissions reduction and 3MW of renewable energy generation by December 2021 and 36,000 tonnes of CO₂ emissions reduction by December 2022.

Alternative options investigated:

A number of alternative staffing arrangements were investigated:

- a) Find out what other roles in the organisation that are already doing compliance could be transitioned into each role - none were found.
- b) Create two new 0.5FTE ERDF compliance roles

Preferred option:

- c) Create a 1FTE fixed term (until December 2022) ERDF Compliance Officer post within the Environment team for both Better Futures and DEEP. This will lead to efficiencies due to the nature of the work being similar across both projects. In addition, by creating one post rather than two separate 0.5FTEs, (but being open to flexible working arrangements) will open up the field to as wide a pool of quality candidates as possible.

2. Consultation

Where there has been consultation with: (i) the Mayor; (ii) the Assembly; (iii) Unison; & (iv) members of staff; summary details of their consultation responses should be provided along with details of any modifications made in the light of those responses.

In accordance with the GLA Staffing Protocol, formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) is not required for this proposal as fewer than five posts are affected. However, the HOPS is required to inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. The decision is not considered to be contentious.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	1	1 fixed term post until December 2022
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)	1	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

Details of all affected posts, including post reference numbers, are to be supplied in Appendix A

4. Financial comments

- 4.1 This report is seeking to create a new 1 FTE fixed term ERDF Compliance Officer post until December 2022.
- 4.2 The post will be evaluated at either a grade 7 or 8 on the GLA's mid-point salary scales. The annual costs equate to either £58,000 (grade 7) or £64,000 (grade 8) which includes on-costs and an additional £6,000 for internal service recharges (HR, TG & FM).
- 4.3 The costs of this proposal will be fully funded via ERDF to cover the compliance needs of the Better Futures and Decentralised Energy Enabling projects.

- 4.4 As this proposal includes fixed term contracts, the GLA may become liable for redundancy and/or pension capital costs if the appointees have on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated, but if they do arise, will be subject to further approval. All appropriate budget adjustments will be made.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as she considers necessary for proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the Head of Paid Service thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Authority's Head of Paid Service – Staffing Protocol (the "Staffing Protocol"), was adopted by the Head of Paid Service in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the Head of Paid Service will discharge her staffing powers contained in sections 67(2) and 70(2) of the GLA Act 1999 (as amended). Paragraph 5.1 of the Staffing Protocol says that, *"The Head of Paid Service will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.4 The proposals set out in this HOPS Decision Form do not fall within the definition of a 'major restructure' contained within the Staffing Protocol so do not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly). However, paragraph 5.3 of the Head of Paid Service's Staffing Protocol states that *"the Head of Paid Service will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them"*. Paragraph 3 confirms that the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) have been informed of the proposal. The proposal is not considered to be contentious.
- 5.5 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Policy Standard are followed when recruiting to the vacant posts.
- 5.6 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, he/she will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after

the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then he/she will be considered to be a permanent employee after four years of service.

5.7 The Head of Paid Service has the power to make this decision.

6. Equalities considerations

A summary of any equalities issues arising and how they have been addressed.

N/A

7. Appendices

Appendix A: Details of all affected posts, including post reference numbers

Appendix B: GLA Oversight Committee paper (if there is one)

Titles of any other Appendices

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Debbie Jackson</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Luke Bruce</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Patrick Alleyne</u> has reviewed and commented on this proposal.	
Finance and Legal Finance (Martin Franks) and Legal (Kate Phelps) have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 8 th April 2019.	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	Grade 8	GLA 03822			Post roles being redeployed
<i>Post B</i>	Grade 7/8	New post	May 2019	Dec 2022	Creation
<i>Post C</i>					
<i>Etc.</i>					

Request for Head of Paid Service Decision CO-74

CO number to be allocated via the 'Decisions' inbox

Once approved, this form will be published on london.gov.uk

Decision Required

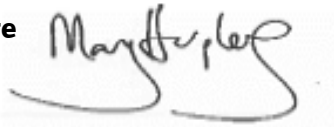
That the Head of Paid Service approves:

- The deletion of the existing, currently vacant, Grade 6 Policy & Programme Support Officer – Health post (post number 003477)
- The creation of a new G8 (indicative grade, subject to job evaluation) post of Senior Policy and Projects Officer (Health) to support the implementation of the Mayor's statutory London Health Inequalities Strategy

Head of Paid Service

The above proposal has my approval.

Signature



Date 18/08/2020

1. Staffing proposals

A. Details of the proposals, including their justification. Where a paper has been submitted to the Assembly's GLA Oversight Committee, then it should be appended. Details from the Committee paper should not be repeated in the main body of this form.

B. Details of the process undertaken to arrive at the proposals.

To delete an existing, vacant Grade 6 post and replace with a Grade 8 post

The London Health Inequalities Strategy (LHIS) is one of the statutory strategic documents the Mayor is required to develop for London under the GLA Act. LHIS development and implementation is led by the Health Team in the Communities and Intelligence Directorate and is currently supported by two posts – a Grade 10 (Senior Health Policy Manager) focused on the strategy, and a Grade 6 (Policy and Programmes Support Officer) focused on project support.

The Mayor has wide ranging influence on the wider determinants of health but has limited direct powers regarding the health and social care system. The Mayor therefore seeks to work with partners (such as the NHS, Public Health England, and Local Authorities) to develop opportunities for LHIS delivery. The LHIS was launched in October 2018, and work is now focused on mobilisation and delivery.

Since its launch, the requirements for project and policy support for the LHIS have changed. The LHIS is now being mobilised by the Health Team, through Health Team programmes and contributions from many departments across the GLA (a 'health in all policies' approach), as well as by the health and care system and wider public, private and civic society.

HOPS 0244 created the grade 6 Policy & Programme Support Officer post in the Health Team to support the development and adoption of the LHIS, including business support functions, such as support for the high-level policy and partner meetings, and organising stakeholder events.

We now need additional policy capacity in the Health Team to support implementation of the LHIS in a complex and changeable policy and partnership environment. This will enable the Mayor and GLA to prioritise opportunities that mobilise the LHIS as well as delivering on existing commitments, which are being progressed by other members of the Health Team. Business support for the work of the Health Team is currently under review.

It is therefore proposed that the grade 6 Policy and Programme Support Officer post be deleted, and a new post of Senior Policy and Projects Officer (Health) be created. A job description for this new post is attached at appendix B, and is in the process of being graded by HR. The job description has been informed by existing grade 8 posts in the GLA.

The proposed grade 8 Senior Policy and Projects Officer (Health) post would report to the grade 10 Senior Health Policy Manager.

As this post will directly replace an existing permanent post (the G6 Policy & Programme Support Officer – Health post which we are requested be deleted) it does not have any impact on head count. Costs this year arising from this change in grade will be met from the Health Team's 2019/20 budget. Going forward, costs will be addressed through the budget setting process.

2. Consultation

Where there has been consultation with: (i) the Mayor; (ii) the Assembly; (iii) Unison; & (iv) members of staff; summary details of their consultation responses should be provided along with details of any modifications made in the light of those responses.

In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly)

is not required for this proposal as fewer than five posts in one unit are being created or deleted. However, the Head of Paid Service (the “HoPS”) is required to inform these persons about any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. The decision is not considered to be contentious.

The grade 6 post being recommended for deletion is currently being covered through an internal secondment within the Health Team, which ends at the end of August 2019. The post holder has resigned and is leaving the organisation, and so the post is effectively vacant and therefore no staff consultation is required.

Fewer than five posts are being created or deleted.

This decision is not considered to be contentious.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	1	
Permanent posts to be (deleted)	1	
Fixed-term posts to be created		
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)	2	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

Details of all affected posts, including post reference numbers, are to be supplied in Appendix A

4. Financial comments

- 4.1 Approval is sought for the deletion of a full-time grade 6 Policy & Programme Support Officer post with a cost of £41,000 per annum (inclusive of on-costs), and the creation of a full-time grade 8 Senior Policy & Projects Officer post with a cost of £55,000.
- 4.2 The net cost of this proposal is £14,000 per annum. For 2019-20, this will be funded from savings made against vacant posts within the Health Team. For future years, the annual cost will be requested as growth during the 2020-21 GLA budget setting process. If the growth request is rejected, the full cost must be contained within the Health Team’s budget.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
 - appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and

- make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).

- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 The proposals set out in this Chief Officer Form do not fall within the definition of a 'major restructure' contained within the Staffing Protocol so do not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.6 However, paragraph 5.3 of the Staffing Protocol states that *"The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them"*. Paragraph 3 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.
- 5.7 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

All recruitment will be aligned with GLA HR policies on fair and open recruitment, and due consideration given to how the recruitment process can support and further the Health Team's diversity and inclusion action plan.

7. Appendices

Appendix A: Details of all affected posts, including post reference numbers

Appendix B: Job description for proposed post

8. Approval

	<i>Tick to indicate approval</i>
Executive Director Emma Strain has reviewed and commented on this proposal.	✓
Assistant Director <u>Jazz Bhogal</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer Linda Laurent-Hughes has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 12 August 2019.	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
Policy & Programme Support Officer (Health)	6	003477	July 2017		Deletion
Senior Policy and Projects Officer (Health)	8 (indicative)		Sept 2019		Creation

Appendix B

Draft job description for proposed post

Job Description

Job title: **Senior Policy and Projects Officer (Health)**

Grade: **8**

Directorate: **Communities and Intelligence**

Unit: **Health**

Job purpose

1. Support delivery of a portfolio of work to promote health and reduce health inequalities with a specific focus on the GLA's London Health Inequalities Strategy (LHIS).
2. Support effective joint working between the GLA and key partners, including Healthy London Partnership, NHS, Public Health England-London, and local authority public health teams.
3. Develop and maintain effective approaches to stakeholder engagement and communicating information about the GLA's health programme and related partnership initiatives to audiences both within and beyond the GLA.

Principal accountabilities

1. Contribute to the mobilisation of the London Health Inequalities Strategy (LHIS) within the Health Team, the wider GLA and with health and care partners across London. Including supporting the development of further resources and communicating key achievements through a newsletter.
2. Supporting the commissioning to external contactors of projects to mobilise the LHIS
3. Support the work of the Health Policy Team, to help meet LHIS objectives
4. Help develop and maintain effective partnerships and networks with external bodies that support the delivery of the Mayor's health and health inequalities policy and programmes.
5. Engage with and support stakeholders from the public, voluntary and private sector, setting out the benefits of participating in Mayoral programmes and of focussing on addressing health inequalities, to the end of achieving shared goals for London.
6. Write briefings for the Mayor, health advisors and senior managers of the GLA on issues pertaining to health and health inequalities. Support the Senior Health Policy Manager in contributing to policy development and policy advice as needed.
7. Respond appropriately to external and internal correspondence and queries
8. Provide a range of high-level administrative support to senior Health Team officers, including arranging and servicing project groups and support for convening meetings and events.

9. Develop and maintain effective procedures for monitoring and reporting progress on the LHM for a range of stakeholders
10. Identify and facilitate opportunities for closer collaboration across GLA teams and programmes and relevant partnership initiatives, and actively support the mainstreaming of health inequalities through the GLA Group's core business
11. Help to facilitate clear and effective communication of the Mayor's health priorities and programmes, including through liaising with the GLA press/PR team and supporting the health team's social media and website activity.

Key Relationships

Accountable to:	Senior Health Policy Manager
Accountable for:	Resources allocated to the job
Principal contacts	Health Team, Mayor's Office and senior GLA colleagues, Local authority public health teams, The Healthy London Partnership and NHS England, Public Health England, the London Health Board, employers from across the public, private and voluntary sector and other relevant regional health stakeholders and networks

Person specification

Technical requirements/experience/qualifications

1. Experience of working within a partnership environment, including public sector agencies, voluntary and community groups and the private sector
2. Understanding of public health issues affecting Londoners, including health inequalities, and the role of the Mayor and others
3. Project management skills and experience, and ability to ensure initiatives are delivered to agreed targets and timescales
4. Experience of planning and organising a variety of partnership development, engagement and communications activities involving public health networks, diverse communities and a wide range of stakeholders at all levels
5. Experience of working in a policy development
6. Experience of developing materials for communicating with a diverse range of audiences
7. Experience of commissioning projects to external contractors
8. Understanding of, and a commitment to, equality of opportunity and serving London's diverse communities, and the ability to apply this in a health context.

Behavioural competencies

Building & Managing Relationships

... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

Level 2 indicators of effective performance

- Develops new professional relationships
- Understands the needs of others, the constraints they face and the levers to their engagement
- Understands differences, anticipates areas of conflict and takes action

- Fosters an environment where others feel respected
- Identifies opportunities for joint working to minimise duplication and deliver shared goals

Strategic thinking

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

Level 2 indicators of effective performance

- Works with a view to the future, prioritising own and others' work in line with GLA objectives
- Briefs and prepares team to accomplish goals and objectives
- Communicates the GLA's strategic priorities in a compelling and convincing manner, encouraging buy-in
- Balances own team's needs with wider organisational needs
- Identifies synergies between team priorities and other relevant external agendas

Planning and organising

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

Level 2 indicators of effective performance

- Prioritises work in line with key team or project deliverables
- Makes contingency plans to account for changing work priorities, deadlines and milestones
- Identifies and consults with sponsors or stakeholders in planning work
- Pays close attention to detail, ensuring team's work is delivered to a high standard
- Negotiates realistic timescales for work delivery, ensuring team deliverables can be met

Problem solving

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

Level 2 indicators of effective performance

- Processes and distils a variety of information to understand a problem fully
- Proposes options for solutions to presented problems
- Builds on the ideas of others to encourage creative problem solving
- Thinks laterally about own work, considering different ways to approach problems
- Seeks the opinions and experiences of others to understand different approaches to problem solving

Research and analysis

... is gathering intelligence (information, opinion and data) from varied sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.

Level 2 indicators of effective performance

- Proactively seeks new information sources to progress research agendas and address gaps in knowledge
- Grasps limitations of or assumptions behind data sources, disregarding those that lack quality
- Analyses and integrates qualitative and quantitative data to find new insights
- Translates research outcomes into concise, meaningful reports
- Identifies relevant and practical research questions for the future

Responding to pressure and change

... is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.

Level 2 indicators of effective performance

- Maintains a focus on key priorities and deliverables, staying resilient in the face of pressure
- Anticipates and adapts flexibly to changing requirements
- Uses challenges as an opportunity to learn and improve
- Participates fully and encourages others to engage in change initiatives
- Manages team's well-being, supporting them to cope with pressure and change

Communicating and Influencing

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

Level 2 indicators of effective performance

- Communicates openly and inclusively with internal and external stakeholders
- Clearly articulates the key points of an argument, both in verbal and written communication
- Persuades others, using evidence based knowledge, modifying approach to deliver message effectively
- Challenges the views of others in an open and constructive way
- Presents a credible and positive image both internally and externally

Request for Head of Paid Service Decision CO-159

CO number to be allocated via the 'Decisions' inbox (Decisions@london.gov.uk)

Once approved, this form will be published on london.gov.uk

Decision Required

That the Head of Paid Service:

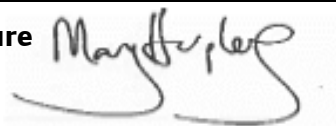
Approves the extension of a grade 9 of Senior Policy & Programme Officer from 1st April 2020 to 30th November 2020, post number 3728.

<i>Job title</i>	<i>Grade</i>	<i>Duration of extension</i>
Senior Policy & Programme Officer	9	8 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 18/08/2020

1. Staffing proposals

Post 3728 was created in the Health Team restructure in spring 2018 and was established to support the development of the Child Obesity Taskforce convened by the Mayor as well as providing managerial oversight of the healthy workplace award team.

The child obesity taskforce published their recommendations in September 2019, and the London Health and Care Vision has established child obesity as one of ten priorities for partnership action.

The extension of this post in line with the extension of a Grade 7 child obesity secretariat post (number 3729) will provide continuity while staffing arrangements to support action on child obesity are reviewed in light of new priorities of the Mayoral administration. As this proposal maintains current arrangements it has not been subject to extensive consultation.

2. Consultation

In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) is not required for this proposal as fewer than five posts in one unit are being created or deleted. However, the Head of Paid Service (the "HoPS") is required to inform these persons about any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. The decision is not considered to be contentious.

3. Table of changes

Posts	FTEs	Notes
Fixed-term posts to be extended	1.0	Senior Policy & Programme Officer
Net total of posts created / (deleted)	1.0	

Details of all affected posts, including post reference numbers, are to be supplied in Appendix A

4. Financial comments

Finance & Governance to complete.

Mandatory information required to enable post to be added to HR system:

Cost centre

G0240

Cost object

(if different):

GG.0240.045.010.003

Is post to be externally funded, in part or full (if yes, include details below)?

No

Is the post full or part time?

Full time

Is the post permanent or temporary?

Temporary (8 months)

What is expected start date?

April 2020

Expected end date?

November 2020

Supplementary finance information (to include analysis of costs, sources of funding and virement details, if applicable):

- 4.1 The total cost of extending the Senior Policy & Programmes Officer post GLA3728 (1 FTE @ Grade 9 for 8 month until November 2020) amounts to circa £43,000.

This expenditure will be funded by the Childhood Obesity Taskforce Programme budget held within the Health Unit.

The GLA may become liable for redundancy costs if the post holder has on-going continuous service from a local authority or equivalent body. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process and contained within Health Unit.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 5.1 of the Staffing Protocol says that, "*The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit.*" As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 The proposals set out in this Chief Officer Form do not fall within the definition of a 'major restructure' contained within the Staffing Protocol so do not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.6 However, paragraph 5.3 of the Staffing Protocol states that "*The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them*". Paragraph 2 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.

- 5.7 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

All recruitment will be aligned with GLA HR policies on fair and open recruitment, and due consideration given to how the recruitment process can support and further the CSP Unit action and diversity plan.

7. Appendices

Appendix A: Details of all affected posts, including post reference numbers

Appendix B: Structure chart showing reporting lines and post reference numbers

Appendix C: GLA Oversight Committee paper (if there is one)

Titles of any other Appendices

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Halima Khan</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Jazz Bhogal</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Dianne Poyser</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on [DATE].	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	9	3728	1 st April 2020	30 th November 2020	Extension of current fixed term post

Appendix B

Structure chart showing reporting lines and post reference numbers

Request for Head of Paid Service Decision CO 170

CO number to be allocated via the 'Decisions' inbox (Decisions@london.gov.uk)

Once approved, this form will be published on london.gov.uk

Decision Required

That the Head of Paid Service:

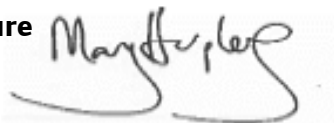
Approves the extension of the following fixed-term posts to lead the Media, Marketing and Communications workstream requirements for the 2021 Mayor of London and London Assembly elections.

Job title	Grade	End date of current fixed term	New end date
Head of Media: Elections	13	31 May 2020	30 June 2021
Senior Manager: Marketing, Elections 2021 & Interim Public Liaison Unit Lead (0.8 FTE)	13	31 August 2020	31 August 2021
Senior Elections Delivery Manager (Comms)	11	19 August 2020	31 July 2021
Senior Marketing Officer	8	4 September 2020	30 June 2021

Head of Paid Service

The above proposal has my approval.

Signature



Date 18/08/2020

1. Staffing proposals

Executive summary

This form requests approval for the extension of three fixed-term posts until the end of August 2021 and one fixed-term post until the end of June 2021 to deliver the Marketing and Communications and Media workstream requirements respectively on behalf of the Greater London Returning Officer (GLRO) for the 2021 Mayor of London and London Assembly elections.

The posts, previously approved under STAF 1096 and CO 34 (Marketing and Communications) and CO 35 (Media) will directly support both the Assistant Director External Relations (workstream lead) and the Deputy Greater London Returning Officer (DGLRO). These posts are currently filled by permanent members of GLA staff on secondment.

Due to the COVID-19 pandemic, the 2020 elections have been postponed by 12 months and a revised statutory timetable agreed, with a new election date given as 6 May 2021. This postponement has created a need for an extension of the posts to replicate the 2020 workplan as set out below, with a dedicated resource to fulfil elections workstream deliverables.

Workstream	May - August 2020	September – October 2020	November 2020 - June 2021	July – August 2021
Marketing and Communications				
Media				

Prior to September 2020, there is essential work to be completed across Marketing and Communications to manage existing supplier contracts, preserve work already underway and conduct project evaluations in preparation for delivery in 2021.

Additional capacity

In the months prior to resuming sole focus on the elections, it is acknowledged that the postholders will have some capacity to support the GLA in other areas as needed, in particular, to reinforce the organisation's capacity in responding to the Covid-19 pandemic.

Marketing and Communications

The three Marketing and Communications postholders each hold substantive posts within the External Relations Unit and will provide support there. The proposed breakdown of this split is as follows:

	May - August 2020	Sept 2020 – May 2021	June – August 2021
Elections	20%	100%	80%
External Relations support	80%		20%

Media

Between May and November 2020, the one Media postholder has been offered as additional resource to support the Strategic Coordination Group (SCG) in managing the multi-agency pan-London response to the pandemic. The post holder will also support the GLA's recovery work.

Background

Marketing and Communications

These posts were originally approved via STAF 1096 (G13) and CO 34 (G11, G8) as a dedicated resource to deliver the Marketing and Communications workstream for the 2020 Mayor of London and London Assembly elections. This workstream is responsible for all communications activity across the elections including the statutory election booklet, the marketing campaign, website and social media and borough requirements for comms materials at polling stations.

The fixed-term posts were due to end in August 2020 to allow enough time for the planning and delivery of these areas and for a full post project evaluation, including lessons learned and recommendations for future elections.

Media

This post was originally approved via CO 35 to lead the Media engagement workstream for the 2020 Mayor of London and London Assembly elections. This workstream is responsible for the implementation of the media strategy to increase public awareness and understanding of the election and facilitation of media attendance at count centres and at the results announcement on behalf of the GLRO.

The fixed-term post was for 7 months and due to end in June 2020 to allow sufficient time for the postholder to conduct the required planning and press officer recruitment phase (November 2019 – March 2020) and subsequent management of a team of press officers from March 2020 to support delivery of the workstream plan.

Reasons for extension of posts

Marketing and Communications

May – August 2020

Preservation of work completed and continuation of project management

At the point of postponement, the team had completed several months of planning, procurement of suppliers and engagement with key stakeholders across London's local authorities and relevant networks. It is important for the delivery in 2021 that this work is preserved where possible, including managing the variation of supplier contracts and completing an evaluation of work to date to inform resumed project delivery from September 2020. A review of the marketing and communications plans and content in light of COVID-19 is also planned.

During this period, postholders will have some extra capacity and will assume additional responsibilities within the External Relations unit to support the organisation's work in responding to the COVID-19 pandemic (further details below).

September 2020 – May 2021

Dedicated elections resource

June – August 2021

Post project wrap up and evaluation

A comprehensive workstream evaluation will be conducted to support sustainability, future scrutiny and inform high level project planning for the next elections.

Media

May – November 2020

Offered as additional resource to support the Strategic Coordination Group (SCG) in managing the multi-agency pan-London response to the Covid-19 pandemic and the recovery period expected.

November 2020 – May 2021

Dedicated elections resource

Detail of roles and responsibilities

Head of Media: Elections**Grade 13****Proposed extension of 12 months (June 2020 – June 2021)**

Overall responsibility for the Media workstream and leading on all elements of delivery, reporting directly to the Deputy Greater London Returning Officer (DGLRO). The role is required full time from November 2020 to allow the postholder to implement the relevant structure and processes including planned recruitment so that the press team can be fully operative from March 2021. Led by the Head of Media, the press team will plan and provide communications support to the GLRO, coordinating activities with other workstreams and communications led by boroughs and the Electoral Commission. The workstream will deliver media facilities and support across the count centres and be responsible for all reactive media handling across the programme delivery period. It is expected that the press officer roles will be sourced from a combination of internal teams including the London Assembly Press Office, the Mayor's Press Office and more generalist teams across the GLA where members of staff hold relevant transferable skills.

From May to November 2020, additional responsibilities are likely to include communications support to the SCG and work on the GLA's COVID recovery work. The original recruitment process demonstrated that it is very difficult to find a candidate with the right level of specialist knowledge and experience to deliver this workstream and therefore continuity in this role is important to mitigate high levels of risk, particularly in the current climate.

Senior Manager: Marketing, Elections 2021 & Interim Public Liaison Unit (PLU) Lead**Grade 13****Proposed extension of 12 months (0.8FTE) (September 2020 – August 2021)**

Responsibility for the Marketing and Communications workstream and leading on all elements of delivery, reporting directly to the DGLRO with a dotted line to the Assistant Director External Relations. By dedicating resource to this role, it ensures that delivery of this workstream does not come into conflict with delivery of the Mayor's communications priorities and marketing campaigns.

From May to September 2020, lead PLU and Information Governance teams because Senior Manager: Digital Transformation is at capacity leading the Digital and Internal Comms teams, and the Information Governance Manager, is due to go on paternity leave during this period. This also allows the Assistant Director, External Relations, to focus on other priorities.

Senior Elections Delivery Manager**Grade 11****Proposed extension of circa 12 months FT (September 2020 – July 2021)**

Leading the delivery of the statutory materials for the workstream including the Booklet sent to every registered voter and polling station materials provided to local authorities, managing key stakeholder relationships with suppliers and local authorities.

Working closely with the Senior Elections Programme Manager on the overall planning and communications strategy with local authorities to effectively deliver project requirements.

From May to September 2020, leading workstream evaluation and supporting the Senior Manager Marketing: Elections and Assistant Director, External Relations, in additional External Relations responsibilities.

Senior Marketing Officer (elections)**Grade 8****Proposed extension of circa 12 months FT (September 2020 – June 2021)**

Reporting to the Senior Manager: Marketing, Elections, and responsible for implementing and managing an elections specific consumer-focused marketing and communications campaign across the full marketing mix including online and traditional offline channels.

From May to September 2020, contributing to the workstream evaluation and move to Internal Comms and deputising for the Internal Communications and Engagement Manager. Additional responsibilities include working on Core Briefs and updating intranet pages to ensure GLA staff are supported via internal communications and resources. This additional internal communications resource is particularly important in the light of COVID-19.

Consideration of other fixed-term posts

The four proposed fixed-term post extensions for both the Marketing and Communications and Media workstreams are filled by GLA staff on secondment from other GLA roles. Their substantive roles have been back-filled and thus the extension of these posts has an impact on other staff. Given each of the post holders has a substantive permanent role, there will be a need to extend the contracts of the fixed term staff who are currently covering these permanent roles. Separate Approval-to-Fill forms will be drafted for these fixed-term contract extensions, details are listed below to illustrate that six other GLA staff are directly impacted.

The Head of Media: Elections filled on a fixed-term contract basis until the end of May 2020. The extension of this post will be considered by the ED Secretariat who is aware of the above proposal.

The Senior Manager: Marketing, Elections 2021 & Interim Public Liaison Unit (PLU) lead

Two permanent members of GLA staff are acting up into roles as a result of this elections secondment. There is a further member of staff on a fixed-term contract who will need to be extended as a result of this CO form.

The Senior Elections Delivery Manager (Comms)

There is a permanent member of GLA staff acting up as a result of this elections secondment. There are two further members of staff on fixed-term contracts who will need to be extended as a result of this CO form.

The Senior Marketing Officer (elections) is backfilled by a fixed-term Senior Marketing Officer in the marketing campaigns team whose contract will need to be extended.

2. Consultation

The proposal to extend the Head of Media: Elections post is a proposal to create a temporary staff post (defined as being up to two years in duration) and therefore it is not necessary to formally consult with or inform the Chief of Staff (on behalf of the Mayor) or the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) about the proposal. However, this proposal must be reported by the Head of Paid Service (the "HoPS") to these persons in a six monthly report.

In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) is not required for the proposal to extend the Senior Manager: Marketing, Elections 2021 & Interim Public Liaison Unit, Senior Elections Delivery Manager (Comms) and Senior Marketing Officer posts as fewer than five posts in one unit are being created or deleted. However, the HoPS is required to inform these persons about any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. The decision is not considered to be contentious.

Consultation has been undertaken with relevant staff in the External Relations Unit and the Elections Working Group.

3. Table of changes

Posts	FTEs	Notes
--------------	-------------	--------------

Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	3.8	1 x G13 for 12 months 1 x G13 (0.8 FTE) for 12 months 1 x G11 for 12 months & 13 days 1 x G8 for 11 months & 27days
Fixed-terms posts to be (deleted)		
Net total of posts created	3.8	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

Details of all affected posts, including post reference numbers, are to be supplied in Appendix A

4. Financial comments

Finance & Governance to complete.

Mandatory information required to enable post to be added to HR system:

Cost centre Cost object (if different):

Is post to be externally funded, in part or full (if yes, include details below)?

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date?

Expected end date?

June 2020 – Head of Media
August 2020 – Marketing posts x3

June 2021 – Head of Media
August 2021 – Marketing posts x3

Supplementary finance information (to include analysis of costs, sources of funding and virement details, if applicable):

- 4.1 Approval is sought to extend the fixed-term (secondment) posts below to lead the Media, Marketing and Communications workstream requirements for the 2021 Mayor of London and London Assembly

elections. The total cost of this will be £326,000 including on costs at mid-point salary scale for 12 months. It has been recognised that these posts will work at varying percentages on across External Affairs, Strategic Coordination Group (SCG) and Elections throughout the 12 months and are to be considered as part of the COVID 19 re-purposing of budget process. They will initially be funded from the Elections 2020-21 and 2021-22 budget. The posts will sit within the Elections team and the costs will be span 2 financial years as shown below.

Job title	Grade	End date of current fixed term	New end date	Extension length	Budget required/costs	2020-21	2021-22
Head of Media: Elections	13		June 2021	12 months	£106,000	£80,000	£26,000
Senior Manager: Marketing, Elections 2021 (0.8 FTE)	13	31 August 2020	31 August 2021	12 months	£85,000	£50,00	£35,000
Senior Elections Delivery Manager (Comms)	11	19 August 2020	31 July 2021	12 months & 13 days	£76,000	£44,000	£32,000
Senior Marketing Officer	8	4 September 2020	30 June 2021	12 months less 4 days	£59,000	£34,000	£25,000
Total					£326,000	£208,000	£118,000

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 6.1 of the Staffing Protocol says that *"Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service"*. Paragraph 6.2 of the Staffing Protocol says that *"These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee (on behalf of the Assembly)"*.

in a six-monthly report". As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.

- 5.5 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to create one temporary post (the Head of Media: Elections post) as set out above. Paragraph 2 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.4 above in a six monthly report.
- 5.6 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.7 The proposal to extend the Senior Manager: Marketing, Elections 2021 & Interim Public Liaison Unit, Senior Elections Delivery Manager (Comms) and Senior Marketing Officer posts set out in this Chief Officer Form do not fall within the definition of a 'major restructure' contained within the Staffing Protocol so do not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.8 However, paragraph 5.3 of the Staffing Protocol states that *"The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them"*. Paragraph 2 confirms that these persons have been informed of the proposals set out at paragraph 5.7 above. The proposals are not considered to be contentious.
- 5.9 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.10 The HoPS has the power to make this decision.

6. Equalities considerations

No equalities issues have been identified.

7. Appendices

Appendix A: Details of all affected posts, including post reference numbers

Appendix B: Structure chart showing reporting lines and post reference numbers

Appendix C: GLA Oversight Committee paper (if there is one)

Titles of any other Appendices

8. Approval

	<i>Tick to indicate approval</i>
DGLRO <u>Alex Conway</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Emma Strain</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 26 May 2020.	

Appendix A

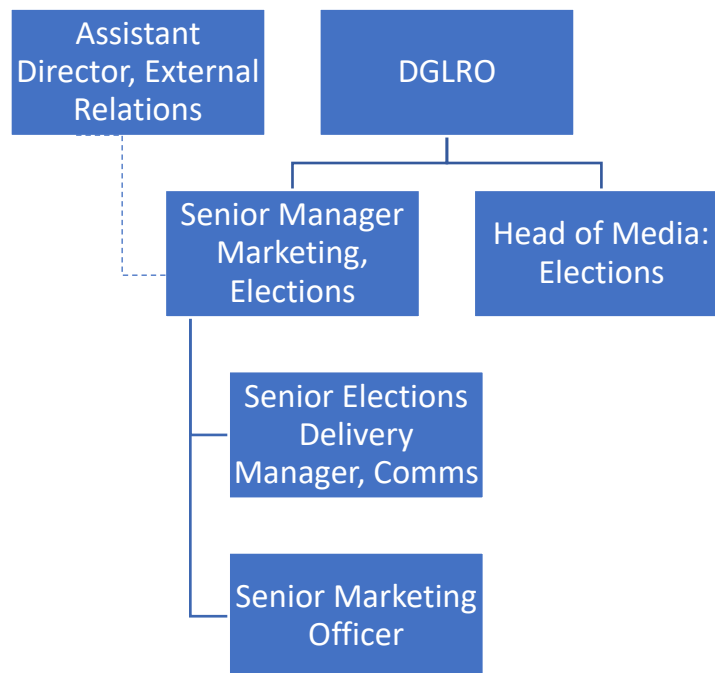
Details of all affected posts

Post title	Post grade - current	Post reference number	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
Head of Media: Elections	13	004157	Current end date: 31 May 2020	Contract extension (12 months) to 30 June 2021
Senior Manager: Marketing, Elections 2021 (0.8 FTE)	13	004050	Current end date: 31 August 2020	Contract extension (12 months) to 31 August 2021
Senior Elections Delivery Manager (Comms)	11	004153	Current end date: 19 August 2020	Contract extension to 31 July 2021

Senior Marketing Officer	8	004154	Current end date: 04 September 2020	Contract extension to 30 June 2021
Etc.				

Appendix B

Structure chart showing reporting lines and post reference numbers



Request for Head of Paid Service Decision CO 171

CO number to be allocated via the 'Decisions' inbox (Decisions@london.gov.uk)

Once approved, this form will be published on london.gov.uk

Decision Required

That the Head of Paid Service:

Approves the extension of the following fixed-term posts to lead the programme and e-counting workstream requirements for the 2021 Mayor of London and London Assembly elections.

Job title	Grade	End date of current fixed term	New end date
Senior Elections Programme Manager	11	30/06/2020	31/06/2021
Senior Project Manager: E-Counting	11	30/09/2020	31/08/2021

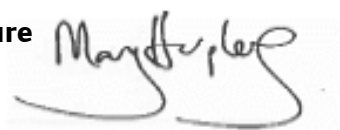
Approves the creation of the following fixed-term post to support the Programme Manager in delivering the above requirements for the 2021 Mayor of London and London Assembly elections.

Job title	Grade	Length of term	Start date	End date
Project Support Officer: Elections	5	12 months	01 June 2020	31 May 2021

Head of Paid Service

The above proposal has my approval.

Signature



Date 18/08/2020

1. Staffing proposals

Executive summary

This form requests approval for the extension of two fixed-term posts and the creation of one fixed-term post until the end of August 2021 to manage the successful delivery of the 2021 Mayor of London and London Assembly elections, including ownership of the overall programme management and leading the delivery of the e-counting workstream on behalf of the Greater London Returning Officer (GLRO).

The two posts proposed to be extended, Senior Election Programme Manager and Senior Project Manager: E-Counting (previously approved under STAF 933 and STAF 1020 respectively), will report directly to the Deputy Greater London Returning Officer (DGLRO). These posts are currently filled by personnel on fixed term contracts, which are due to end in June and September 2020. The fixed-term post proposed for creation, Project Support Officer: Elections, will provide pan-project administrative support and will report to the Senior Election Programme Manager. The duties of this post are currently being carried out by an existing member of GLA staff who was on an agreed internal secondment for the purposes of the 2020 planned delivery date.

Due to the COVID-19 pandemic, the 2020 elections have been postponed by 12 months and a revised statutory timetable agreed, with a new election date given as 6 May 2021. This postponement has created a need for an extension of the posts to replicate the 2020 workplan as set out below, with a dedicated resource to fulfil workstream deliverables.

Workstream	May - August 2020	September 2020 - August 2021
Overall Project management		
Project support		
E-Counting		

Prior to September 2020, there is essential work required to manage extensive stakeholder networks across each of the local authorities, manage existing supplier contracts, preserve work already underway and conduct project evaluations in preparation for delivery in 2021.

Additional capacity

In the months prior to resuming sole focus on the elections, it is acknowledged that the Senior Project Manager: E-counting and the Project Support Officer: Elections will have some capacity to support the GLA in other areas as needed, in particular to reinforce the organisation's capacity in responding to the Covid-19 pandemic.

Background

The two posts proposed for extension were originally approved via STAF 933 and STAF 1020 as a dedicated resource to manage the overall elections programme and lead the delivery of the most significant project contract, the e-counting workstream. The original recruitment process took place in 2018 to allow for 24 months of planning and ensure appointment of postholders with relevant specialist knowledge and experience to deliver the elections. Therefore, continuity in these roles is important to deliver the project in 2021 and mitigate high levels of risk, particularly in the current climate.

The post proposed for creation is a new post required to reinforce the overall project delivery, including maintaining key documents across planning and reporting and providing essential administrative support to the Programme manager. This administrative work was previously being carried out by a GLA member of staff who was internally seconded and there is a need to create a new post to support successful delivery of the project in 2021

Reasons for extension and creation of posts

May – August 2020

Preservation of work completed and continuation of project management

At the point of postponement, the team had completed several months of planning, procurement of suppliers and engagement with key stakeholders across London's local authorities and relevant networks. It is important for the delivery in 2021 that this work is preserved where possible, including managing the variation of supplier contracts and completing an evaluation of work to date to inform resumed project delivery from September 2020.

During this period, two postholders will have extra capacity and will assume additional responsibilities within the GLA to support the organisation's work in responding to the COVID-19 pandemic (further details below).

September 2020 – May 2021

Dedicated elections resource

June – August 2021

Post project wrap up and evaluation

A comprehensive project evaluation will be conducted to support sustainability, future scrutiny and inform high level project planning for the next elections.

Detail of roles and responsibilities

Senior Elections Programme Manager

Grade 11

Proposed extension of 14 months FT (July 2020 – August 2021)

Responsible for strategic development and implementation of the overall project across multiple workstreams, including monitoring milestone targets across supplier contracts, establishing good working relationships with relevant external stakeholders and providing guidance on election rules to ensure that the elections are delivered successfully.

Senior Project Manager: E-Counting

Grade 11

Proposed extension of 11 months FT (October 2020 – August 2021)

Responsible for the management of the complex e-counting workstream to ensure that the contracted supplier successfully delivers the required services for the elections, including provision of technical advice to the GLRO, monitoring project risks, logistical coordination across count centre technology and overseeing extensive large-scale testing of services.

From mid-April to September 2020, supporting the CSP Directorate's Covid-19 response.

Project Support Officer: Elections

Grade 5

12 months FT (June 2020 – May 2021)

Reporting to the Senior Election Programme Manager, providing first level support across the project including maintaining key documents, processing supplier invoices and updating budget sheets and assisting in planning appointments, meetings and conferences as required.

From mid-April to September 2020, providing additional support to the Mayor's Office Press team to reinforce the GLA's management of its response to the Covid-19 pandemic.

2. Consultation

The proposal to create a Project Support Officer: Elections post is a proposal to create a temporary staff post (defined as being up to two years in duration) and therefore it is not necessary to formally consult with or inform the Chief of Staff (on behalf of the Mayor) or the Assembly's staffing committee, currently the GLA

Oversight Committee, (on behalf of the Assembly) about the proposal. However, this proposal must be reported by the Head of Paid Service (the “HoPS”) to these persons in a six monthly report.

In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the “Staffing Protocol”), formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) is not required for the proposal to extend the Senior Elections Programme Manager and Senior Project Manager: E-Counting posts as fewer than five posts in one unit are being created or deleted. However, the HoPS is required to inform these persons about any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. The decision is not considered to be contentious.

Consultation has been undertaken with relevant staff in the Elections Working Group.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	3	1x G11 for 14 months 1 x G11 for 11 months 1 x G5 for 12 months
Fixed-terms posts to be (deleted)		
Net total of posts created	3	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

Details of all affected posts, including post reference numbers, are to be supplied in Appendix A

4. Financial comments

Finance & Governance to complete.

Mandatory information required to enable post to be added to HR system:

Cost centre Cost object
GK.0110.010 (Elections COVID19)

Is post to be externally funded, in part or full (if yes, include details below)?

No

Is the post full or part time?

Full time

Is the post permanent or temporary?

Temporary

What is expected start date?

Senior Elections Programme Manager – 01 July 2020

Senior Project Manager: E-Counting – 01 October 2020

Project Support Officer: Elections – 01 June 2020

Expected end date?

Senior Elections Programme Manager – 31 August 2021

Senior Project Manager: E-Counting – 31 August 2021

Project Support Officer: Elections – 31 May 2021

Supplementary finance information (to include analysis of costs, sources of funding and virement details, if applicable):

- 4.1 Approval is sought to extend three fixed-term (secondment) posts below to manage the successful delivery of the 2021 Mayor of London and London Assembly elections. The total cost of this will be approximately £199,000 including on costs at mid point salary scale for the duration of the extension of these posts. The budget to fund these posts will be considered as part of the COVID 19 re-purposing of budget process and will be initially funded from the Elections 2020-21 and 2021-22 COVID19 budget. The posts will sit within the Elections team and the costs will be span 2 financial years as shown below.

Job title	Grade	End date of current fixed term	New end date	Extension length	Budget Required/costs	2020-21	2020-21
Senior Elections Programme Manager	11	30 June 2020	31 August 2021	14 months	£89,000	£57,000	£32,000
Senior Project Manager: E-Counting	11	30 September 2020	31 August 2021	11 months	£70,000	£38,000	£32,000

Job title	Grade	End date of current fixed term	End date	Length of term	Budget Required/costs	2020-21	2020-21
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Project Support Officer: Elections	5	31 May 2020	31 May 2021	12 months	£40,000	£33,000	£7,000
Total					£199,000	£128,000	£71,000

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 6.1 of the Staffing Protocol says that *"Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service"*. Paragraph 6.2 of the Staffing Protocol says that *"These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee (on behalf of the Assembly) in a six-monthly report"*. As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to create one temporary post (the Project Support Officer: Elections post) as set out above. Paragraph 2 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.4 above in a six monthly report.
- 5.6 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.7 The proposal to extend the Senior Elections Programme Manager and Senior Project Manager: E-Counting posts set out in this Chief Officer Form do not fall within the definition of a 'major restructure' contained within the Staffing Protocol so do not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.8 However, paragraph 5.3 of the Staffing Protocol states that *"The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before*

taking a decision on them". Paragraph 2 confirms that these persons have been informed of the proposals set out at paragraph 5.7 above. The proposals are not considered to be contentious.

5.9 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.

5.10 The HoPS has the power to make this decision.

6. Equalities considerations

No equalities issues have been identified.

7. Appendices

Appendix A: Details of all affected posts, including post reference numbers

Appendix B: Structure chart showing reporting lines and post reference numbers

Appendix C: GLA Oversight Committee paper (if there is one)

Titles of any other Appendices

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Phil Graham</u> has reviewed and commented on this proposal.	✓
Assistant Director Alex Conway has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Dianne Poyser</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on [DATE].	

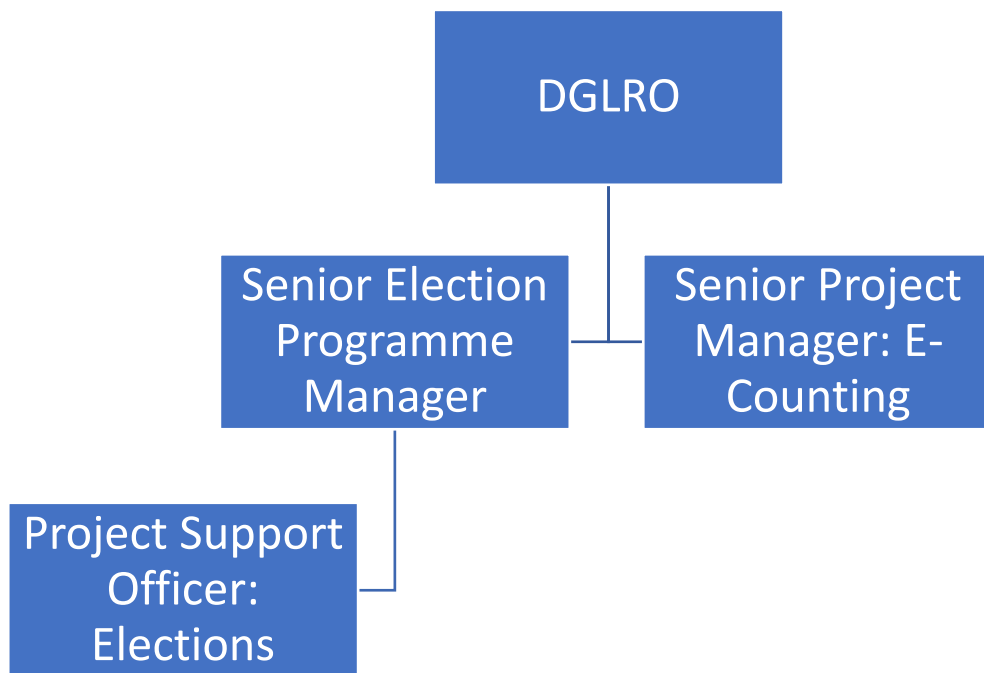
Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Senior Election Programme Manager	11	003834	01 June 2018	Current end date: 30 June 2020	Contract extension to 30 June 2021
Senior Project Manager: E-Counting	11	003911	01 September 2018	Current end date: 30 September 2020	Contract extension to 31 August 2021
Project Support Officer	5		01 June 2020	31 May 2021	creation

Appendix B

Structure chart showing reporting lines and post reference numbers



Request for Head of Paid Service Decision CO-180

CO number to be allocated via the 'Decisions' inbox (Decisions@london.gov.uk)

Once approved, this form will be published on london.gov.uk

Decision Required

That the Head of Paid Service approves the:

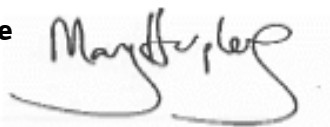
Re-evaluation of an existing permanent post (as set out below) with a revised job description;

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Marketing Executive GLA 232</i>	5	<i>Permanent – Re-evaluation to grade 6</i>
<i>Marketing Executive GLA 926</i>	5	<i>Permanent – Re-evaluation to grade 6</i>
<i>Marketing Executive GLA 958</i>	5	<i>Permanent – Re-evaluation to grade 6</i>
<i>Marketing Executive GLA 2697</i>	5	<i>Permanent – Re-evaluation to grade 6</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 10/08/2020

1. Staffing proposals

Marketing Executive, External Relations

This proposal is to re-grade the role of Marketing Executive, of which there are four in the Marketing campaigns team in External Relations, from their current grade 5 to grade 6.

The case for regrading is built on the evolution of the role over time to meet the changing demands of the GLA, resulting disparity between this role and roles of a similar grade in other teams, and the developing need for the GLA to run more integrated campaigns if we are to continue to meet the needs of Londoners.

The risks of us not re-grading the role include: an inability to recruit to fill these roles should the become vacant, a steady decline on the morale of those who hold this role currently, and an inability to manage the performance of those in the roles due to the feeling that expectations of the role do not align with its rank and authority.

The pillars of the business case are included in the appendix of this document, alongside the existing and proposed job descriptions. Comparable roles are detailed in the accompanying full business case.

2. Consultation

This proposal is to re-evaluate a post and therefore it is not necessary to formally consult with or inform the Chief of Staff (on behalf of the Mayor) or the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) about the proposal.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created		
Fixed-terms posts to be (deleted)		
Net total of posts created / deleted		
Permanent posts to be re-evaluated	4	Grade 5 Marketing Executives
Fixed-terms posts to be re-evaluated		

Details of all affected posts, including post reference numbers, are to be supplied in Appendix A

4. Financial comments

The funding for the Marketing Executive posts is incorporated within the existing budget for the External Relations unit (GO 480).

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service (the “HoPS”) may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly’s staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the “Staffing Protocol”), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority’s agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 8.1 of the Staffing Protocol says that *“For all matters or decisions that are not covered by sections 5, 6 and 7 above and which affect staff appointed by the HoPS, these must be dealt with or taken in accordance with the HoPS Scheme of Delegation (see below) and any other applicable policies and procedures”*. The proposal set out in this Chief Officer Form is not covered by sections 5, 6 and 7 of the Staffing Protocol which relate to Restructures – creating or deleting staff posts, Temporary staff posts and Terms and conditions respectively.
- 5.5 The HoPS is authorised to determine grades of staff in accordance with the job evaluation scheme for posts above the Assistant Director/Head of Unit level. However, paragraph 7.1 of the Staffing Protocol, Scheme of Delegation says that *“The AD of HR & OD is authorised to determine grades of staff in accordance with the job evaluation scheme for posts at the Assistant Director/Head of Unit level and below, subject to budget allocation being identified”*. It has been determined (by mutual consent) that the delegation referred to above should not currently be exercised and that the HoPS should approve all job re-evaluations. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to re-evaluate the post set out above.
- 5.6 If the proposals set out in this Chief Officer Form result in any change to the terms and conditions of employment of existing GLA employees, then the GLA will need to follow a proper process in order to make such changes.
- 5.7 The HoPS has the power to make this decision.

6. Equalities considerations

These posts, if approved, will be recruited to in accordance with GLA policies and procedures, which include objectives regarding diversity and inclusion.

7. Appendices

Appendix A – Details of All Affected Posts

Appendix B – Business Case for re-evaluation

Appendix C – Current job description for Marketing Executive post

Appendix D – Proposed revised job description for Marketing Executive post

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Emma Strain</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 23 June 2020.	

Appendices

Appendix A

Details of all affected posts

<i>Job title</i>	<i>Ref no.</i>	<i>Grade</i>	<i>Proposal</i>
<i>Marketing Executive</i>	<i>GLA 232</i>	5	<i>Re-evaluation, indicative grade 6 in line with revised Job Description</i>
<i>Marketing Executive</i>	<i>GLA 926</i>	5	<i>Re-evaluation, indicative grade 6 in line with revised Job Description</i>
<i>Marketing Executive</i>	<i>GLA 958</i>	5	<i>Re-evaluation, indicative grade 6 in line with revised Job Description</i>
<i>Marketing Executive</i>	<i>GLA 2697</i>	5	<i>Re-evaluation, indicative grade 6 in line with revised Job Description</i>

Appendix B

Business Case for Re-Evaluation

Background

The role of the marketing campaigns team is to plan, manage and deliver campaigns, collaborating with colleagues across the directorate and other directorates and working closely with the Mayor's Office. This involves developing strategies and plans for integrated communications campaigns, and managing their delivery across social media, paid advertising channels, press, events and digital channels.

Organisational requirement for the work undertaken by this post

Over the last four years, the marketing campaigns function for the GLA has increased considerably in scope and requirements. The volume and scope of campaigns has increased significantly, with requests outstripping capacity. The remit of the Marketing Executive has therefore needed to change since this post was created and this job description was written.

When this role was created, marketing executives provided support to Senior Marketing Officers, who managed GLA campaigns, and the Senior Marketing Officers were always the designated leads. The role of the executive was therefore to support the delivery of campaigns, usually by completing admin-based tasks, or other support activities. The current job description therefore describes the marketing executive in a support/assistance-based role.

However, the function and responsibilities of the marketing team has changed substantially since the creation and grading of these posts, which was before 2011. The creation of integrated 'hero' campaigns has meant that the marketing team are no longer just devising multiple campaigns for GLA officers across the building, but also delivering larger, strategic hero campaigns directly for the Mayor's office. This has meant that whilst Senior Marketing Officers have moved onto hero campaigns, Marketing Executives are now expected to lead GLA campaigns independently, rather than simply providing Senior Marketing Officers with support.

Marketing executives in their current capacity are therefore expected to independently lead GLA marketing projects, regularly communicate directly with Mayor's Office colleagues, and be responsible for the delivery of marketing campaigns, which their current job description does not reflect. Without marketing executives

operating at this level, the marketing team would be unable to resource the current (and future) set of campaigns, and would not meet the standards and volume of campaigns briefed in by policy teams across the GLA and the Mayor's Office. Examples of campaigns or projects from that last year that could not have happened without marketing executives conducting these extended duties are set out below.

- State of London Debate
- New Year's Eve Fireworks
- Mayor's Rough Sleeping campaign
- Mayor's Christmas Eve homelessness event
- Serious Youth Violence – LDN Filmmakers project
- Africa in London (explain the role that the marketing executive played)

A new way of running campaigns has also been introduced; previously, campaigns were predominantly marketing and advertising, whereas the campaigns we are now asked to run are integrated communications campaigns, which combine policy launches, press, social media, email, web, digital design and video, with the marketing lead being responsible for the overall delivery of the campaign as well as delivering the full marketing and content plan. Marketing campaigns now intersects with almost every aspect of the GLA's work, and internal and external scrutiny has become more and more intense. Being ultimately responsible for the planning and delivery of campaigns and public-facing content in the name of the Mayor of London is a substantial responsibility, and one that takes the highest level of technical competency, organisational awareness and political judgement. These changes led to a successful re-grade of the Senior Marketing Officer from a 7 to an 8. However the current job description of a marketing executive does not recognise these responsibilities or competencies.

The stakeholders that marketing executives work with has also changed substantially. In the current job description, the stakeholders are mostly marketing and within the ER directorate, and at less of a senior level. However in their current remit, marketing executives are managing meetings and campaigns directly with the Mayor's Office and senior managers / 'Heads of' units. This has included leading project meetings with attendees at a senior level, in some cases including Mayoral Directors, and developing documents for the Mayor's Office (e.g. Mayoral bids and briefings).

For these reasons, the role of the Marketing Executive has changed significantly. The behavioural competencies indicated in the current Job Description are no longer fit for purpose when it comes to the increased expectations placed on any employee in the role, while the principle accountabilities no longer reflect the day-to-day work they carry out. If we were to re-advertise for this role now, we would also expect a higher level of technical requirements than detailed in the current JD to reflect the changes in the wider marketing industry.

We have reviewed the Job Description for the in line with these factors and we recommend that the updated Job Description ought to be re-graded from a grade 5 to a grade 6.

If we were to recruit a new marketing executive now, we would not be able to recruit against this current job description and get the right calibre of candidate for the expectations of the role. This has already been demonstrated in the level of churn this role has seen, as well as a few instances where there have been failed recruitments. For example, last year we went through a recruitment process, interviewing multiple candidates, and we offered to the only qualified candidate who ended up rejecting the offer. This left the team without a marketing exec for 5 months. Situations like these have led to regular team disruption, and unsustainable workloads for the existing team members.

This also makes annual and mid-year performance reviews more difficult, as all marketing executives are exceeding expectations without the possibility of stretching them further within the current stated expectations of their role. For management, it is becoming difficult to allocate existing work and

expectations upon marketing executives, knowing that this is over and above the stated expectations of their role and grade, and knowing that in theory marketing executives could reasonably push back.

From a business perspective, ensuring the job description, title, and grade are reflective of the role being performed will help with retention and recruitment in the future, a process that in recent history has proved difficult for the marketing function.

Evidence against each accountability that past post-holders have worked at this level or will be required to in future

Below is evidence against each of the non-standard accountabilities for the revised Marketing Executive position. It shows how various Marketing Executives in the team have met or exceeded these requirements. They have consistently conducted these activities over the last two years, and some recent examples of work are highlighted below.

1. To lead small to medium-sized campaigns and marketing projects across the full channel mix, working collaboratively with internal and external stakeholders to plan, manage and deliver effective and engaging campaigns. This includes the development of campaign strategy, delivery of key campaign documentation, effective management of campaign delivery across various teams, and ongoing reporting and optimisation using marketing tools.

All of the marketing executives have been doing all of the above accountabilities for a number of years. A list of some of the campaigns that have been planned, managed and delivered independently by marketing executives are below, with the names of the marketing leads next to each campaign:

New Year's Eve Fireworks 2019 (Beryl-Joan); Rough Sleeping 2019 Winter (Charisma); Christmas Homelessness event (Beryl-Joan Bonsu); State of London Debate (Charisma Ghorpade); SYV LDN Filmmakers (Imogen Dyson); PQT (Imogen Dyson); Africa in London (Beryl-Joan Bonsu); Eid (Linda Armitage); Mayor's Christmas Card Competition (Linda Armitage); Rough Sleeping Summer burst (Charisma Ghorpade); Mayor's Entrepreneur (Imogen Dyson); Crowdfund LDN (Beryl-Joan Bonsu);

These accountabilities in fact even pre-date this team. See below a list of campaigns delivered by previous marketing executives, who left for this same reason:

Digital Talent Programme (Anne McAteer); London Needs You Alive (Naomi Sterling); NYE Fireworks 2017 (Naomi Sterling).

This involves chairing project meetings, and managing stakeholders to deliver their actions and towards our shared goals. This requires a significant amount of authority and people management skills. Prior to 2017, many of these campaigns were SMO-leads only (NYE was SMO only before 2017, SOLD was SMO only before 2018)

2. To offer project support to the Senior Marketing Officer on larger campaigns, and to support the Senior Marketing Manager in the delivery of all aspects of the GLA's integrated marketing and communication plans and strategies.

All of the Marketing Execs have been the main support for hero campaigns. London is Open 2018-19 (SMO lead, Charisma support); Serious Youth Violence and London Needs You Alive (SMO lead, Imogen support); Air Quality (SMO lead, Beryl-Joan support); Rough Sleeping 2018-19 (SMO lead, Charisma support).

3. Provide specialist marketing advice and guidance to GLA officers on all aspects of marketing communications to support the delivery of GLA-led projects, making strategic recommendations based on expertise and campaign learnings and evaluations.

Marketing executives regularly provide strategic recommendations, advice and guidance to policy areas based on expertise. A few examples are below:

- Beryl-Joan advised Regeneration team on a marketing and email strategy for Crowdfund that the team could deliver themselves based on insight and previous campaign performance. She has remained a point person for advice on this campaign and marketing communications.
 - Charisma has advised the Economic Fairness team on the Good Work Standard communications – both at programme launch, in with general email and social communications
 - Imogen has advised the Education and Youth team on London Curriculum Trails – championing integration with London Is Open hero campaign and wider education and youth activities e.g. Equal Play, and advised on the delivery of the trails using insights from similar campaigns targeting teacher's and families.
 - All marketing executives also lead on delivering training to policy teams – Imogen currently delivers Pure360 training and Introduction to External Relations.
4. Provide marketing support to GLA campaigns by arranging marketing meetings, leading on communication of campaign actions, leading on responses to marketing campaigns public enquiries and day-to-day administrative support.

All of the marketing executives are responsible for 'leading on responses to marketing campaigns enquires' via PLU requests – when these queries come in, they are allocated to marketing executives who draft responses and get them approved by the Senior Marketing Officers (and other stakeholders where necessary). This has been happening for over three years, so the JD has been updated to reflect this.

5. Manage stakeholder relationships with suppliers, commercial partners, agencies and other external stakeholders

Marketing executive have been managing important external stakeholders relationships for over a year. Numerous examples are listed below:

- When managing the 'Africa in London' campaign, Beryl was responsible for sharing marketing plans and creatives with the stakeholder group for approval. This involved attending their steering groups, presenting, and maintaining good relations when experiencing pushback. Beryl managed and attended these independently.
 - Beryl also managed a key Mayor's Office partner relationship with Bloomberg Philanthropies when delivering the Mayor's Christmas Eve homelessness event. Bloomberg sponsored the event, so Beryl was responsible for all contact with them to keep them happy and involve them in the broader event. This involved liaising on the gift packages that Bloomberg provided, as well as offering volunteering opportunities for Bloomberg staff.
 - Charisma is responsible for managing a key relationship with TAP London, the non-profit charity who offer the homelessness campaign the functionality to offer contactless donations. This involves agreeing partner agreements, getting creative and locations co-agreed, and co-promotion of the donation points.
 - Charisma is also responsible for management of partner HOLBA, who pay for an additional 10 contactless donation sites on top of ours. This has involved successfully getting them to agree to use our creative and work with us to amplify our campaign.
 - Imogen has managed a key partnership with cinema company DCM and filmmakers Chocolate Films to deliver LDN Filmmakers. This involved regular contact and daily collaboration to co-deliver a project with external partners.
6. Provide campaign and marketing support to the Senior Marketing Officer and Senior Marketing Manager. This includes desk research, budget monitoring, liaising with suppliers, co-ordinating production (design and supply) with the GLA's design team and other agencies, production of marketing assets, monitoring campaign performance, maintaining status reports and leading on campaign evaluations.

Additions to this section include budget monitoring, production of marketing assets, monitoring campaign performance and leading on campaign evaluations. Examples of these activities being demonstrated include:

- Beryl-Joan managed the budget for the Christmas homelessness event (£20k), Africa in London marketing campaign (£50k), Crowdfund LDN (£50K). Imogen managed the budget for the LDN Filmmakers project (£80k) and various other budgets (Fourth Plinth - £10k, PQT - £5k). Charisma is currently managing the budget for the rough sleeping campaign (£150k), and managed a £10k budget for SOLD.
 - All marketing execs are responsible for the development and delivery of marketing assets to support other campaigns. Charisma led on the shoots for the winter rough sleeping campaign, sourcing case studies, liaising with creative and directing the shoot.
 - All marketing executives monitor campaign performance and provide updates to SMOs weekly
 - Marketing executives do not simply support in creating evaluations anymore, but have led on the development of 90% of marketing evaluations over the last year.
7. Work with the Senior Marketing Officer to implement multi-channel campaigns with a focus on press/outdoor advertising, distribution, digital advertising, social media, email, and content creation. Working with the GLA's web team and contracted media agency to implement best practice on tracking, reporting and optimisation.

Changed 'support' to 'work with', as marketing executives now often lead on specific workstreams within hero campaigns, rather than just providing supportive roles. A few examples are below:

- Whilst Naomi (SMO) is the lead on the London Needs You Alive / Serious Youth Violence campaign, Imogen (Marketing Exec) led on the LDN Filmmakers project. Within this work, Imogen led on many elements of the list above, working with the SMO to integrate plans into the wider SYV campaign
8. Write engaging copy to deliver key campaign messages for social media and email, and work with the Digital Communications team to create campaign assets and content that deliver towards campaign objectives.

Marketing executives are expected to draft emails and social media copy for LDN Gov, which requires technical copywriting skills.

Other changes to the job description:

- Technical skills have been updated in line with the above
- Key contacts updated to include level of seniority expected.

Potential implications on other roles of similar work and pay

There would be very limited implications on other roles of similar work and pay, as currently all similar/equivalent roles are graded higher. There is currently a lack of parity in the various communications roles across Marketing Campaigns compared with roles within the same department, as well as other units and directorates. This was addressed in 2018 with the regrade of Senior Marketing Officers from a 7 to 8 for the same reason.

At the end of this document, please see an example of a 'communications assistant' role in the GLA that involves a similar job description to the **existing** marketing executive job description, but is a grade 6. The proposed changes to the marketing executive job description would in fact exceed the responsibilities of assistant/support roles in other departments which are already grade 6s. There is also a discrepancy between roles across the GLA – see also a JD for a 'Communications Coordinator' role in Culture which is a grade 8, and a 'Communications Manager' in Communities which is a Grade 10. The responsibilities of these roles are not substantially more than Marketing Executives within ER at grade 5s.

The Digital Communications team also have Digital Communications Officer positions that reflects the requirements of comms staff who work with Mayor's Office colleagues, and have similar responsibilities, but are graded 7s.

Attached as appendices are a few comparable JDs.

Considerations for equal pay

Marketing Campaigns staff have previously complained that the difference in pay between Marketing Executives and other Communications Assistant roles across the GLA was unjustifiable. They have also noted that they are expected to act above their station yet are compensated less than those with less responsibility. This has limited recruitment options and affected retention rates, as well as leading to staff feeling demotivated.

We have a significant need for skilled marketing professionals in order to meet GLA requirements, so believe we should pay fairly to ensure we attract a suitable candidate, and to avoid questions around a lack of parity with roles across the GLA.

Other options considered

The extended duties completed by marketing executives are not a temporary requirement – marketing executives have been completing these duties for over two years. There is nowhere else that these duties can be picked up so we either need to hire more people into the team or increase the capacity of the existing team with the people we have.

Option 1

An alternative option could be to hire two more full-time Senior Marketing Officers (grade 8) to take on the additional workload. This would allow Marketing Executives to remain in support roles, and allow us to continue to resource the existing volume of campaigns. This option was rejected because we do not have the headcount nor the budget to pursue this option. It would also disrupt the current responsibilities of the existing post-holders – we would likely see all of them leave if we downgraded their work back to support roles.

Option 2

The other option would be to reject a larger number of campaign requests. With the current size/grades within the team, we could only resource a maximum of one-two hero campaigns if we wanted to continue the core GLA campaigns we need to continue to deliver (PQT x2, SOLD, NYE, and various policy campaigns). Senior Marketing Officers would therefore be the leads on all of them, and marketing executives would only need to complete the support work. This was rejected because it is unlikely to be feasible to cancel this many campaigns without severely disrupting work across the GLA, and failing to meet Mayor's Office requirements. This option would also lead to the issue in Option 1, where existing post-holders would see their roles and responsibilities diminished, which would likely lead to them all leaving.

Date change to take effect if agreed

We would like the change to take effect as of 1 August 2020

Appendix C

Current job description for Marketing Executive post

Job title:	Marketing Executive
Grade:	5
Directorate:	External Affairs
Unit:	External Relations

Job purpose

1. Assist the Senior Marketing Officer in promoting the work of the Greater London Authority (GLA). This includes providing co-ordination and support on marketing and communications campaigns across the full marketing mix, including digital and traditional offline channels for short and long term projects.
2. Provide marketing support on the planning and delivery of integrated consumer focused marketing and communications plans to support GLA policy teams in delivering projects and organisational priorities. Provide effective marketing advice, guidance and administrative support.

Principal accountabilities

1. To offer project support to the Senior Marketing Officer and Marketing Manager in the delivery of all aspects of the GLA's integrated marketing and communication plans and strategies.
2. Provide advice and guidance to GLA policy officers on all aspects of marketing communications to support the delivery of projects. This will include developing good working relationships with officers, acting as a "gateway" into the External Relations unit and marketing team and assisting with the training and support of policy teams especially in social media, engaging content and email marketing.
3. Provide marketing administrative support to the Senior Marketing Officer and Marketing Manager by arranging marketing meetings, producing contact notes, monitoring and updating action and project plans, assisting with data entry as required.
4. Develop good working relationships with the GLA's network of suppliers and other external organisations.
5. Provide campaign and marketing support to the Senior Marketing Officer and Marketing Manager. This includes desk research, liaising with suppliers, co-ordinating production (design and supply) with the GLA's design team and other agencies, maintaining status reports and assisting with campaign evaluations.
6. Support the Senior Marketing Officer to implement multi-channel campaigns with a focus on press/outdoor advertising, merchandising, distribution, digital advertising, social media, email, and content creation. Working with the GLA's web team and contracted media agency to implement best practice on tracking, reporting and optimisation.
7. Contribute to the work of External Relations by adding value to its creative output when brainstorming campaigns and implementing innovative tactics to meet objectives and increase engagement with Londoners.
8. Adhere to and champion the GLA corporate identity and brand and digital guidelines, at all times, ensuring that all content and materials generated by External Relations is audience focused.
9. Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities, operating in a politically restricted post.
10. Realise the benefits of a flexible approach to work when undertaking the duties and responsibilities of the role. Participate in multi-disciplinary, cross-department and cross-organisational groups and project teams.

Key relationships

Accountable to: Senior Marketing Officer
Accountable for: Resources allocated for the job
Principal contacts: External Relations unit (marketing, creative services, web, events and commercial partnerships), other members of staff within the GLA, external organisations and suppliers

Technical Requirements/experience/qualifications

- Substantial experience within a similar role – working for a high profile organisation
- Experience of marketing /advertising across offline and online channels including press, outdoor and digital with a focussocial media, paid search and content creation
- Experience of supporting campaigns in a fast paced and high profile environment. A digital first approach to campaigns

Research and Analysis

....is gathering intelligence (information and data) from varied sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.

Level 1 indicators of effective performance

- Uses a variety of methods and sources to gather relevant data and information
- Checks accuracy of data and information before using it
- Assesses trends in data and spots connections to draw a meaningful conclusions
- Summaries research outcomes in a clear and concise way
- Focuses on the research goal, working in a systematic way

Planning and Organising

.....is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard

Level 1 indicators of effective performance

- Plans and priorities own workload to meet agreed deadlines
- Advises colleagues or manager early of obstacles to work delivery
- Perseveres and follows work through to completion
- Checks for errors to ensure work is delivered to a high standard first time
- Effectively juggles priorities

Responding to Pressure and Change

...is being flexible and adapting positively, to sustain performance when the situation changes, workload increase, tensions rise or priorities shift.

Level 1 indicators of effective performance

- Stays calm in pressurised and demanding situations
- Responds flexible to changing circumstances
- Recognises when unable to cope and asks others for help
- Demonstrates openness to changing work priorities and deadlines
- Maintains personal well-being and achieves a balance between work and home life

Organisational Awareness

...is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly

Level 1 indicators of effective performance

- Understands the structure and statutory responsibilities of the GLA
- Understand how own role and work contributes to team and organisational objectives
- Understand the role of the GLA, the Mayor and the Assembly in relation to Londoners
- Is sensitive to the culture and political context of the GLA and uses it to work effectively
- Treats GLA information as sensitive and confidential

Stakeholder Focus

....is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations

Level 1 indicators of effective performance

- Listens to understand requirements without making assumptions
- Demonstrates an enthusiastic and 'can do attitude' to all requests
- Provides timely, accurate and personalised responses
- Provides a polite and helpful first point of contact for stakeholders
- Learns from feed-back to improve personal service to others

Building and Managing Relationships

.....is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals

Level 1 indicators of effective performance

- Builds rapport quickly with people at all level and from different backgrounds
- Actively listens to others and is open to their ideas
- Identifies and resolves conflict between self and others
- Makes others feel comfortable and respected by being positive and friendly
- Shares information openly with colleagues within and outside own team

Appendix B

Proposed revised job description for Marketing Executive post

Job title:	Marketing Executive
Grade:	6
Directorate:	External Affairs
Unit:	External Relations

Job purpose

1. To lead and deliver marketing and communications campaigns that help GLA policy teams engage with Londoners. This includes the planning, management, delivery and evaluation of small to medium-sized campaigns (GLA 'highlight' and 'heartbeat' campaigns), and could include the management and delivery of larger 'hero' campaign bursts.

2. Assist the Senior Marketing Officers in the delivery of larger, strategic GLA campaigns. This includes co-ordination and support for marketing and communications across the full marketing mix, including online and traditional offline channels for short and long term projects.
3. Plan and deliver integrated consumer focused marketing and communications plans to support GLA policy teams in delivering projects and organisational priorities, using marketing and communications expertise to provide effective marketing advice

Principal accountabilities

1. To lead small to medium-sized campaigns and marketing projects across the full channel mix, working collaboratively with internal and external stakeholders to plan, manage and deliver effective and engaging campaigns. This includes the development of campaign strategy, delivery of key campaign documentation, effective management of campaign delivery across various teams, and ongoing reporting and optimisation using marketing tools.
2. To offer project support to the Senior Marketing Officer on larger campaigns, and to support the Senior Marketing Manager in the delivery of all aspects of the GLA's integrated marketing and communication plans and strategies.
3. Provide specialist marketing advice and guidance to GLA officers on all aspects of marketing communications to support the delivery of GLA-led projects, making strategic recommendations based on expertise and campaign learnings and evaluations.
4. Provide marketing support to GLA campaigns by arranging marketing meetings leading on communication of campaign actions, leading on responses to marketing campaigns public enquiries and day-to-day administrative support.
5. Manage stakeholder relationships with suppliers, commercial partners, agencies and other external stakeholders
6. Provide campaign and marketing support to the Senior Marketing Officer and Senior Marketing Manager. This includes desk research, budget monitoring, liaising with suppliers, co-ordinating production (design and supply) with the GLA's design team and other agencies, production of marketing assets, monitoring campaign performance, maintaining status reports and leading on campaign evaluations.
7. Work with the Senior Marketing Officer to implement multi-channel campaigns with a focus on press/outdoor advertising, distribution, digital advertising, social media, email, and content creation. Working with the GLA's web team and contracted media agency to implement best practice on tracking, reporting and optimisation.
8. Write engaging copy to deliver key campaign messages for social media and email, and work with the Digital Communications team to create campaign assets and content that deliver towards campaign objectives.
9. Adhere to and champion the GLA corporate identity, house style and digital guidelines at all times, working with the creative team to ensure that all content and materials generated by External Relations is audience focused.
10. Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities, operating in a politically restricted post.

11. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi disciplinary cross-department and cross-organisational groups and tasks teams.

Key relationships

Accountable to: Senior Marketing Officer

Accountable for: Resources allocated for the job

Principal contacts: Assistant Director of External Relations , Head of Marketing, Digital Communications Team, Digital Team, Creative Team, Press Officers, Policy Officers, Events Team, Partnerships team, Senior Adviser for External and International Affairs, Head of Digital Communications, and external organisations and suppliers.

Technical Requirements/experience/qualifications

1. Substantial experience within a similar role – working for a high profile organisation

2. Experience of marketing /advertising across offline and online channels including press, outdoor and digital, with a focus on social media, paid search and content creation
3. An excellent standard of written English and the ability to write professional copy tailored to a variety of target audiences.
4. Preferred: experience of using IT programmes relevant to the role i.e. Outlook, Word, Excel, email programmes, content management system, Google Analytics.
5. Experience of using social media platforms (owned and paid) to promote work

Research and Analysis

....is gathering intelligence (information and data) from varied sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.

Level 1 indicators of effective performance

- Uses a variety of methods and sources to gather relevant data and information
- Checks accuracy of data and information before using it
- Assesses trends in data and spots connections to draw a meaningful conclusions
- Summaries research outcomes in a clear and concise way
- Focuses on the research goal, working in a systematic way

Planning and Organising

.....is thinking ahead, managing time, priorities and risk and developing structured and efficient approaches to deliver work on time and to a high standard

Level 2 indicators

- Prioritises work in line with key team or project deliverables
- Makes contingency plans to account for changing work priorities, deadlines and milestones
- Identifies and consults with sponsors or stakeholders in planning work
- Pays close attention to detail, ensuring team's work is delivered to a high standard
- Negotiates realistic timescales for work delivery, ensuring team deliverables can be met

Responding to Pressure and Change

...is being flexible and adapting positively, to sustain performance when the situation changes, workload increase, tensions rise or priorities shift.

Level 1 indicators of effective performance

- Stays calm in pressurised and demanding situations
- Responds flexible to changing circumstances
- Recognises when unable to cope and asks others for help
- Demonstrates openness to changing work priorities and deadlines

- Maintains personal well-being and achieves a balance between work and home life

Organisational Awareness

...is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly

Level 1 indicators of effective performance

- Understands the structure and statutory responsibilities of the GLA
- Understand how own role and work contributes to team and organisational objectives
- Understand the role of the GLA, the Mayor and the Assembly in relation to Londoners
- Is sensitive to the culture and political context of the GLA and uses it to work effectively
- Treats GLA information as sensitive and confidential

Stakeholder Focus

...is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations

Level 1 indicators of effective performance

- Listens to understand requirements without making assumptions
- Demonstrates an enthusiastic and 'can do attitude' to all requests
- Provides timely, accurate and personalised responses
- Provides a polite and helpful first point of contact for stakeholders
- Learns from feed-back to improve personal service to others

Building and Managing Relationships

...is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals;

Level 2 indicators

- Develops new professional relationships
- Understands the needs of others, the constraints they face and the levers to their engagement
- Understands differences, anticipates areas of conflict and takes action
- Fosters an environment where others feel respected

Identifies opportunities for joint working to minimise duplication and deliver shared goals

Request for Head of Paid Service Decision CO-183

CO number to be allocated via the 'Decisions' inbox (Decisions@london.gov.uk)

Once approved, this form will be published on london.gov.uk

Decision Required

That the Head of Paid Service:

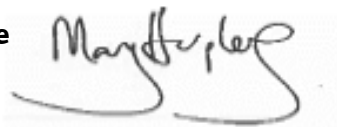
Approves the re-grading of the role of Research Assistant, Opinion Research Team from Grade 4 to Grade 5.

<i>Job title</i>	<i>Current Grade</i>	<i>New Grade</i>
<i>Research Assistant, Opinion Research Team</i>	<i>4</i>	<i>5</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 10/08/2020

1. Staffing proposals

The requirements from this post have increased over the last 12 months due to:

- a) increased requirement for primary and secondary quantitative research by the GLA Group. Teams across the GLA Group are increasingly using quantitative insight to inform policy-making, and this role has been specifically supporting with undertaking secondary quantitative data analysis from external sources
- b) increased in-house surveying and evaluation carried out by the GLA Group

The role has been granted a 100% honorarium from G4 to G5 from March 2020. The requirement it that tasks carried out for this role continue.

Additional tasks outside of the job description have needed to be consistently carried out by this post;

- a) Leading on research projects, such as assessing the prevalence of loneliness in London, TfL consultation on step-free access, research and consultation to support policy around public toilets and survey evaluation of the GLA's incident response procedures.
- b) managing the internal delivering of surveys for the GLA group
- c) co-ordinating the Opinion Research and Statistics contribution to the Intelligence Unit workplan on workforce diversification in the research sector

It is therefore proposed that the Research Assistant post in the Opinion Research team be re-evaluated in line with the revised job description, to ensure that the full duties and skills requirements are properly recognised, both now and for future recruitment to this position.

2. Consultation

Where there has been consultation with: (i) the Mayor; (ii) the Assembly; (iii) Unison; & (iv) members of staff; summary details of their consultation responses should be provided along with details of any modifications made in the light of those responses.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	0	
Permanent posts to be (deleted)	0	
Fixed-term posts to be created	0	
Fixed-terms posts to be (deleted)	0	
Net total of posts created / (deleted)	0	
Permanent posts to be regraded	1	
Fixed-terms posts to be regraded	0	

Details of all affected posts, including post reference numbers, are to be supplied in Appendix A

4. Financial comments

Mandatory information required to enable post to be added to HR system:

Cost centre Cost object (if different):

Is post to be externally funded, in part or full (if yes, include details below)?

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date? Expected end date?

Supplementary finance information (to include analysis of costs, sources of funding and virement details, if applicable):

- 4.1 This CO form is to approve the regrading of the Research Assistant for reasons detailed above in this CO form. The re-grade is from a grade 4 to a grade 5 and the total cost of this including on costs at midpoint salary scale is approximately £2,000 per annum based on 2020-21 salary budgets. The regrade of this post will be funded from with City Intelligence's exiting budgets. This post sits within the Strategy Intelligence and Analysis unit part of Strategy and Communication directorate.
- 4.2 The GLA may become liable for redundancy costs if the post holders have on-going continuous service from a local authority or equivalent body. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service (the "HoPS") may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).

- 5.4 Paragraph 8.1 of the Staffing Protocol says that *“For all matters or decisions that are not covered by sections 5, 6 and 7 above and which affect staff appointed by the HoPS, these must be dealt with or taken in accordance with the HoPS Scheme of Delegation (see below) and any other applicable policies and procedures”*. The proposal set out in this Chief Officer Form is not covered by sections 5, 6 and 7 of the Staffing Protocol which relate to Restructures – creating or deleting staff posts, Temporary staff posts and Terms and conditions respectively.
- 5.5 The HoPS is authorised to determine grades of staff in accordance with the job evaluation scheme for posts above the Assistant Director/Head of Unit level. However, paragraph 7.1 of the Staffing Protocol, Scheme of Delegation says that *“The AD of HR & OD is authorised to determine grades of staff in accordance with the job evaluation scheme for posts at the Assistant Director/Head of Unit level and below, subject to budget allocation being identified”*. It has been determined (by mutual consent) that the delegation referred to above should not currently be exercised and that the HoPS should approve all job re-evaluations. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to re-evaluate the post set out above.
- 5.6 If the proposals set out in this Chief Officer Form result in any change to the terms and conditions of employment of existing GLA employees, then the GLA will need to follow a proper process in order to make such changes.
- 5.7 The HoPS has the power to make this decision.

6. Equalities considerations

No additional equalities considerations expected.

7. Appendices

Appendix A: Details of all affected posts, including post reference numbers

Appendix B: Structure chart showing reporting lines and post reference numbers

Titles of any other Appendices

8. Approval

	<i>Tick to indicate approval</i>
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Jeremy Skinner</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal <u>Finance and Legal</u> have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 23 June 20.	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>					
<i>Post B</i>					
<i>Post C</i>					
<i>Etc.</i>					

Appendix B

Structure chart showing reporting lines and post reference numbers

Request for Head of Paid Service Decision CO-187

CO number to be allocated via the 'Decisions' inbox (Decisions@london.gov.uk)

Once approved, this form will be published on london.gov.uk

Decision Required

That the Head of Paid Service approves the:

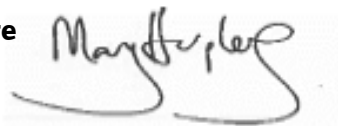
Re-evaluation of an existing permanent post (as set out below) with a revised job description;

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Communications Executive HOPS 291</i>	5	<i>Permanent – proposed re-evaluation to grade 6</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 10/08/2020

1. Staffing proposals

Communications Executive, External Relations

This proposal is to re-evaluate the post of Communications Executive from its current grade 5 to a proposed grade 6. There is just one post of this description in the division.

The case for re-evaluation is built on the evolution of the post over time to meet the changing demands of the GLA, resulting in substantially greater responsibility for operational support, increased authority over key business processes, and disparity between this post and posts of a similar grade in other teams. The organisational context for this increase in scope is the sustained and developing need for the GLA to prioritise our social media engagement of our audiences and stakeholders, and to run more integrated campaigns as we continue to meet the needs of Londoners.

The risks of us not re-evaluating the post include: an inability to recruit to fill this post should it become vacant, a steady decline on the current postholder's morale, and an inability to manage their performance due to the feeling that expectations of the post do not align with its grade and responsibilities.

The business case for re-evaluating the post is included as an appendix to this document, alongside the existing and proposed job descriptions. A comparable post is included in the accompanying full business case.

2. Consultation

This proposal is to re-evaluate a post and therefore it is not necessary to formally consult with or inform the Chief of Staff (on behalf of the Mayor) or the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) about the proposal.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created		
Fixed-terms posts to be (deleted)		
Net total of posts created / deleted		
Permanent posts to be re-evaluated	1	Grade 5 Communications Executive
Fixed-terms posts to be re-evaluated		

Details of all affected posts, including post reference numbers, are to be supplied in Appendix A

4. Financial comments

Mandatory information required to enable post to be added to HR system:

Cost centre		Cost object (if different):	GB.0480.001
Is post to be externally funded, in part or full (if yes, include details below)?			No
Is the post full or part time?	Full time		
Is the post permanent or temporary?	Permanent		
What is expected start date?	Immediate effect		
Expected end date?	permanent		

Supplementary finance information (to include analysis of costs, sources of funding and virement details, if applicable):

- 4.1 This CO form is to approve the regrading of Communications Executive post for reasons detailed above in this CO form. The re-grade is from a grade 5 to a grade 6 that will cost approximately £4,000 per annum based on mid-point salary budget including on costs and 2020-21 salary budgets. The regrade salary cost are to be permanently funded from the marketing none pay budget within the External Relations Unit part of Strategy and Communication directorate.
- 4.2 The GLA may become liable for redundancy costs if the post holders have on-going continuous service from a local authority or equivalent body. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service (the "HoPS") may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).

- 5.4 Paragraph 8.1 of the Staffing Protocol says that *“For all matters or decisions that are not covered by sections 5, 6 and 7 above and which affect staff appointed by the HoPS, these must be dealt with or taken in accordance with the HoPS Scheme of Delegation (see below) and any other applicable policies and procedures”*. The proposal set out in this Chief Officer Form is not covered by sections 5, 6 and 7 of the Staffing Protocol which relate to Restructures – creating or deleting staff posts, Temporary staff posts and Terms and conditions respectively.
- 5.5 The HoPS is authorised to determine grades of staff in accordance with the job evaluation scheme for posts above the Assistant Director/Head of Unit level. However, paragraph 7.1 of the Staffing Protocol, Scheme of Delegation says that *“The AD of HR & OD is authorised to determine grades of staff in accordance with the job evaluation scheme for posts at the Assistant Director/Head of Unit level and below, subject to budget allocation being identified”*. It has been determined (by mutual consent) that the delegation referred to above should not currently be exercised and that the HoPS should approve all job re-evaluations. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to re-evaluate the post set out above.
- 5.6 If the proposals set out in this Chief Officer Form result in any change to the terms and conditions of employment of existing GLA employees, then the GLA will need to follow a proper process in order to make such changes.
- 5.7 The HoPS has the power to make this decision.

6. Equalities considerations

The current postholder is a BAME member of staff. This post will continue to be managed in line with the GLA’s commitment to Diversity & Inclusion, in terms of development, training and performance management.

7. Appendices

Appendix A – Details of All Affected Post

Appendix B – Business Case for re-evaluation

Appendix C – Current job description for Communications Executive post

Appendix D – Proposed revised job description for Communications Executive post

Appendix E – Team Organisation Chart

8. Approval

	Tick to indicate approval
	✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Emma Strain</u> has reviewed and commented on this proposal.	✓

HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 20 July 2020.	

Appendices

Appendix A

Details of affected post

<i>Job title</i>	<i>Ref no.</i>	<i>Grade</i>	<i>Proposal</i>
<i>Communications Executive</i>	<i>HOPS 291</i>	5	<i>Re-evaluation, indicative grade 6 in line with revised Job Description</i>

Appendix B

Business Case for Re-Evaluation

Background

The Communications Executive provides critical operational support for the activity of both Marketing Campaigns and Digital Communications teams, as well as support for the Strategy & Planning activity within ER.

The role of the marketing campaigns team is to plan, manage and deliver campaigns, collaborating with colleagues across the directorate and other directorates and working closely with the Mayor's Office. This involves developing strategies and plans for integrated communications campaigns, and managing their delivery across social media, paid advertising channels, press, events and digital channels.

The role of the Digital Communications team is to run all digital marketing channels to engage Londoners with the Mayor's priorities and activities, working very closely with the Mayor's Office, and delivering to the ambitions of all GLA policy teams.

Organisational requirement for the work undertaken within this post

The scope of this post changed substantially since the post was created in August 2018 and the job description was first written. There is an increased amount of operational support required due to the scope of campaigns increasing significantly, and the increase in expectations and activity from the Digi Comms team, which together have created increased dependency on the Comms Exec role and a lack of capacity in either of those teams for specific duties which the Comms Exec postholder has picked up.

The post was initially created as a support function to the Head of Marketing Campaigns with certain work also provided across the whole of the marketing campaigns team. The post was to support across a variety of campaigns and marketing projects in an admin and support capacity. The current job description therefore describes the Comms Exec in terms of a support/assistance-based role.

The last 12 months has seen substantial change in that remit. The creation of integrated 'hero' campaigns has meant that the marketing team are no longer just devising multiple campaigns for GLA officers across the building, but also delivering larger, strategic hero campaigns directly for the Mayor's office. This has an impact on resource requirements for the Senior Marketing Officers to lead on, and the Senior Marketing Manager and the Head of Marketing Campaigns, which has created the need for the Comms Exec to work at a significantly higher level to provide all the necessary operational support – from procurement and financial processing, to planning, approval processes and supporting and leading on smaller marketing campaigns.

The Central Marketing Budget is used to promote the policies, programmes, events and statutory activities of the Mayor of London and London Assembly, and there is an organisational need for clear ownership and continuity within ER to manage this budget from a day to day perspective, working to the Head of Marketing Campaigns who is accountable – in line with the AD External Affairs. This is to ensure that it is effectively and efficiently spent.

The postholder has budget management experience acquired previously, which has allowed this person to pick up added responsibilities for financial management of the CMB beyond the post's scope. The volume and breadth of activity across ER, is now sufficiently high to preclude either the Senior Marketing Manager or the Head of Marketing Campaigns from being as deeply involved in the day to day detail of CM funded activities of the budget as they would have historically been. Due to the high public scrutiny on the CMB and its strategic significance, this makes it even more important that both of these posts, and the AD External Affairs are kept apprised of financial tracking and any related issues. The Comms Exec also manages their continued involvement in – and oversight of – the forecasting, monitoring and thereafter setting of the budgets. The postholder has created and maintained budget processes within the team, which has led to the team spending the budget in a more efficient manner throughout the year.

This deep and detailed knowledge held by the Comms Exec postholder also regularly assists in the answering of MQs and FOIs, where there is a requirement of understanding marketing spend.

Work with agencies and third-party suppliers has also increased over the last two years, creating a requirement for someone across both the marketing campaigns and digicams teams to have stronger procurement knowledge, as well as someone who had experience of working with contracts. It is beneficial for the team that the postholder has also been able to take up this responsibility, building on existing capacity, and enhancing it through procurement training to have a better understanding of the GLA's procurement needs. Having this capacity enables both teams to access quick advice on procurement and contracts, as well as someone to reach out to the relevant pan-GAL family centres of excellence, whether in TfL, MOPAC or LFB. This has allowed the team to work more efficiently as they can be advised much earlier in the procurement timeline than when they contact the procurement team. This also means that along with other officers, the postholder can work with them and the procurement team in ensuring that the team are procuring correctly.

As noted earlier, Senior Marketing Officers are now leading on larger campaigns, this has created a need for small-medium sized campaigns to be resourced across the team, and the Comms Exec has led on these, since they are not events the GLA can de-prioritise. The postholder has led on certain small-medium campaigns and will continue to do so, an example of a recent one being PQT. In the same way that the Marketing Execs lead on these, this involves regular communication with colleagues in the Mayor's Office and delivering campaigns end to end. Marketing executives are working at this level consistently and leading on most campaigns which cannot be resourced by Senior Marketing Officers, if this wasn't the case, it would mean that the GLA would not be able to produce the large integrated campaigns that it currently does.

Due to the remit of this post changing, this has also meant that the postholder has had to build and manage relationships with senior stakeholders which sit internally and externally of the body. This is a key element of the postholder's job and is not outlined in the current competencies of the JD.

We have reviewed the Job Description for the post in line with these factors and we recommend that the updated Job Description ought to be re-graded from a grade 5 to a grade 6.

If we were to recruit a new Comms Exec now, we would not be able to recruit against this current job description and get the right calibre of candidate for the expectations of the post. From a business perspective, ensuring the job description, title, and grade are reflective of the role being performed will help with retention and recruitment in the future.

Evidence against each accountability that past post holders have worked at this level or will be required to

1. To lead small to medium-sized campaigns and marketing projects across the full channel mix, working collaboratively with internal and external stakeholders to plan, manage and deliver effective and engaging campaigns. This includes the development of campaign strategy, delivery of key campaign documentation, effective management of campaign delivery across various teams, and ongoing reporting and optimisation using marketing tools.

The Comms Exec postholder has been leading on campaigns such as PQT, and in the future will be leading on more campaigns e.g. Pride. This includes planning, managing and thereafter delivering the campaign. This requires managing various stakeholders, which in most cases are senior stakeholders.

2. To offer project support to the Head of Marketing Campaigns in the delivery of all aspects of the GLA's integrated marketing and communication plans and strategies.

The postholder has supported the Head of Marketing Campaigns on various campaigns which have varied in different capacities e.g. for the EURO 2020 campaign the post holder provided support by working on the email marketing element of the project.

3. Advising and working with the Head of Marketing Campaigns, Senior Marketing Manager and Digital Communications Manager on the procurement of suppliers and contractual agreements.

The postholder has regularly shown that they have good understanding of the GLA's procurement policies and has regularly been working with the procurement team in resolving any issues and has acted as the procurement point of contact for the team. They have provided advice to the team where necessary, as the postholder is in the team it has helped reduce timelines when individuals need advice before they move ahead with something. For example, there have been projects where members of the team have tried to pursue routes of working with a supplier without properly understanding how we should be procuring. By being advised early on prior to conversations with a supplier, this can reduce the amount of time wasted by advancing conversations we shouldn't be having.

In the circumstance that the postholder could not advise, they would understand the route in ensuring how to receive the correct advice and work with officers in the team and the procurement team in doing this.

The postholder also has experience working with contracts and has assisted as a primary contact and thereafter working with TFL on contracts with suppliers. As well as this, the postholder has organised the team's contract.

4. Leading on financial management of the central marketing budget with the Head of Marketing Campaigns and Senior Marketing Manager, this includes budget setting, budget monitoring, end of year finance, SAP processes and creating and maintaining budget processes.

The postholder has been leading on the management of the Central Marketing Budget with the Senior Marketing Manager and Head of Marketing Campaigns who are part of the process in monitoring and setting of budgets. The postholder has implemented budget processes within the team and leads on the end of year finance processes which involve ensuring that there is correct reconciliation with different supplier such as Wavemaker who is the GLA's media agency.

5. Provide marketing and campaign project management support to Head of Marketing Campaigns, by arranging meetings, arrange team away days, producing agendas and contact notes, assisting in

queries relating to campaign spend, monitoring and updating action and project plans, assisting with data entry as required.

The postholder has produced minutes and agendas for meetings which involve senior stakeholders such as 'heads of' other agencies.

The postholder has also helped in acquiring the data required to answer FOI's and MQ's in a financial element (Providing figures, understanding data, looking at language) – this can sometimes require communicating with multiple stakeholders e.g. media agency, finance etc.

6. Manage stakeholders including the GLA's network of suppliers, agencies and other external organisations and maintain excellent working relationships with them.

This has to be regularly done in different capacities with various stakeholders. There is regular communication required with certain suppliers and agencies e.g. CDS (Print agency), Wavemaker (Media agency). As well as this, the postholder has had to build and manage relationships with senior stakeholders or external organisations e.g. the Director of Marketing at Pride in London.

7. Provide campaign and marketing support to the Head of Marketing Campaigns. This includes desk research, budget monitoring, liaising with suppliers, co-ordinating production (design and supply) with the GLA's design team and other agencies, production of marketing assets, monitoring campaign performance, maintaining status reports and leading on campaign evaluations.

The postholder has had to manage a budget for campaigns previously, the postholder has also worked on the development and delivery of marketing campaigns. Performance has been monitored and provided regularly for campaigns which are live. The postholder has created evaluations for campaigns which have been presented to senior stakeholders.

8. Work with members of the campaign team to implement multi-channel campaigns with a focus on press/outdoor advertising, distribution, digital advertising, social media, email, and content creation. Working with the GLA's web team and contracted media agency to implement best practice on tracking, reporting and optimisation.

The postholder has worked with members of the team on the accountables which have been outlined. An example of this being that the postholder has been working on the email marketing element of EURO 2020 alongside a more senior member of staff.

Potential implications on other roles of similar work and pay

Currently posts which are comparable to this post are graded at a higher level. This can be seen by comparing the current JD of a Communications Assistant which is a grade 6 and is much closer to the current responsibilities of this role. The JD for the Communications Assistant can be found in the annex of this document.

Potential equal pay implications in the GLA

It has been highlighted that there is a difference in pay between a Communications Assistant and the postholder with no justifiable reasoning. The postholder has had to consistently act above their grade and is compensated at a lower grade. This has left the postholder feeling demotivated and has affected their wellbeing.

Other options considered

The remaining option would be that the postholder would have to relieve themselves of duties that have been picked up and they would revert back to a supporting role. However, this would require other members of the team to reacquire these duties – this would mean either:

Option 1

Campaign requests would have to be rejected in order to create capacity for these duties to be picked up by namely Senior Marketing Officer, Senior Marketing Manager and the Head of Marketing Campaigns.

Option 2

The creation of a more senior post which would acquire these duties. This would allow the postholder to remain in a supporting function and the more senior post would be able to pick up these additional duties.

Date change to take effect if agreed

With immediate effect

Appendix C

Current job description for Communications Executive post

Job title:	Communications Executive
Grade:	5
Post number:	HOPS 291
Directorate:	External Affairs
Unit:	External Relations

Job purpose

1. Assist the Head of Marketing Campaigns, Marketing Manager and Digital Communications Manager and teams in the delivery of promoting the work of the Mayor of London and London Assembly. This includes providing co-ordination and project management support on marketing communications campaigns across the full marketing mix.
2. To provide support in effectively managing marketing communications suppliers and agencies (creative, research, media and social media) including the financial management, procurement management and account management processes. This work will span across the Marketing and Digital and Creative communications teams.
3. Assist marketing campaign operational delivery by supporting the Head of Marketing Campaigns and Marketing Manager to effectively plan and deliver multiple multi-channel campaigns, along with associated campaign reporting and required departmental effectiveness.

Principal accountabilities

1. To offer project support to the Head of Marketing Campaigns and Marketing Manager in the delivery of all aspects of the GLA's integrated marketing and communication plans and strategies.
2. Provide marketing and campaign project management support to Head of Marketing Campaigns, Marketing Manager and Digital Communications Manager by arranging meetings, producing agendas and contact notes, monitoring and updating action and project plans, assisting with data entry as required.
3. Support the Head of Marketing Campaigns, Marketing Manager and Digital Communications Manager with the multi-faceted elements of campaign and marketing management. This includes support with procurement, contract and financial management.
4. Support with financial processes, such as maintaining budget sheets, SAP processes and the keeping Head of Marketing Campaigns, Marketing Manager, Digital Communications Manager and teams updated on progress.
5. Develop good working relationships with the GLA's network of suppliers, agencies and other external organisations.
6. Provide general project and campaign support to the Marketing Team. This includes coordinating communications, campaign and team planning and reporting and working with other GLA teams.
7. Arrange and facilitate Marketing and Creative team away days, key project meetings and other events as required by campaign and project needs.
8. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.

9. Realise the benefits of a flexible approach to work when undertaking the duties and responsibilities of the role. Supporting multi-disciplinary, cross-department and cross-organisational groups and project teams to help facilitate first class project delivery.

Key relationships

Accountable to: Head of Marketing Campaigns
Accountable for: Resources allocated for the job
Principal contacts: Marketing Manager, Digital Communications Manager, External Relations unit (Marketing, Creative Services, Digital, Events, Public Liaison Unit and Commercial Partnerships), other members of staff within the GLA, external organisations, agencies and suppliers

Person specification

Technical Requirements/experience/qualifications

1. Substantial project support experience within a similar role, ideally working for a high-profile and busy organisation.
2. Experience working with agencies across marketing, media and digital communication specialisms.
3. Experience of supporting procurement, contract and financial management processes.
4. Experience of assisting with day to day operations in a marketing communications campaigns context, including the planning and delivery of campaigns.
5. Strong interpersonal and written communication skills, exceptional attention to detail and a proactive approach to work.

Behavioural competencies

Planning and Organising

.....is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard

Level 2 indicators of effective performance

- Plans and priorities own workload to meet agreed deadlines
- Advises colleagues or manager early of obstacles to work delivery
- Perseveres and follows work through to completion
- Checks for errors to ensure work is delivered to a high standard first time
- Effectively juggles priorities

Responsible Use of Resources

... is taking personal responsibility for using and managing resources effectively, efficiently and sustainably

Level 1 indicators of effective performance

- Demonstrates awareness of the GLA's commitment to value for money and responsible use of resources
- Works independently using own time and that of others effectively
- Takes action to avoid unnecessary waste and cost
- Reduces personal impact on the environment by reducing use of, reusing

and recycling resources

- Shows understanding of relevant budgets and how they apply in own work environment

Responding to Pressure and Change

...is being flexible and adapting positively, to sustain performance when the situation changes, workload increase, tensions rise or priorities shift.

Level 1 indicators of effective performance

- Stays calm in pressurised and demanding situations
- Responds flexible to changing circumstances
- Recognises when unable to cope and asks others for help
- Demonstrates openness to changing work priorities and deadlines
- Maintains personal well-being and achieves a balance between work and home life

Organisational Awareness

...is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly

Level 1 indicators of effective performance

- Understands the structure and statutory responsibilities of the GLA
- Understand how own role and work contributes to team and organisational objectives
- Understand the role of the GLA, the Mayor and the Assembly in relation to Londoners
- Is sensitive to the culture and political context of the GLA and uses it to work effectively
- Treats GLA information as sensitive and confidential

Stakeholder Focus

....is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations

Level 1 indicators of effective performance

- Listens to understand requirements without making assumptions
- Demonstrates an enthusiastic and 'can do attitude' to all requests
- Provides timely, accurate and personalised responses
- Provides a polite and helpful first point of contact for stakeholders
- Learns from feed-back to improve personal service to others

Building and Managing Relationships

.....is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals

Level 1 indicators of effective performance

- Builds rapport quickly with people at all level and from different backgrounds
- Actively listens to others and is open to their ideas
- Identifies and resolves conflict between self and others
- Makes others feel comfortable and respected by being positive and friendly
- Shares information openly with colleagues within and outside own team

Appendix D

Proposed revised job description for Communications Executive post

Job title: Communications Executive
Grade: 6
Post number: HOPS291
Directorate: External Affairs
Unit: External Relations

Job purpose

1. Assist the Head of Marketing Campaigns in promoting the work of the Mayor of London and London Assembly. This includes managing and co-ordinating marketing and communications campaigns across the full marketing mix – including digital and traditional offline channels for projects.
2. To work closely with the Head of Marketing Campaigns and Senior Marketing manager in effectively managing marketing communications suppliers and agencies (creative, research, media and social media). Advising on procurement and contract management, leading on financial management and account management processes. This work will span across the Marketing and Creative teams.
3. Providing marketing and operational support to the Head of Marketing Campaigns and Senior Marketing Manager to effectively plan and deliver multiple multi-channel campaigns that support policy teams in delivering projects and organisational priorities. Providing effective marketing advice, guidance and associated campaign reporting.

Principal accountabilities

4. To participate in a range of projects relating to the marketing campaigns team and take responsibility for specific workstreams
5. To offer project support to the Head of Marketing Campaigns in the delivery of all aspects of the GLA's integrated marketing and communication plans and strategies.
6. Advising and working with the Head of Marketing Campaigns, Senior Marketing Manager and Digital Communications Manager on the procurement of suppliers and contractual agreements.
7. Leading on financial management of the central marketing budget, working with the Head of Marketing Campaigns and Senior Marketing Manager on budget setting, budget monitoring, end of year finance, SAP processes and creating and maintaining budget processes.
8. Support the Head of Marketing Campaigns to implement multi-channel campaigns with a focus on press/outdoor advertising, merchandising, distribution, digital advertising, social media, email, and content creation. Working with the GLA's web team and contracted media agency to implement best practice on tracking, reporting and optimisation.
9. Provide marketing and campaign project management support to Head of Marketing Campaigns, by arranging meetings, producing agendas and contact notes, monitoring and updating action and project plans, assisting with data entry as required.
10. Liaise with stakeholders including the GLA's network of suppliers, agencies and other external organisations and maintain excellent working relationships with them.

11. Provide general project and campaign support to the Marketing Team. This includes coordinating communications, campaign and team planning and reporting and working with other GLA teams.
12. Contribute to the work of External Relations by adding value to its creative output when brainstorming campaigns and implementing innovative tactics to meet objectives and increase engagement with Londoners.
13. Adhere to and champion the GLA corporate identity and brand and digital guidelines, at all times, ensuring that all content and materials generated by External Relations is audience focused.
14. Arrange and facilitate Marketing and Creative team away days, key project meetings and other events as required by campaign and project needs.
15. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.
16. Realise the benefits of a flexible approach to work when undertaking the duties and responsibilities of the role. Supporting multi-disciplinary, cross-department and cross-organisational groups and project teams to help facilitate first class project delivery.

Key relationships

Accountable to: Head of Marketing Campaigns
 Accountable for: Resources allocated for the job
 Principal contacts: Senior Marketing Manager, Senior Digital Communications Manager, External Relations unit (Marketing, Creative Services, Digital, Events, Public Liaison Unit and Commercial Partnerships), other members of staff within the GLA, external organisations, agencies and suppliers

Person specification

Technical Requirements/experience/qualifications

1. Substantial project support experience within a similar role, ideally working for a high-profile and busy organisation.
2. Experience working with agencies across marketing, media and digital communication specialisms.
3. Experience of supporting procurement, contract and financial management processes.
4. Experience of assisting with day to day operations in a marketing communications campaigns context, including the planning and delivery of campaigns.
5. Strong interpersonal and written communication skills, exceptional attention to detail and a proactive approach to work.

Behavioural competencies

Planning and Organising

.....is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard

Level 2 indicators of effective performance

- Plans and priorities own workload to meet agreed deadlines
- Advises colleagues or manager early of obstacles to work delivery
- Perseveres and follows work through to completion

- Checks for errors to ensure work is delivered to a high standard first time
- Effectively juggles priorities

Building and Managing Relationships

...is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals;

Level 2 indicators

- Develops new professional relationships
- Understands the needs of others, the constraints they face and the levers to their engagement
- Understands differences, anticipates areas of conflict and takes action
- Fosters an environment where others feel respected
- Identifies opportunities for joint working to minimise duplication and deliver shared goals

Communicating and Influencing

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

Level 2 indicators of effective performance

- Communicates openly and inclusively with internal and external stakeholders
- Clearly articulates the key points of an argument, both in verbal and written communication including with the use of graphic tools and ability to prepare high quality drawings
- Persuades others, using evidence based knowledge, modifying approach to deliver message effectively
- Challenges the views of others in an open and constructive way
- Presents a credible and positive image both internally and externally

Responsible Use of Resources

... is taking personal responsibility for using and managing resources effectively, efficiently and sustainably

Level 1 indicators of effective performance

- Demonstrates awareness of the GLA's commitment to value for money and responsible use of resources
- Works independently using own time and that of others effectively
- Takes action to avoid unnecessary waste and cost
- Reduces personal impact on the environment by reducing use of, reusing and recycling resources
- Shows understanding of relevant budgets and how they apply in own work environment

Responding to Pressure and Change

...is being flexible and adapting positively, to sustain performance when the situation changes, workload increase, tensions rise or priorities shift.

Level 1 indicators of effective performance

- Stays calm in pressurised and demanding situations
- Responds flexible to changing circumstances
- Recognises when unable to cope and asks others for help
- Demonstrates openness to changing work priorities and deadlines
- Maintains personal well-being and achieves a balance between work and home life

Organisational Awareness

...is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly

Level 1 indicators of effective performance

- Understands the structure and statutory responsibilities of the GLA
- Understand how own role and work contributes to team and organisational objectives
- Understand the role of the GLA, the Mayor and the Assembly in relation to Londoners
- Is sensitive to the culture and political context of the GLA and uses it to work effectively
- Treats GLA information as sensitive and confidential

Stakeholder Focus

....is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations

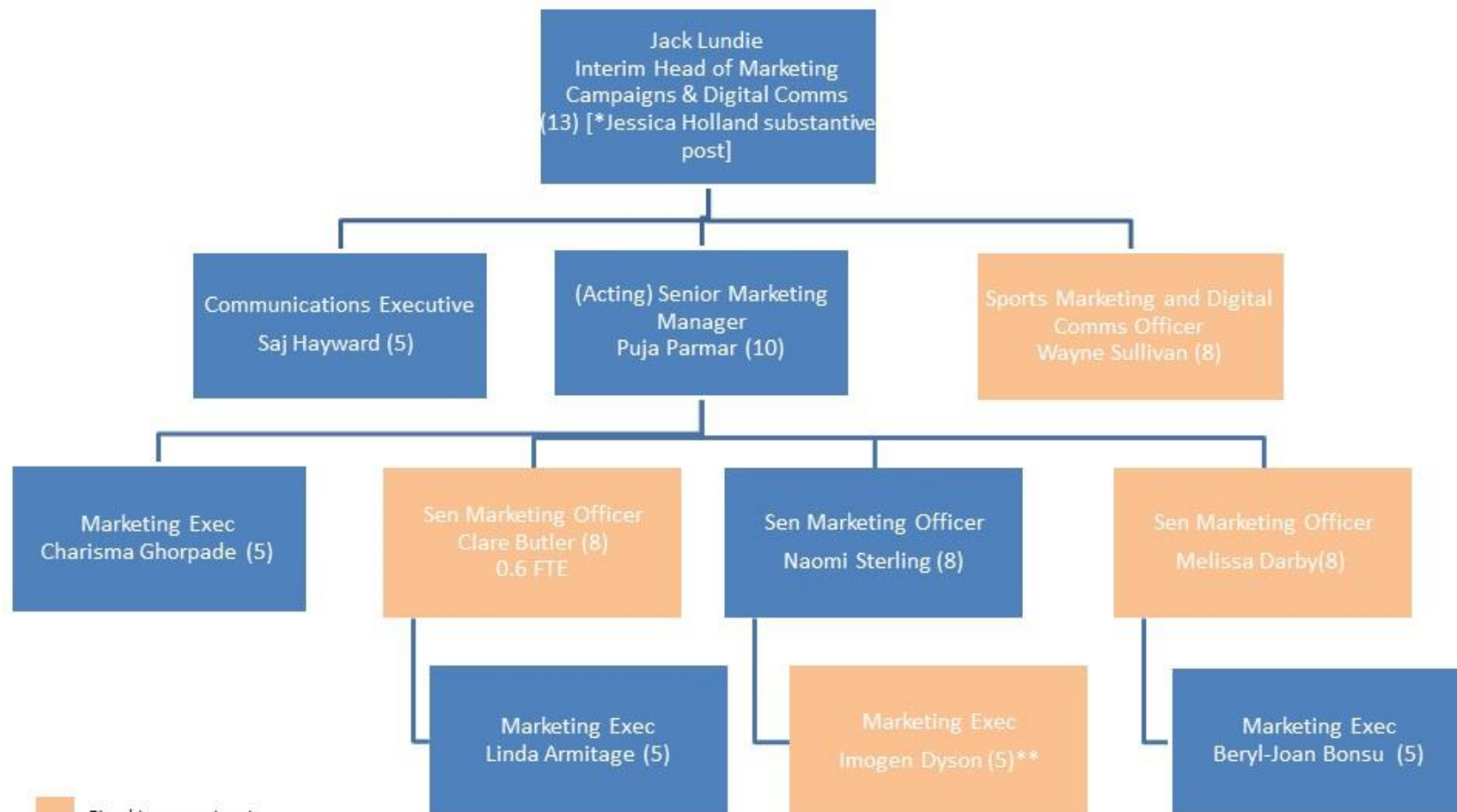
Level 1 indicators of effective performance

- Listens to understand requirements without making assumptions
- Demonstrates an enthusiastic and 'can do attitude' to all requests
- Provides timely, accurate and personalised responses
- Provides a polite and helpful first point of contact for stakeholders
- Learns from feedback to improve personal service to others

Appendix E

Marketing Campaigns Team Org Chart

MARKETING (MARKETING CAMPAIGNS)



- Wayne is seconded into his role till September 2020
- **Imogen is FT until February, then returns to 0.6 FTE

Request for Head of Paid Service Decision CO-192

CO number to be allocated via the 'Decisions' inbox (Decisions@london.gov.uk)

Once approved, this form will be published on london.gov.uk

Decision Required

That the Head of Paid Service:

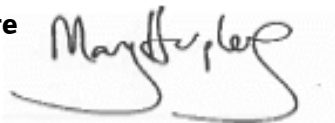
Approves the extension of three existing fixed term posts and current post holders in the Culture & Creative Industries Unit. All three current post holders are currently employed in FTC posts until 31 October 2020. These extensions are until 31 March 2022.

Job title	Grade
Programme Manager World Cities Culture Forum	9
Senior Policy Officer	9
Policy and Research Officer	8

Head of Paid Service

The above proposal has my approval.

Signature



Date 12/08/2020

1. Staffing proposals

Introduction and background

All three of these posts were created in their current form (in May 2017, September 2017 and November 2018) as fixed term positions up to 31 October 2020 under HOPS form 294, which covered a broader restructure of the Culture and Creative Industries Unit.

This restructure reflected the need to provide refocused capacity in order to support the delivery of the Mayor's Culture Strategy, which is the most ambitious ever produced. The strategy places an emphasis on the important role that culture and the night time economy play in the capital, culture's contribution to social integration, its ability to bring communities together, encourage life-long learning and wellbeing and encourage civic participation. Culture is also part of a holistic approach to preventing crime and providing positive life choices for young people, recognising the importance of creative activity in supporting all young people, and particularly those most at risk, helping them recognise and fulfil their talent.

Proposal

The proposal is to extend the three fixed term posts and current post holders to the end of March 2021 which is the point at which funding for these posts is currently confirmed.

Extension of the posts will ensure business continuity and meet the programme delivery requirements associated with key confirmed programmes of work, including the key programmes of 24 hr London, supporting the night time economy, and the World Cities Culture Forum.

G9 Programme Manager World Cities Culture Forum

The World Cities Culture Forum has had to refocus its programme in order to support London in responding to COVID-19, which will significantly delay a planned governance review in 2020/21. The programme is a core part of the Mayor's Culture Strategy which continues as the Mayor's term now continues until May 2021. The post was initially filled in September 2017 until October 2020. Funding is in place for this post for the entirety of the 2020/21 financial year (up to 31/3/21) and the proposal is therefore to extend this post and postholder up to that point whilst the staffing budget for 2021/22 is developed and confirmed.

G9 Senior Policy Officer & G8 Policy and Research Officer

Both of these posts provide critical support to key strands of the Mayor's Culture Strategy, working across multiple programmes, including a particular focus on delivering the Mayor's vision for London as a 24 hr city. The posts were created in May 2017 and November 2018 respectively, until October 2020. This work has become even more important in the context of the COVID-19 pandemic, supporting boroughs, high streets, town centres and venues as they deal with the social and economic impacts of lockdown and reopening. Funding is in place for both of these posts for the entirety of the 2020/21 financial year (up to 31/3/21) and the proposal is therefore to extend these posts and postholders up to that point whilst the staffing budget for 2021/22 is developed and confirmed.

2. Consultation

The proposal is to extend existing roles within the Culture and Creative Industries Unit, and therefore there are no formal requirements to consult staff groups and UNISON.

In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the “Staffing Protocol”), formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) is not required for this proposal as fewer than five posts in one unit are being created or deleted. However, the Head of Paid Service (the “HoPS”) is required to inform these persons about any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. The decision is not considered to be contentious.

All three posts are funded up to 31 March 2022 within the Culture and Creative Industries staffing budget.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	0	
Permanent posts to be (deleted)	0	
Fixed-term posts to be created	0	
Fixed-terms posts to be (deleted)	0	
Fixed-terms posts to be extended	3	The proposal is to extend existing posts
Net total of posts created / (deleted) / extended	3	As above
Permanent posts to be regraded	0	
Fixed-terms posts to be regraded	0	

4. Financial comments

- 4.1 This report seeks approval for the extension of three existing fixed term posts in the Culture and Creative Industries Unit, until the end of March 2022. This is consistent with the budgeted staffing funding for 2021/22.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly’s staffing committee, currently the GLA Oversight Committee.

- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 The proposals set out in this Chief Officer Form do not fall within the definition of a 'major restructure' contained within the Staffing Protocol so do not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.6 However, paragraph 5.3 of the Staffing Protocol states that *"The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them"*. Paragraph 2 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.
- 5.7 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

This proposal relates to the extension of existing postholders, and as such there are not considered to be any specific equalities considerations.

Appendix A

Details of all affected posts and postholders

Post title	Post grade - current	Post reference number	Post start date	Current postholder start date	Current end date (fixed-term/deletions only)	Proposed end date	Proposal: creation / deletion / regrade / extension
Programme Manager World Cities Culture Forum	9	3310	1/12/16	21/9/17	31/10/20	31/3/22	Extension
Senior Policy Officer	9	3379	1/4/17	8/5/17	31/10/20	31/3/22	Extension
Policy and Research Officer	8	3935	1/10/18	1/11/18	31/10/20	31/3/22	Extension

8. Approval

	<i>Tick to indicate approval</i>
	✓
Executive Director <u>Philip Graham</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Shonagh Manson</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Alison Cubbins</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 23 rd June 2020.	