

Request for Head of Paid Service Decision CO-313

Directorate	CO number	Job Title	Post number	Post start date	Existing post end date	New post end date	Grade	Requested by	Team	Budget available	Existing or new post	Comments to CMT - state original start date and full period of newly extended FTC and any other relevant comments.
Good Growth	CO313	Programme Manager	TBC	1/10/21	N/A	30/09/23	9	Alex Conway	EPMU	Yes	New	Funding for this new post is almost entirely made up of unused hours across 3 FTE posts, where staff occupying those posts are now working part-time. The creation of this post will ensure that the team is resourced to fulfil the responsibilities delegated by the Department for Work & Pensions to the GLA, as Intermediate Body for the European Social Fund (ESF) in London.

Request for Head of Paid Service Decision CO-313

Decision Required

That the Head of Paid Service:

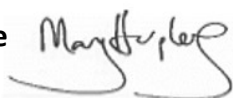
Approves the creation of the GLA fixed-term post below, which is fully funded by the European Social Fund;

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Programme Manager</i>	<i>9</i>	<i>2 years</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 16/09/2021

1. Staffing proposals

This proposal requests the creation of a new Grade 9 Programme Manager post in the European Programmes Management Unit (EPMU). There are currently four Grade 9 full-time equivalent (FTE) posts allocated to work on ESF in EPMU and three of the four posts are now occupied on a part-time basis. Two members of staff have reduced their hours after returning from maternity leave and a third member of staff is now job-sharing in another post at a higher grade. Vacant hours across the three posts equate to 0.81 FTE and as such, funding for this new post is almost entirely made up of unused hours across these three FTE posts. All posts in EPMU, including this new post, are fully funded by a combination of government and ESIF funding (in this case ESF).

Responsibility for managing ESF in London has been delegated by DWP to the GLA as a designated Intermediate Body. The relevant arrangements between DWP and the GLA are formally recorded in a Memorandum of Understanding and were approved via a Mayoral Decision in 2016. EPMU fulfils this function within the GLA and is responsible for managing London's ESF allocation, which is worth €584m (doubled once match-funding is included) over the seven-year lifetime of the programme. The ESF programme in London will continue to deliver until 2023-24 and the creation of this post will ensure that the team is adequately resourced to fulfil the GLA's delegated responsibilities, including appraising applications for funding, managing projects, and carrying out checks to verify the eligibility of expenditure and outputs.

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
Permanent posts to be created	0	n/a
Permanent posts to be (deleted)	0	n/a
Fixed-term posts to be created	1	Programme Manager: JD attached reflects existing GLA JD for Programme Manager roles in EPMU. The post is fully funded by ESF and funding received from DWP.
Fixed-terms posts to be (deleted)	0	n/a
Net total of posts created / (deleted)	1	
Permanent posts to be regraded	0	n/a

Fixed-terms posts to be regraded	0	n/a
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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 **G0705** Cost object **GF.0705**
(if different):

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

Is the post full or part time? **Full time**

Is the post permanent or temporary? **Temporary**

What is expected start date? **1st October 2021** Expected **up to 2 years** end

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

- 4.1 Chief Officer approval is being sought for the following: creation of a fixed-term Grade 9, Programme Manager post. Costs of the post will be claimable via existing ESF funding arrangements for EPMU, which are managed by DWP.
- 4.2 For the duration of the post, the total cost equates to approximately £132,000 (max)(inclusive of on-costs) and will span three financial-years (2021-22, 2022-23 and 2023-24), based on current salary scales.

2021-22 (Oct - Mar)	£ 33,000
2022-23 (Apr – Mar)	£ 66,000
2023-24 (Apr – Sept)	£ 33,000
	£ 132,000

- 4.3 The charge for corporate overheads cannot be applied to this post as the funding mechanism with ESF/DWP does not allow for it, nor are we amending the funding arrangement in this instance.

- 4.4 As this post will be recruited to on a fixed term contract basis, the GLA may become liable for redundancy and/or pension capital costs if the appointee has on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated but in the event such costs do arise, they will be subject to further approval.

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 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant post.
- 5.8 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.

5.9 The HoPS has the power to make this decision.

6. Equalities considerations

The proposal is to create a new fixed term post which will be recruited in accordance with GLA's Resourcing Policies and Procedures.

7. Appendices

Appendix A: Details of affected posts

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

8. Approval

	<i>Tick to indicate approval</i>
	✓
Executive Director <u>Philip Graham</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Alex Conway</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

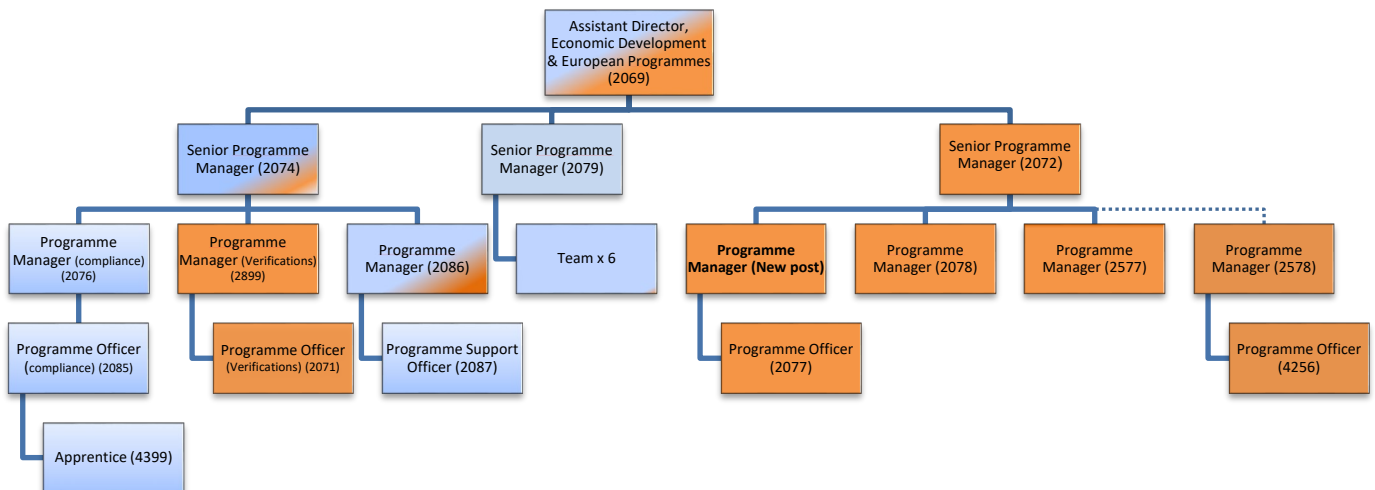
Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term)	Proposal: creation / deletion / regrade
<i>Programme Manager</i>	n/a	9	TBC	1/10/21	30/09/23	Creation

Appendix B

Structure chart showing reporting lines and post reference numbers

Please note that posts shaded or part-shaded in orange are part funded by ESF.



Request for Head of Paid Service Decision CO-315

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Request for Head of Paid Service Decision CO-315

Decision Required

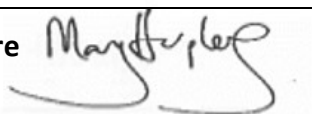
That the Head of Paid Service:

Approves the creation of an eight month Fixed Term Programme Lead - Finance Improvement post (indicative Grade 14)

Head of Paid Service

The above proposal has my approval.

Signature



Date 28/07/2021

1. Staffing proposals

The Finance function is conducting a thorough review of financial processes and procedures across the Authority with the aim of streamlining them. This will involve a review of the accounting structure to enable a more efficient and effective system reporting under the dual structure of Directorates and Units as well as Missions and Foundations. In addition, the function is about to start the budget process for 2022-23 which will involve preparing the Mayor's budget under the dual structure.

An additional eight month fixed term post of Programme Lead – Finance Improvement is required to enable the GLA to oversee the Mayoral budget process for 2022-23, deliver the compiled budget and to support the Finance Improvement Programme to ensure this work is delivered to timetable..

It is proposed that this post will be a fixed term post for eight months from 1 August 2021 to the end of this financial year (31 March 2022). The fixed term post is required to ensure that the GLA: Mayoral budget process is delivered on time and to the quality required, as well as ensuring that the Finance Improvement Plan is implemented as planned. The postholder will also deputise for the Assistant Director – Financial Services. The postholder will report to the Assistant Director and ultimately to the Executive Director of Resources.

This is a new post and therefore a new job description is required. The indicative grade for the job description is Grade 14. The job description will be evaluated in line with the GLA's protocol.

Because of the urgent nature of this work the post holder has been sourced as an agency worker via the GLA's preferred supplier agency. It is intended that once all the pre employment checks have been carried out a fixed term contract will be offered.

2. Consultation

This proposal has been developed by the Executive Director of Resources, in consultation with the Chief Officer and the Assistant Director – Financial Services. The Financial Services Team has been informed of the proposals.

This proposal is 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.

3. Table of changes

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

4. Financial comments

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

Cost centre Cost object
(if different):

Is the 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?

- 4.1 The annual cost for a Grade 14, including on costs, is £117k. As this post will be in position for 8 months, the costs will be £78k. The costs of this fixed term post are to be funded from and contained in the one-off resource of £0.5m available to support the Finance Improvement Programme.

- 4.2 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.
- 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 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 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 a temporary 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 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

The postholder of this fixed term contract was sourced from Hays, the GLA's approved supplier of agency staff who presented a number of candidates for consideration in accordance with the GLA's equalities policies.

7. Appendices

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

Appendix B: Job Description

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director David Gallie has reviewed and commented on this proposal.	✓
Assistant Director N/A has reviewed and commented on this proposal.	
HR & OD Lead Officer Dawn James/Jane Todd have reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓ Legal Kate Phelps ✓ Paul Middlemas
Corporate Management Team (CMT) This proposal is to be considered retrospectively by CMT on 17 August 2021.	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Programme Lead - Finance Improvement</i>		G14		1 August 2021	31 March 2022	Creation
<i>Post B</i>						
<i>Post C</i>						
<i>Etc.</i>						

Appendix B Job Description

Job Description

Job title: Programme Lead – Finance Improvement

Grade: 14

Directorate: Resources

Unit: Financial Services

Job purpose

The large Finance Improvement Programme will deliver a refocussed way of working for Finance.

To take the strategic lead on a number of complex and high-profile projects in the Finance Improvement Programme (FIP) to ensure a high quality, effective and responsive financial services function for the GLA. To be responsible for setting functional and service priorities for the FIP, involving the complex integration of services through the work with external contacts such as TfL, LFB to ensure that the FIP is effective.

To deputise for the Assistant Director – Financial Services as required

Principal accountabilities

1. To take a strategic approach to the implementation of the FIP including making evaluative judgements and taking decisions about progressing projects in the Programme.
2. Lead the project in the FIP to ensure a simple but accurate system is introduced to recharge corporate overheads.
3. Lead the project in the FIP which ensures that there is an improvement in the accuracy, quality and timeliness of financial information arising from the transfer of payroll from LFB to TfL.
4. Lead the project in the FIP which seeks to root out outmoded financial practices to deliver greater financial capacity within the Team.
5. To deliver corporate priorities across the Directorate and the GLA, arising from the FIP, ensuring continuous improvement in all these delegated roles.

6. To prepare and present reports to the Chief of Staff, Chief Officer and the FIP Steering Group consisting of senior officers from SLT, arising from the work of the FIP.
7. In the absence of the Assistant Director – Financial Services, to be part of the Finance Management Team, with collective responsibility, under the overall direction of the Executive Director of Resources, for:
 - Providing effective leadership for the finance function, acting as a role model for our people and ensuring the development of a culture and core values which enable the GLA to continuously improve and innovate;
 - Working closely with the Mayor’s Chief of Staff, and as appropriate other parts of the Mayoral Team, to ensure the effective development and maintenance of policies for the finance function;
 - Design and implement corporate and strategic approaches to ensure the use of an effective framework for the achievement of the finance function’s objectives; and
 - Ensure effective management of the finance function’s people, organisation, structures and management systems, regularly reviewing and re-prioritising this to ensure effective utilisation.
8. Represent the GLA, supporting and promoting its activities and acting as a ‘champion’ for corporate and Directorate initiatives, often taking a lead role on these.
9. Establish and maintain good internal relations with the Mayoral Team, Assembly members, Unions, and other GLA Group organisations, London Boroughs and London’s communities.
10. Realising the benefits of London’s diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London’s communities.

Key relationships

Accountable to: Assistant Director – Financial Services (and in her absence to the Executive Director of Resources)

Accountable for: Staff allocated to the FIP, presently a budget of £0.5m with three staff.

Principal contacts: Chief of Staff, Chief Officer, Executive Director of Resources, Assistant Director – Financial Services, senior staff on the FIP Steering Group.

Person specification

Technical requirements/experience/qualifications

1. Full membership of a professional accountancy body.
2. Extensive knowledge and significant experience of accounting at a strategic level in a large public sector organisation.
3. A high level of technical ability – professionally self-sufficient with evidence of carrying out senior management level jobs, including knowledge of implementing finance systems and change processes in a finance team.
4. Successful track record of giving professional advice in relevant areas to senior managers and building effective working relationships.

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 4 indicators of effective performance

- Identifies and engages a diverse range of influential contacts within stakeholder and community groups, and partner organisations
- Builds alliances to establish mutually beneficial working arrangements, openly sharing knowledge and insights
- Actively challenges and addresses 'silo attitudes' to encourage effective relationship building inside and outside the GLA
- Understands the complexities of political dynamics and uses this to manage relationships and resolve conflict effectively
- Identifies clear win-win situations with external partners.

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 4 indicators of effective performance

- Develops a positive and compelling vision of London's future potential, demonstrating confidence in the strategic direction of the GLA
- Translates an understanding of the complex and diverse threats and issues facing London into positive action
- Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities
- Sets organisational priorities by identifying where time and investment is needed most
- Generates and leads strategic initiatives that reflect the GLA's position as a regional authority.

Managing and Developing Performance

... is setting high standards for oneself and others, guiding, motivating and developing them, to achieve high performance and meet the GLA's objectives and statutory obligations.

Level 4 indicators of effective performance

- Creates an organisation that learns from experience
- Sets clear organisational objectives, cascading challenging yet achievable deliverables to directorates
- Identifies strategic level performance indicators and communicates these clearly
- Leads and sets an example for desired behaviour and performance for GLA staff
- Instils a culture of high performance and outstanding results where staff are encouraged to perform to their best.

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 4 indicators of effective performance

- Articulates self with credibility and conviction, encouraging buy-in to corporate position
- Influences the thinking of other organisations, encouraging them to deliver in line with the GLA
- Ensures that the organisation communicates inclusively with staff and external stakeholders
- Acts as a credible and convincing spokesperson and negotiator for the GLA
- Instils a corporate commitment to accessible communication.

Planning & 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 4 indicators of effective performance

- Takes accountability for monitoring delivery of the GLA's commitments
- Uses quality assurance processes across the organisation as a feedback mechanism to improve performance
- Takes responsibility for ensuring tools and techniques are available for the effective management of programmes
- Realigns GLA objectives to respond to changing external & internal agendas
- Uses feedback from all sectors as a performance measure for GLA work.

Decision Making

...is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

Level 4 indicators of effective performance

- Makes difficult decisions for the long-term benefit of the organisation.
- Presents and instils confidence in strategic decision making.
- Consults stakeholders early in critical organisation-wide decisions.
- Stands by the decisions and actions of the GLA.
- Accepts and promotes accountability for the GLA's decision making.
- Ensures the organisation balances effective risk management with the need for timely actions.

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 4 indicators of effective performance

- Demonstrates resilience in the face of challenge from staff, media and partner organisations
- Promotes the GLA as a flexible organisation, responding to the changing needs of Londoners
- Shows positivity in the face of external pressure, minimising negative impact
- Drives a culture of continuous improvement
- Sets the direction for organisational development and ensures effective communication of change initiatives.

Responsible use of Resources

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

Level 4 indicators of effective performance

- Explores different options for funding and income generation.
- Sets budgets, understanding current costs and challenging teams to deliver greater efficiency.
- Monitors resource allocation across the organisation, ensuring the GLA works within budget and resources.
- Ensures the GLA procures and uses resources fairly and responsibly and with regard for environmental efficiencies.
- Leads initiatives to identify and deliver efficiencies across the GLA group and through partnership working.

Responsible use of Resources

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

Level 4 indicators of effective performance

- Explores different options for funding and income generation
- Sets budgets, understanding current costs and challenging teams to deliver greater efficiency
- Monitors resource allocation across the organisation, ensuring the GLA works within budget and resources
- Ensures the GLA procures and uses resources fairly and responsibly and with regard for environmental efficiencies
- Leads initiatives to identify and deliver efficiencies across the GLA Group and through partnership working.

Organisational Awareness

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

Level 4 indicators of effective performance

- Focuses on the needs of Londoners, promoting organisational awareness of how they impact GLA priorities
- Anticipates and responds appropriately and professionally to political pressure, inspiring confidence and trust from politicians
- Shapes senior stakeholders' perceptions of the GLA, using their influence to support the GLA agenda
- Influences Londoners' perceptions of the GLA, using the Media where appropriate
- Leads the organisation by setting the highest standard in upholding integrity and ethical behaviour.

Reasonable adjustment

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work