

**Request for Head of Paid Service Decision CO 221**

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

**Decision Required**

That the Head of Paid Service:

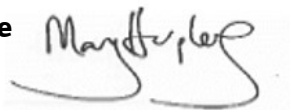
**Approves the proposal to re-evaluate post GLA1117 to Grade 10 to deliver an integrated Strategic Crime Analysis team supporting the GLA, the VRU, and London's external crime and health analysts.**

**Note this post was approved by Establishment Control in October as a regrade from G7 to G9. The Job Evaluation Panel have since evaluated this post as a G10. Funding is available for this post at G10 level (see Section 1)**

**Head of Paid Service**

The above proposal has my approval.

**Signature**



**Date 24/12/2020**

## **1. Staffing proposals**

### **Executive summary**

This form requests approval to reevaluate post GLA1117 from Grade 7 to Grade 10 to reflect the changing organisational landscape and increased services delivered by the Strategic Crime Analysis team. A temporary Grade 9 post (GLA3656) has been in operation since 2018 and will end in December 2020.

The GLA's Strategic Crime Analysis team provide a secure data service (Safestats) to 450 crime analysts in London, and also support the Violence Reduction Unit and other GLA policy teams (e.g. night time economy). A reevaluation of the grading for this post is requested (with a view to permanently regrading it) to better integrate the increased demands faced by the team, when a current temporary post to redevelop the Safestats system comes to an end in December 2020. These increased demands include:

- Support to the Violence Reduction Unit, working with the NHS Violence Reduction Service and other public health bodies to negotiate better data sharing
- Responsibility to deliver the MOPAC Information Sharing to Tackle Violence programme
- Integrated analysis to support GLA policy colleagues e.g. Night-Time Observatory
- Increased data skills to maintain and develop the service as data increases in both quantity and complexity to meet new demands

Safestats is funded externally and has a 20 year track record of receiving external funding. MOPAC are currently the main funder of Safestats.

### **Background**

#### **Safestats**

Safestats is a crime and community safety portal run by the GLA on behalf of 450 crime analysts in London working mainly in local government, the emergency services and health services. It brings together multi-agency data into one place and provides secure access to data. Although initially designed for strategic analysis such as evidence to support local JSNA's and performance management, it is increasingly used for tactical reasons such as identifying crime locations and policing decisions, supporting licensing reviews and designing out crime initiatives.

### **Reason for needing to reevaluate the post**

Prior to 2016 the data portal was managed by one Grade 7 post (GLA1117). There was an historic lack of investment in the system and a piecemeal approach to maintenance at the same time as data capabilities were expanding. In 2016 the data portal failed suddenly and catastrophically and could not be brought back online. Experts recommended a complete redevelopment. A fixed-term post, GLA3656, was created for 3 years from January 2018 to December 2020 to oversee this rebuild. Around the same time, the original Grade 7 postholder left and so position GLA1117 was left vacant while the redevelopment took place.

Although the redevelopment project has delivered successfully to time and budget, the landscape in which the Safestats system is operating has changed significantly during this time. The team has expanded to deliver new services and is working with a wider range and higher level stakeholders. To deliver the service and other outputs produced by the team, we need to better integrate and consolidate members of the Strategic Crime Analysis team led by a Grade 10 team leader.

Additional demands since 2016

- The creation of the VRU has created additional support needs and the team are leading projects to help the VRU access performance data for public health and multi-agency crime and safety. For example, the creation of a decision support tool was used to allocated VRU funding to Boroughs

- The adoption of a public health approach to crime has meant a much higher level of working with the NHS and public health stakeholders to improve data sharing, such as the NHS Violence Reduction Academy. The postholder has been working with ICO as part of their data sandbox to ensure GLA work on datasharing follows national best practice
- The team are leading MOPAC's Information Sharing to Tackle Violence (ISTV) programme. This involves datasharing with 29 Type 1 Accident and Emergency Units at London's hospitals, and managing commissioned services as part of the programme, as well as line managing a data analyst post.
- In order to maintain and develop the system and ensure that we do not repeat the mistakes of the past by failing to invest in system maintenance, the postholder needs a high level of both data skills to process the data and maintain the back end system, as well as crime analysis expertise. Increased data skills are required to handle both the increased quantity and complexity of modern data.

As the post is funded externally, this would be a neutral regrade for the GLA in financial terms. Funding has been received historically since 2001 from different combinations of MPS, TfL, LFB and MOPAC (on behalf of Borough users). MOPAC have confirmed their intention to continue funding in 2021/22. In the event that external funding is not available, the team would explore other options, such as charging Boroughs for access to the service in line with other services provided by the CIU.

**Following the October Establishment Control meeting where this regrade was approved, the GLA Job Evaluation Panel graded the revised post as a Grade 10 rather than a Grade 9. The CIU wish to accept this grading as it appears consistent with another recent post advertised within the unit as a Grade 10. This grading will not cause issues with parity of other posts, as the responsibilities are different and there is a precedent where a previous post was regraded from a Grade 9 to a Grade 11.**

## 2. Consultation

The proposal is to reevaluate a current position 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	0	
Permanent posts to be (deleted)	0	
Fixed-term posts to be created	0	
Fixed-terms posts to be (deleted)	0	
<b>Net total of posts created</b>	0	
Permanent posts to be reevaluated	1	Permanent post GLA1117 to be evaluated with a view to regrading it from Grade 7 to Grade 10

Fixed-terms posts to be reevaluated	0	
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*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?

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

- 4.1. This proposal seeks approval to regrade the Senior Research and Statistical Analyst (Crime) post from a grade 7 to a grade 10. The total cost of this including on costs at midpoint salary scale is approximately £19,000 per annum based on 2020-21 salary budgets. The regrade of this post will be funded externally from MOPAC. MOPAC currently fund on behalf of London Boroughs to save the administrative costs of charging Boroughs individually. In the event that funding from MOPAC is not available, alternative funding will be put in place, either another fund covering them all or individual charging for access to the service. 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 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: Old and new Job descriptions*

## 8. Approval

<b>Executive Director</b> <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
<b>Assistant Director</b> <u>Jeremy Skinner</u> has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> <u>Finance and Legal</u> have reviewed and commented on this proposal.	✓
<b>Corporate Management Team (CMT)</b> 14 October 2020	

## Appendix A

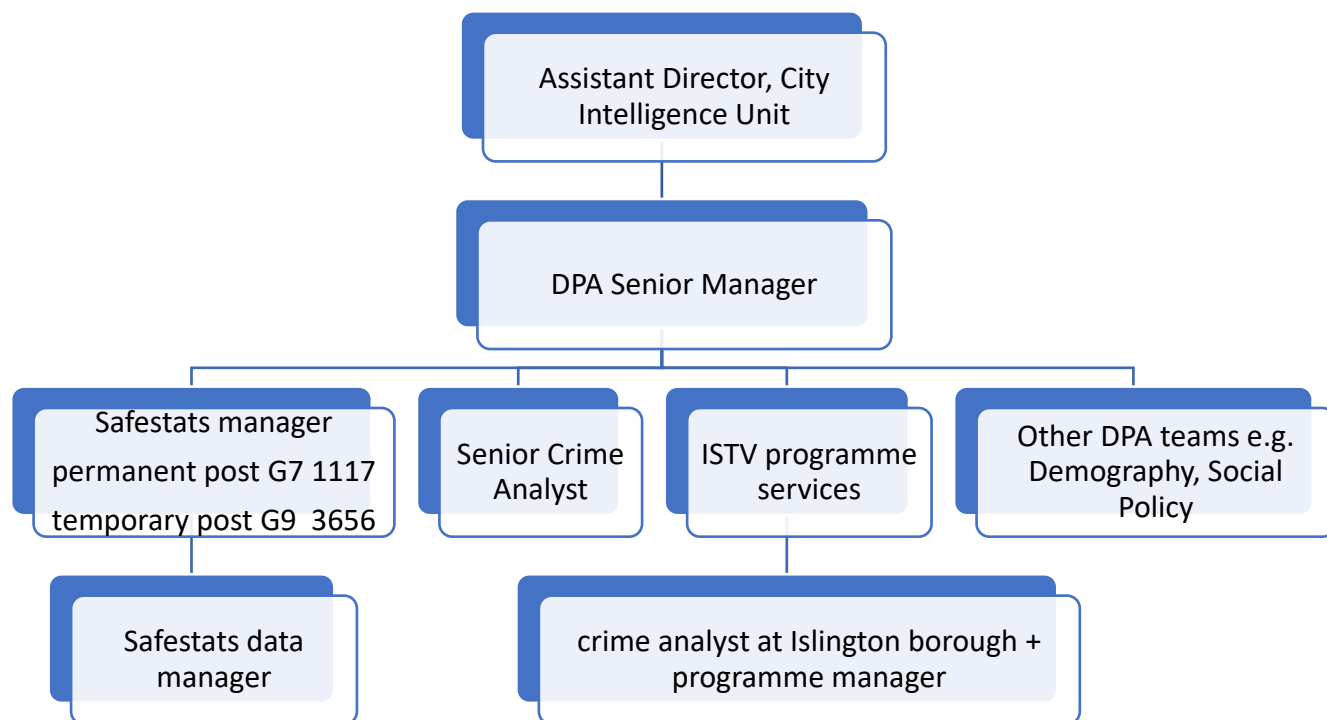
### Details of all affected posts

Post title	Post grade - current	Post reference number	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
Senior Research and Statistical Analyst - Crime	7	GLA1117		Regrade to Grade 10
Safesstats Redevelopment Manager	9	GLA3656	Current end date: 31 December 2020	This will end as planned

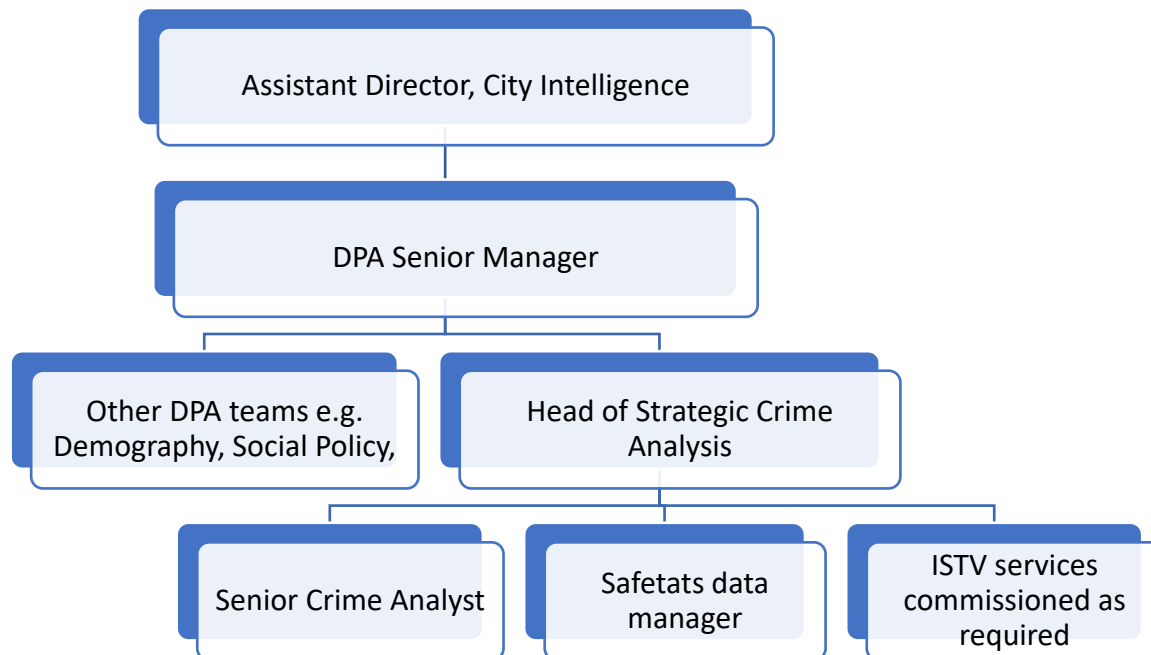
## Appendix B

### Structure chart showing reporting lines and post reference numbers

## Current structure of Strategic Crime Analysis team



## Proposed structure of Strategic Crime Analysis team with permanently upgraded G9 post



## Appendix B

### Original job description

#### Job Description

**Job title:** Senior Research and Statistical Analyst - Crime

**Grade:** Grade 7 **Post number:** GLA2033

**Directorate:** Communities and Intelligence

**Unit:** Intelligence Unit

#### *Job purpose*

To use their expertise in multi-agency data, GIS & crime statistics for identifying and responding to crime and disorder trends in London, directly through their crime analysis and indirectly through their responsibilities to Strategic Crime Analysis (SCAN) projects in the Intelligence Unit.

#### *Principal accountabilities*

1. To be responsible for the production of data analysis and the delivery of key presentations on various crime & disorder concerns to major stakeholders (including the GLA functional bodies, London boroughs and other clients).
2. To be responsible for identifying the most relevant data sets for Safe Stats users and stakeholders and to produce authoritative business cases for the warehousing of these data sets on Safe Stats.
3. To maintain regular personal contact with relevant representatives from each of the data supplying stakeholders and ensure that Safe Stats is supplying data in the most effective manner for crime & disorder reduction throughout London.
4. To be responsible for maintaining the Safe Stats Memoranda of Understanding and working with suppliers, briefing MOPAC and other partners with updates liaising with outside experts to identify opportunities and challenges for the SCAN programme (with an emphasis on best practice in GIS, data analysis and web services).
5. To be responsible for the ongoing collaboration with the GIS team ensuring that the GIS development projects of the Safe Stats team complement and inform the GIS programme.
6. To support Intelligence colleagues to help provide a service to the GLA, major stakeholders and others based on the group's data holdings and expertise.
7. Manage staff and resources in allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards
8. 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 project teams



## *Key contacts*

**accountable to:** Policy Analysis Manager (Intelligence Unit)

**accountable for:** Resources allocated to the job

## **Person specification**

### **Technical requirements/experience/qualifications**

1. A very high level of numeracy, evidenced by a degree in a subject with a high statistical and analytical content and significant & substantial professional experience.
2. Evidence of success in the analysis and interpretation of large complex datasets, and significant experience of such work in a relevant environment.
3. Significant and substantial knowledge of data sources on crime and disorder, and evidence of commitment to keep abreast of new developments. Evidence of keeping abreast of relevant London policy concerns, and of issues and data sources relating to diversity,
4. Evidence of significant and substantial experience using the following software:
  - spreadsheets, regular use at an advanced level
  - a mapping package (eg MapInfo or ESRI Arcview), regular use at a high level

Regular use at advanced level of RDBMS using Access or database server software such as Oracle or SQL Server (preferably with Query analyser & DTS packages) would be an advantage.
5. Evidence of success undertaking project work and delivering on time and within budget.
6. Evidence of success preparing clear and concise written reports, letters and briefings on complex issues for a range of audiences.
7. Evidence of success building and maintaining working relationships across professional and operational boundaries within an organisation, and with external organisations.
8. Must hold or have no obvious impediment to obtaining a Counter Terrorism Check (CTC) security clearance.
9. An understanding of the GLA's commitment to equality of opportunity and valuing diversity, and the ability to translate this into action.

## **Behavioural competencies**

### **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

### **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 internal agendas

### **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

## *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

## **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

## **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 2 indicators of effective performance

- Seeks to understand requirements, gathering extra information when needs are not clear
- Presents the GLA positively by interacting effectively with stakeholders
- Delivers a timely and accurate service
- Understands the differing needs of stakeholders and adapts own service accordingly
- Seeks and uses feedback from a variety of sources to improve the GLA's service to Londoners

## *Working Patterns*

This post does not require any unusual work patterns.

## **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.

## New job description

### Job Description

**Job title:** Head of Strategic Crime Analysis team

**Grade:** 9 **Post number:**

**Directorate:** Strategy and Communications

**Unit:** Strategy Intelligence and Analysis

**Team:** Demography and Policy Analysis

### *Job purpose*

1. To manage a small team providing data and analysis to support London's crime and community safety professionals to make evidence-based policy.
2. To manage and maintain the Safestats secure data portal to provide a timely service to users within GLA, Violence Reduction Unit and a range of London Boroughs, Emergency Services and other organisations that work to reduce violence.
3. To manage the creation and delivery of high quality evidence and analysis for publication.

### *Principal accountabilities*

1. Ensure the smooth running of the Safestats service secure data portal through regular receipt, processing and uploading of data and manage user access. Develop new business as usual processes for the ongoing maintenance of the Safestats system once the redevelopment is complete. Manage any changes to the backend system processing in line with technology best practice.
2. Work with external stakeholders in London's Boroughs, the emergency services, NHS Violence Reduction Programme and other public bodies, to explore new data sharing arrangements and generate sustainable datasets. Manage access to the data by users in line with the legal basis for datasharing.
3. Manage the Information to Tackle Violence service, better integrating this into the Safestats service and making efficiency and performance improvements in commissioned services. Ensure data from the service feeds into regular reporting outputs from MOPAC and elsewhere to brief the Mayor's Office. Work with NHS Digital to improve the ISTV national data standard to ensure that a wider range of people can benefit from access to the data.
4. Work with internal stakeholders in the GLA Group to capture user requirements and ensure that measurement meets a variety of user needs, including the Mayor's office and relevant working groups.
5. Undertake analysis to provide policy-based evidence on crime and community safety and the socio-economic context to support GLA policy colleagues in a range of areas including the Violence Reduction Unit, funding for Young Londoners, the Night Time Economy and High Streets, and relevant public health drivers of crime. Use sound and innovative analytical techniques, drawing on statistical good practice, drawing on methodological expertise across the team and wider City Intelligence Unit where appropriate.
6. Author, publish and disseminate data and analysis through briefings, presentations, written reports, and innovative data tools. Prepare technical papers and document analysis for future updates. Conduct analysis in line with the team's emerging code base and processes for data management.
7. Manage staff and resources in allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards

8. 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 project teams
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.

### *Key contacts*

**accountable to:** Demography and Policy Analysis Manager

**accountable for:** The postholder will manage two members of staff and annual external funding of around £220,000 for the Safestats service.

## **Person Specification**

### **Technical requirements/experience/qualifications**

1. A high level of numeracy, evidenced by a degree with appropriate statistical/analytical content or equivalent professional experience.
2. An understanding of sources of crime and safety data and how these are used by analysts across London. Substantial post-academic experience leading analytical projects and research in a relevant and comparable environment. An understanding of the quality standards required by official statistics for publishing outputs.
3. Evidence of significant and substantial experience managing data and conducting analysis using the following software and tools:
  - Relational databases
  - Data management and integration packages
  - Data presentation and GIS tools
  - Statistical analysis tools such as R and SPSS
4. Knowledge of programme and project management and control techniques, including project planning and appraisal, financial management, risk management, issue resolution and evaluation.
5. A thorough knowledge of information governance and experience of developing complex data-sharing agreements in organisations which do not have formal processes in place to do this.

### **Behavioural competencies**

#### **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 3 indicators of effective performance

- Expands networks to gain new information sources for research and policy development
- Identifies and implements methods to ensure intelligence is of a high quality

- Encourages others to analyse data from different angles, using multiple perspectives to identify connections and new insights
- Tailors research investment in line with likely impact for Londoners and policy priorities
- Retains a bigger picture view, ensuring research recommendations are appropriate and practical for the GLA and its stakeholders

### **Problem Solving**

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

#### Level 3 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

### **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 3 indicators of effective performance

- Translates GLA vision and strategy into practical and tangible plans for own team or delivery partners
- Consistently takes account of the wider implications of team's actions for the GLA
- Encourages self and others to think about organisation's long term potential
- Informs strategy development by identifying gaps in current delivery or evidence
- Takes account of a wide range of public and partner needs to inform team's work

### **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 2 indicators of effective performance

- Seeks to understand requirements, gathering extra information when needs are not clear
- Presents the GLA positively by interacting effectively with stakeholders
- Delivers a timely and accurate service
- Understands the differing needs of stakeholders and adapts own service accordingly
- Seeks and uses feedback from a variety of sources to improve the GLA's service to Londoners

### **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

## **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 2 indicators of effective performance

- Seeks opportunities to develop professional skills and knowledge and encourages team to do so.
- Ensures own and others' workloads are realistic and achievable
- Provides staff with clear direction and objectives, ensuring they understand expectations
- Recognises achievements and provides constructive feedback and guidance
- Gives staff autonomy and confidence to perform well and to their potential

### *Working Patterns*

No unusual work patterns anticipated

## **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.

**Request for Head of Paid Service Decision CO-xxx**

**PLEASE COMPLETE THE TABLE BELOW AND THEN DRAFT THE DETAIL OF THE FOLLOWING PAGES OF THE CO FORM. (Highlighted text below is an example only)**

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	CO232	Senior Project Officer	002815	03/12/14	31/12/20	31/12/21	7	Sally Dagli	Economic and Business Policy	Yes	Existing	Roles have been on rolling contracts due to funding through external sponsorship agreed on and annual or bi-annual basis. Funding has now been secured for the 2021 programme
Good Growth	CO232	Senior Project Officer	003550	25/10/16	31/12/20	31/12/21	7	Sally Dagli	Economic and Business Policy	Yes	Existing	



**Request for Head of Paid Service Decision C0232**

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

**Decision Required**

That the Head of Paid Service:

Approves the extension of 2 fixed-term posts within the Regeneration and Economic Development team. The posts are both grade 7 (with an honorarium to grade 8) Senior Project Officers to support the delivery of the Mayor's Entrepreneur competition. A 12 month extension on both roles is requested to support the delivery of the Mayor's Entrepreneur 2021 competition. MD2701 covers the financial approvals of the Mayor's Entrepreneur 2021. These 2 roles are fully-funded through sponsorship received from Citi Foundation for the delivery of the Mayor's Entrepreneur competition. The incoming sponsorship covers training workshops, mentoring, marketing, the salaries of 2 support officers employed by the GLA, and the £100,000 start-up fund prize money. The GLA provides benefits in kind, such as the use of GLA rooms for meetings and the management of the programme by a permanent GLA staff member (Grade 10) who coordinates the programme year on year.

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Senior project Officer</i>	<i>7</i>	<i>12month</i>
<i>Senior project Officer</i>	<i>7</i>	<i>12month</i>

These roles will be 1 x 1.0 fte and 1 x 0.8 fte posts.

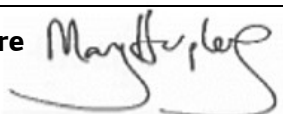
The Mayor's Entrepreneur programme is an annual competition for London's students looking for their business ideas to help make London cleaner, greener and ready for the future. This year there are 5 Awards each with a £20,000 start-up fund prize to enable the winning student businesses to be launched. Awards will be given in each of 4 categories (Creative Industries, Environment, Health, and Tech) and the 5<sup>th</sup> Award will be a Wild Card prize given to another finalist the judges choose from across all categories.

This programme bridges the opportunity gap for students from less privileged backgrounds and aligns with the Mayor's strategic approach to a sustainable and inclusive recovery. The competition will contribute to delivering the Mayor's Recovery programme ambitions, including the ambitions of the New Deal for Young People mission, through allowing young Londoners to benefit from a skills and training offer with employment prospects and to feel empowered to shape and lead young people in the future. The programme also supports the Mayor's Green New Deal pledge, the London Environment Strategy objective of 'establishing new fledgling businesses operating in London that make a positive impact on London's environment', and the London Economic Development strategy aim to "establishing new fledgling businesses operating in London that make a positive impact on London's environment."

**Head of Paid Service**

The above proposal has my approval.

**Signature**



**Date 24/12/2020**

## 1. **Staffing proposals**

### Role extensions requested

Approval is sought to extend two temporary Grade 7 posts to continue the delivery of the Mayor's Entrepreneur programme into the 2021 round of the competition. These posts would support and report to the current Grade 10 Senior Project officer post managing these programmes.

### Funding details

MD2701 covers that the Mayor's Fund for London has secured \$400,000 (circa £311,506 at the current exchange rate) sponsorship to support delivery of the Mayor's Entrepreneur programme for one year. The GLA is entering an agreement with the Mayor's Fund for London to deliver the programme for 2021. The income to the GLA will be US\$315,200 (circa £246,406.25 at the current exchange rate). The funding will be used towards workshops, mentoring, marketing, salaries of 2 support officers employed by the GLA, and £100,000 prize money. The Mayor's Fund for London will retain 10% of the \$400,000 to cover administration costs and a further \$44,800 for 35 part time intern's salaries. These interns will be seconded to the GLA to support the programme. The GLA will also provide benefits in kind, such as the use of GLA rooms for meetings and the salary of one GLA staff member who coordinates the programme year on year.

### Background to roles

Since its inception in 2012 the programme has grown substantially, engaging with more students and staff than ever before. We work closely with universities across London which includes going on site visits and working with staff to get the competition included in the work programmes. In 2020, applications were received from 39 London institutions. Over the course of the competition employability workshops are hosted by City Hall to train students in employability and entrepreneurship skills, help them develop their ideas and applications and give them more information about the programme as well as the final awards event. The competition culminates with a final ideas pitching and judging event to decide the winning idea in each category and then announce these publicly. In the last few years the competition has expanded and now offers 35 internships to students at universities across London as well as a mentoring programme.

The post holders are the key liaisons for university/college staff and students, working with them to include the Mayor's Entrepreneur competition in core and extra-curricular activities; assist winners of the competition and to monitor and report on overall programme performance. The post holders will arrange and run the online workshops and the final awards event. The post holders will work with the students and staff across London universities; manage all 35 student interns; create more awareness of the competition and encourage students to attend the free employability workshops that are offered over the course of the project. The post holders will also engage with students through social media and other online tools. This will be done by developing a detailed communications strategy that links with the work that other teams in the unit are doing. This will include working with the interns and past winners to develop content for the website and social media.

In 2014 a request for a temporary 8-month staff post (STAF524 - Project Support Officer) to undertake this activity was approved outside of the normal budget prioritisation process which was then extended in 2015 (STAF524a) when sponsorship for the next 2 years was secured. In 2017 a new post was created (STAF844 - Senior Policy Officer) and the original post was extended (HOPs 257). In 2019 the roles were extended again for a further year once sponsorship for the 2019-20 programme had been secured (CO87). In September 2020 a 3-month extension to the roles was approved (CO200) to cover the delay to the 2020 competition caused by COVID-19. It was the intention at that time that the post would be extended dependant on a new sponsorship agreement for further years of the competition being obtained. Sponsorship through the Citi Foundation has now been confirmed for the next year.

## 2. Consultation

These 2 posts are time limited and fully funded by an external grant. For that reason the Head of Paid Service is not consulting the Oversight Committee because this role is not going to be established as an indefinite role.

## 3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	1.8	These 2 fixed-term posts have already been created and approval is being requested to extend them.
Fixed-terms posts to be (deleted)		
<b>Net total of posts created / (deleted)</b>		
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

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 HOPS approval is being sought for the following:

The Mayor's Entrepreneur team are requesting approval of an extension for two fixed term posts for 12 months. The requested extension would run from 1<sup>st</sup> Jan 2021 until 31<sup>st</sup> December 2021. The estimated cost for each post is £59,000 and £47,200 respectively (1.0 and 0.8 FTE). These have been costed at grade 8 to account for the honorarium. Both posts will be funded from external income received from Citi Foundation as sponsor for the Mayor's Entrepreneur competition 2021. The income will be held within the Regeneration and Economic Development team budget (GE.0380.004).

**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**

Under Section 149 of the Equality Act 2010, as a public authority, the GLA must have 'due regard' of the need to:

- eliminate unlawful discrimination, harassment and victimisation; and
- advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not.

## **7. Appendices**

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

## 8. Approval

	<i>Tick to indicate approval</i> ✓
<b>Executive Director</b> <u>Phil Graham</u> has reviewed and commented on this proposal.	✓
<b>Assistant Director</b> <u>Luke Bruce</u> has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> Dianne Poyser has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	✓
<b>Corporate Management Team (CMT)</b> 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/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	7		002815	30.09.20	31.12.20	Extension
<i>Post B</i>	7		003550	30.09.20	31.12.20	Extension
<i>Post C</i>						
<i>Etc.</i>						

## Request for Head of Paid Service Decision CO-236

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

## Decision Required

That the Head of Paid Service:

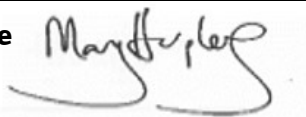
*Approves an annual working out-of-hours payment to the Rough Sleeping Team in the Housing and Land Directorate.*

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Rough Sleeping Lead Manager</i>	<i>12</i>	<i>permanent</i>
<i>Rough Sleeping Manager</i>	<i>10</i>	<i>permanent</i>
<i>Senior Policy and Project Officers x 3</i>	<i>9</i>	<i>permanent</i>
<i>Senior Project Officers x 5</i>	<i>8</i>	<i>permanent</i>
<i>Senior Project Officer x 1</i>	<i>7</i>	<i>permanent</i>
<i>Project Officers x 1</i>	<i>5</i>	<i>permanent</i>

## Head of Paid Service

The above proposal has my approval.

Signature



Date 24/12/2020

## **1. Staffing proposals**

### **A. Details of the proposals, including their justification.**

It is proposed that an annual payment is made to the 12 officers in the Rough Sleeping Team in the Housing and Land Directorate. This is to reflect the requirement for out-of-hours working to administer the Mayor's Severe Weather Emergency Protocol (SWEP) for rough sleepers, and the work to monitor serious incidents in the Mayor's commissioned services. At present the team is already doing this out-of-hours work on a good will basis. However, there is a real risk that if staff refused to do this out-of-hours work it would have a real risk to a key Mayoral priority.

London's SWEP is an emergency humanitarian response to severe weather conditions, the primary aim of which is to preserve life. It involves boroughs and the GLA making available emergency provision so that rough sleepers have shelter during the worst of the winter weather, 0°C (or lower), or in excessively wet, windy weather or in heatwave temperatures.

The GLA has two key roles in relation to this initiative. The first is to co-ordinate SWEP across London. The second is to provide overflow provision, whereby we open additional winter shelter spaces when borough provision is full, this ranges from 80-200 additional bed spaces. Both roles involve out of hours working – during weekday mornings, evenings and at weekends/bank holidays. The GLA's SWEP activity is required each day from 1 November to 31 March, but the rota is in place all year and SWEP can also occur at different times of year; it was triggered twice this year due to heatwave conditions. This operates on the same basis as heatwave alerts in the NHS and social care.

When on the SWEP rota, members of the team check daily weather reports (which are emailed from the Met office) at 7.30am every day (including weekends and bank holidays) and check other weather reports to ascertain whether SWEP needs to be called. The Mayor rough sleeping services are a key mayoral priority and the triggering of SWEP is extremely high profile. Each time SWEP has been triggered over the past 3 years the Mayoral team have sent out a tweet on the same day to alert the public that the Mayor has triggered this response. Without the team's work out of core-hours and out-of-hours this would not be possible.

In relation to serious incident reporting, this involves a manager being on call out of hours to respond to any concerns raised by service providers on any mayor serious incident that may have taken place in the Mayor's services. This can range from serious anti-social behaviour to a death at a project. The manager will ensure that appropriate action and measures are put in place to manage any risk.

Two enhancements to SWEP made by the Mayor in recent years have meant that the task for GLA officers involves more work than it was previously. The first was changing the trigger from a forecast of 0°C (or lower) on any *three* consecutive nights to any *one* night and in any London borough rather than it being in the majority of London boroughs, meaning that SWEP is now in place more frequently than it was in the past. It also meant that there is increased work on weekends and out-of-hours because there is the need to ensure that the forecast is checked daily, repeatedly and for all London boroughs. The second was giving the GLA responsibility to co-ordinate SWEP across the capital. Details of these two roles are set out below.

### **Co-ordinating London's response**

GLA officers monitor daily temperatures (seven days a week) using a bespoke three-day Met Office forecast. If the forecast is for temperatures of 0°C (or below) within the next three days in any part of London, the officers will send an advanced warning email to London boroughs. If the daily Met Office report (received at 07:30 every morning) forecasts a minimum temperature of 0°C (or lower) within the next 24 hours GLA officers will activate SWEP for all of London. The Met office report has a confidence interval of 2°C so, if the daily report forecasts a minimum temperature of 2°C or lower but above 0°C, this will prompt a specific additional round of manual checks by the team at 11:59 and again at 16:30 on that day (this is regardless of a working or non-working day). If the forecast temperature has fallen to or below 0°C by 11:59 GLA officers will activate pan-London SWEP.



When the officers activate pan-London SWEP, they email an alert to all the boroughs and then receive and check information from boroughs about their local SWEP activation. This can involve chasing the boroughs that do not respond initially.

If the forecast temperature is still above 0°C at 11:59 but has fallen to or below 0°C at the 16:30 check (and so after the midday deadline for normal activation), officers will consider whether the forecast of 0°C or below is localised (one or two boroughs) or widespread and take the necessary action. This decision is taken by the Rough Sleeping Lead or Rough Sleeping Manager. If localised, the officers will contact those specific boroughs affected to alert them of the changed forecast and mobilise overflow SWEP. If widespread, the officers will contact all boroughs to alert them of the changed forecast and mobilise overflow SWEP.

This process will repeat, with GLA officers sending daily alert messages to boroughs confirming that SWEP remains active as long as minimum forecast temperatures remain at or below 0°C in any part of London. If the forecast is for minimum temperatures above 0°C in all parts of London, the GLA officers will take the decision to deactivate SWEP across all of London. By midday, GLA officers will email boroughs with an alert that SWEP has been deactivated.

GLA officers therefore need to be available to deal with issues and queries that may arise around the activation and de-activation of SWEP.

### **Ensuring overflow SWEP provision**

Once capacity is full within any given council's individual SWEP provision, the GLA makes available SWEP overflow provision for referrals from that council. When SWEP is active, boroughs notify the GLA and the GLA's SWEP service provider when their emergency accommodation is close to capacity and overflow provision may be required. GLA officers then liaise with the SWEP service provider to ensure provision is made available and circulate details to boroughs. GLA officers need to be available to deal with issues and queries that arise, both relating to ensuring a sufficient amount of appropriate provision and to localised issues relating to service delivery.

Due to the role of the GLA in providing overflow provision there are times, this service needs to flex depending on the numbers of clients in the resource and the potential referral numbers and boroughs that service is open to in terms of referrals. This can require the opening of different buildings which requires agreement from the Rough Sleeping Lead and /or the Rough Sleeping Manager as this has an impact on the SWEP budget. The lead GLA officer liaises with the service provider to understand the current capacity and then liaise accordingly with boroughs to ensure that outreach teams are aware.

The Rough Sleeping Team operates a SWEP rota, whereby every day, including weekends and bank holidays, two officers are designated to SWEP, with one leading. Ten of the 12 officers in the team are on the rota, and the two senior managers in the team (the grade 12 and the grade 10) are on call, to take decisions with regards to the impact on the SWEP budget and to deal with any issues that the designated officers need to refer to them, as well as the liaison with the Deputy Mayor and the Mayor's Office. Due to the confidence interval in the Met office reports and the differing weather forecasts ultimately the decision to trigger or not trigger SWEP sits with the two senior managers in the team.

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

The Rough Sleeping Lead Manager has considered alternative ways of delivering the SWEP initiative that would minimise out-of-hours working or mean that fewer people in the team needed to work out of hours. One option would be to leave the triggering of SWEP to a service provider rather than the GLA team. However, in consultation with the Team and the Head of Housing Programmes and Services, the manager has concluded that the current way of operating SWEP is the most effective, and is appropriate given the mayoral priority of the work and the best way to ensure that all boroughs trigger their local provision.

Trying to operate within normal hours could result in SWEP opening or staying open unnecessarily, or not opening or closing when it should do. Not opening when needed, would cause hardship and potentially death among London's rough sleepers. A working-hours-only service would also cause the GLA's borough and charity partners considerable issues. The current rota approach across the team also spreads the task so that it is less burdensome on a small group of GLA officers, in what is already a highly pressured team. The COVID-19 response that the team has led on has been universally praised across the sector and effectively triggering of SWEP is a key part to the response over winter to ensure that the most vulnerable get access to appropriate accommodation.

On the SWEP rota, officers are on call for a week at a time, approximately once a month. Officers on duty commences at 7.30am, including weekends/bank holidays. To monitor the weather report takes approximately ½ hour, when a SWEP is borderline it is approximately 1 hour's work, if a SWEP is triggered it is around 2 hours work. As SWEP is more frequent or borderline November to March the workload is heavier during these months, however, the weather reports are monitored all year round by the on-duty officer at 7.30am, 7 days a week.

There are two managers who share the SWEP on-call cover. Their role is to be available for officers questions out of hours, to liaise with the Mayor's Office when a SWEP is called and respond to major incidents reported at a Mayoral Service. To give an indication of the managers aspect, for a typical SWEP, the manager would liaise with the Press Office regarding press enquiries, liaise with Marketing and communications about SWEP mini-release and tweets. Serious incidents reports are sent to the rough sleeping commissioning email from services within 24 hours of the incident being reported. For high concern incidents – such as a fatality or a major incident in a Mayoral service the service provider lead will call the Rough Sleeping Lead or the Rough Sleeping Manager to make sure they are aware as soon as the incident has been reported to them. The two managers then make a decision as to whether the incident is serious enough to alert the Deputy Mayor, Head of Housing Programmes and Services, the Executive Director and the Mayor Office so that they are fully up to speed with any incident and it can be dealt with accordingly. In relation to major incidents these obviously vary, but in a typical year there may be around 6 /8 incidents that require a response out of hours from the rough sleeping managers with 1 or 2 a year that require notification to Deputy Mayor and other more senior members of the team. In addition to this role the Rough Sleeping Lead is also the point of contact for MHCLG officers out of hours if there is an incident that takes place in any rough sleeping service in London so that relevant steps can take place and if required Mayor services can assist a borough.

The Rough Sleeping Lead Manager has worked with the GLA's Human Resources (HR) Team on these proposals. The frequency and nature of the out of hours working and on-call is similar to the arrangements already in place in the Technology Group where an out of hours payment of £2300.91 per annum is made. For parity, it is proposed officers and managers on the SWEP rota should receive the same amount of £2,300.91 per annum for each team member.

## **2. Consultation**

This proposal is to pay the Rough Sleeping Team (12 posts) an annual working out-of-hours payment 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, the Rough Sleeping Manager has consulted the Rough Sleeping Team about the mechanisms for delivering SWEP and the Team is supportive of the rota involving all team members. There will be further consultation with the team to alter their contracts to reflect the changes to their terms and conditions if the out-of-hours payments are approved.

## **3. Table of changes**

The proposal results in no structural change to the Rough Sleeping Team.

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)		
<b>Net total of posts created / (deleted)</b>		
Permanent posts to be regraded	0	
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

The total cost of this proposal is £27,610.92 year. This will be met from the GLA's rough sleeping programme budget.

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

Cost centre GH.0905.001.02.01 Cost object (if different):

Is post to be externally funded, in part or full (if yes, include details below)? No

Is the post full or part time? Not applicable

Is the post permanent or temporary? Not applicable

What is expected start date? 1/11/2020 Expected end No end date date?

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

HOPS approval is being sought for the following: an annual payment of £2,000 to the 12 officers in the Rough Sleeping Team in the Housing and Land Directorate, to reflect the requirement for out-of-hours working to administer the Mayor's Severe Weather Emergency Protocol (SWEP) for rough sleepers.

#### 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 Paragraph 5.2 of the Staffing Protocol, Scheme of Delegation says that the following function is delegated to Executive Directors and Assistant Directors/Heads of Unit: *“To undertake any staffing-related actions the Executive Director or Assistant Director/Head of Unit considers to be appropriate in relation to staff in their directorate appointed by the HoPS below the level of Assistant Director/Head of Unit, conducive to the efficient operation of the business of the Authority, subject to this Scheme (and any other relevant schemes) and the Authority’s decision making framework requirements and procedures (as they may apply)”*.
- 5.6 It has been determined (by mutual consent) that the delegation referred to above should not currently be exercised and therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to pay the Rough Sleeping Team (12 posts) an annual working out of hours payment.
- 5.7 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.
- 5.8 The HoPS has the power to make this decision.

## **6. Equalities considerations**

The proposal is for everyone in the Rough Sleeping Team to receive an equal annual payment.

## **7. Appendices**

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

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

## 8. Approval

	<i>Tick to indicate approval</i> ✓
<b>Executive Director</b> Rickardo Hyatt has reviewed and commented on this proposal.	✓
<b>Assistant Director</b> Rickardo Hyatt has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> Dawn James has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	✓ Legal Kate Phelps ✓ Finance
<b>Corporate Management Team (CMT)</b> This proposal was considered by CMT on 15 December 2020.	

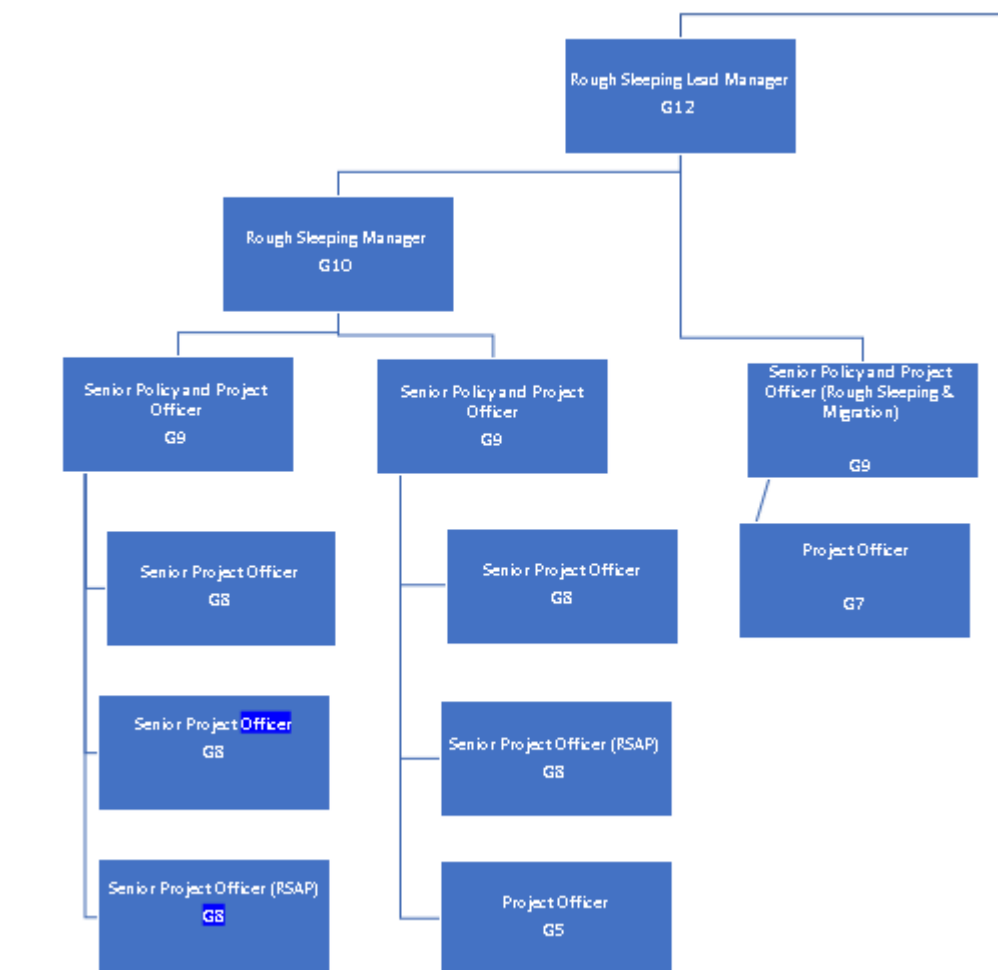
## Appendix A

### 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
Rough Sleeping Lead Manager	12	2413	All to receive additional payment from 1 November 2020		Not applicable
Rough Sleeping Manager	10	3411			
Senior Policy and Project Officer	9	1990			
Senior Policy and Project Officer	9	3412			
Senior Policy and Project Officer	9	4312			
Senior Project Officer	8	4131			
Senior Project Officer	8	4130			
Senior Project Officer	8	4111			
Senior Project Officer	8	4551			
Senior Project Officer	8	4482			
Senior Project Officer	7	4313			
Project Officer	5	2415			

## Appendix B

### Structure chart showing reporting lines and post reference numbers



## Request for Head of Paid Service Decision CO-237

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	CO-237	Portfolio Manager – Scheme Delivery	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	10	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	Portfolio Manager – Scheme Delivery	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	10	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	Senior Project	To be created	Expected 01/06/2021	N/A	Expected	9	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver



		Officer – Opportunity Identification				01/06/2023 (or two-year from post holder starting)						Infrastructure Coordination service second phase
Good Growth	CO-237	Technical Officer – Streetworks	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	10	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	GIS Officer – Infrastructure Mapping Application	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	6	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	Principal Project Officer – Infrastructure Planning	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	10	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	Senior Project Officer – Infrastructure Strategies	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	8	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	Senior Project Officer –	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post	8	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination

		Evidence Bases				holder starting)						service second phase
Good Growth	CO-237	Senior Project Officer – Development	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	9	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase

## Request for Head of Paid Service Decision CO-237

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

## Decision Required

That the Head of Paid Service:

Approves the following proposal:

1. Creation of 11 two year fixed-term posts in the Infrastructure Coordination Service within the GLA's Infrastructure team. The posts will be externally funded (in full for the duration of the posts) through funding received from the Lane Rental Surplus Income.

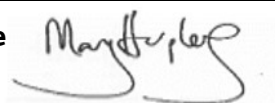
This is a decision in principle, subject to formal confirmation of funding which is expected in February 2021; approval for the creation of these posts is sought now to ensure recruitment to those posts can start as soon as funding is confirmed. This will enable the team to progress obtaining the necessary Mayoral and Oversight Committee approvals and avoid project delivery delays.

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Portfolio Manager – Scheme Delivery	10	2 years
Portfolio Manager – Scheme Delivery	10	2 years
Senior Project Officer – Opportunity Identification	9	2 years
Technical Officer – Streetworks	10	2 years
GIS Officer – Infrastructure Mapping Application	6	2 years
Principal Project Officer – Infrastructure Planning	10	2 years
Senior Project Officer – Infrastructure Strategies	8	2 years
Senior Project Officer – Evidence Bases	8	2 years
Senior Project Officer – Development	9	2 years
Principal Comms Officer	10	2 years
Senior Programme Officer	8	2 years

## Head of Paid Service

The above proposal has my approval.

Signature



Date ——— **24/12/2020**

## 1. Staffing proposals

### A. Background and Introduction:

The [Infrastructure Coordination Service](#) (ICS) was set up to support improved infrastructure planning and delivery in selected boroughs across London in light of the GLA securing £2.87 million from [TfL's Lane Rental Surplus Fund](#)<sup>1</sup>. This funding was received on the back of a [business case](#) endorsed by the [Mayor's London Infrastructure Group](#) of senior infrastructure stakeholders.

In December 2018, the Mayor signed [MD2386](#) and the Assembly's Oversight Committee approved the [proposal](#) to establish five new permanent posts to lead the two-year pilot phase of the ICS with the intention to expand the team and work programme should the pilot prove successful. Thus far, during an initial pilot phase which runs until June 2021, the ICS has been delivering in line with its original business case and the initial results demonstrate high value for money.

The ICS Internal Steering Group has determined that, after the pilot phase, a further two-year 'preparation phase' is needed before we can articulate the long-term future of the service. The draft GLA Budget for 2021/22 explained that the Infrastructure Coordination Service is funded from external sources and that its continuation would be dependent on this remaining the case. Discussions with its principal funder – the Lane Rental Governance Committee – have been ongoing on that basis and, based on the positive results from the pilot phase, we have now established that the committee is willing to provide further funding for a two-year preparation phase (June 2021 to June 2023) with an expanded scope. The funding is expected to be confirmed formally at the next Lane Rental Governance Committee meeting in February 2021. This proposal has also received endorsement from the Mayor's London Infrastructure Group.

In this next phase, the team is proposing to roughly double project delivery. This paper sets out the rationale for the proposal to create 11 new fixed-term posts to deliver the activities in the next phase of the programme. In the pilot phase, the ICS faced recruitment challenges and delays, creating delays in programme delivery. As such, we are seeking to secure in principle approval to create these 11 posts now to be ready to start recruitment as soon as funding is formally awarded. Without this, we would be unable to ensure we have people in posts from the start of the Preparation Phase in June 2021.

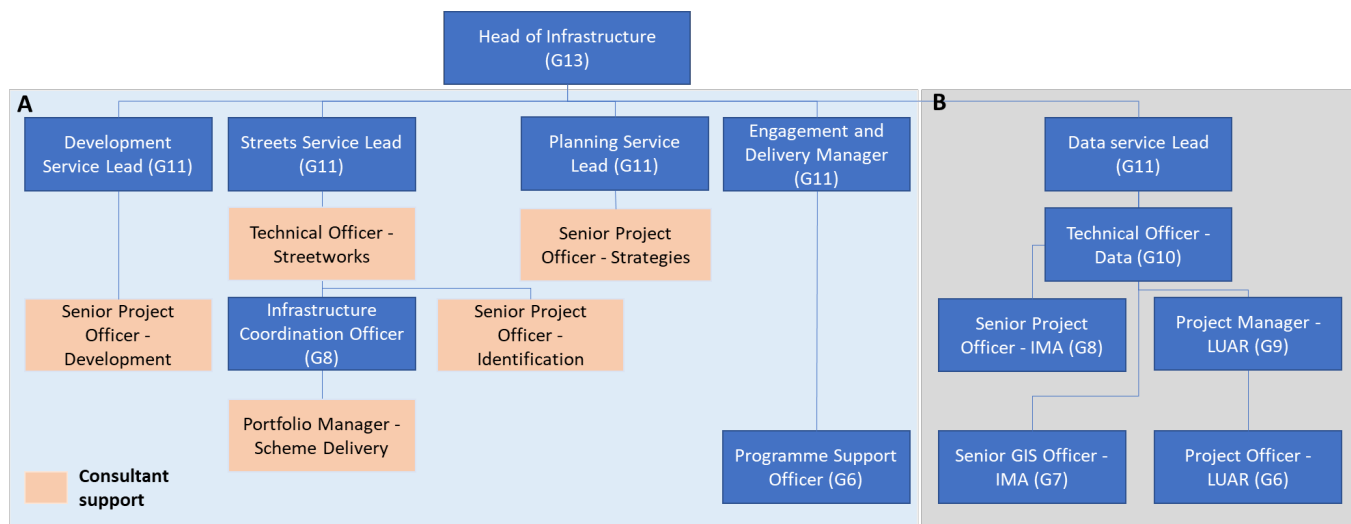
### B. Current team set-up:

The core ICS team is currently composed of six GLA posts supported by the Data & Innovation team (six posts), as shown in the chart below. The Head of Infrastructure oversees the Infrastructure Coordination Service, Data & Innovation and Infrastructure Policy sub-teams.

During the pilot phase the team has also relied heavily on external support in order to deliver the work programme with approximately five additional posts filled by consultants. This external support provided the team with flexibility and allowed rapid delivery of work in order to prove the case for greater coordination. However, consultants are costly and prevent the retention of skills and knowledge within the team.

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<sup>1</sup> Lane Rental surplus income funds innovative projects 'intended to reduce the disruption and other adverse effects caused by street or roadworks'



The chart above focusses on the delivery elements of the Infrastructure team, the ICS team (A) and Data & Innovation team (B). The full Infrastructure team also includes a policy team.

### C. Phase two team set-up:

Initial evaluation results from the pilot phase have indicated significant benefits to Londoners from our workstreams and there has been strong demand from boroughs, utilities and developers. This is reflected in the support we have received from across organisations at the Mayor's London Infrastructure Group meeting in November 2020 for a continuation of the ICS and our proposal for a second phase. In addition, we have held extensive discussions with the Lane Rental Governance Committee members and secretariat, and they have expressed in principle support for our second phase work programme so we are confident that funding for a further two years from June 2021 will be formally confirmed in February.

This second phase will see the team respond to demand and make use of additional funding to: increase our geographic reach, deliver more projects, collate more learning, increase engagement and embed collaboration practices within key organisations. We expect that over these two years we will gather further, more detailed monitoring and evaluation results to enable us to make a stronger case for collaboration across the industry and determine the longer-term future of the ICS.

In the second phase, we are eager to avoid the extent of consultant support seen in the pilot phase for several reasons:

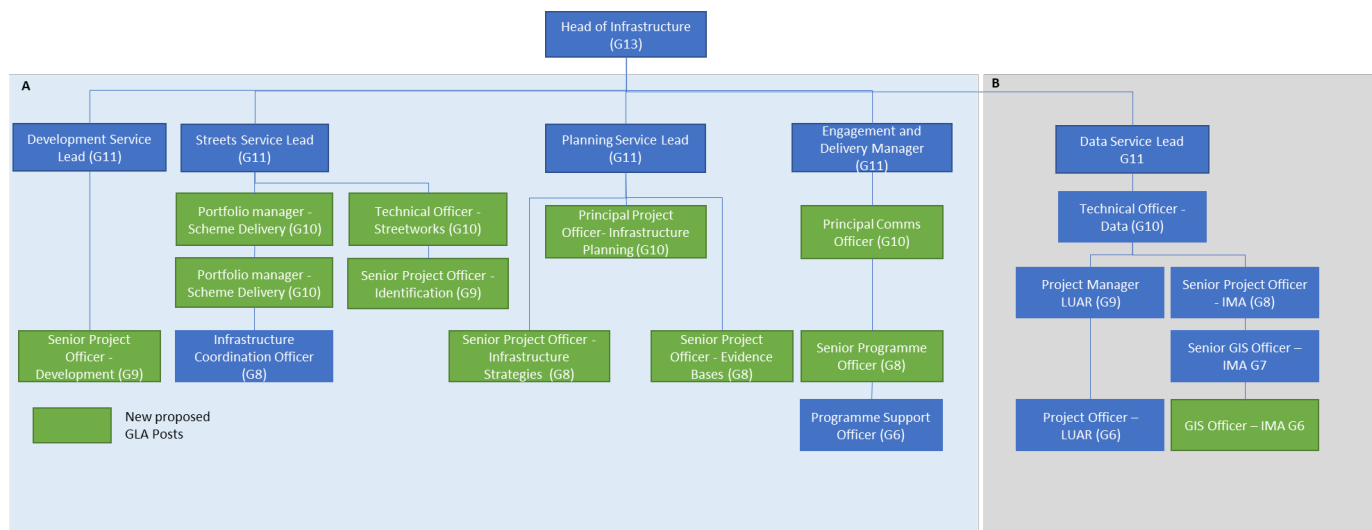
- Recruiting fixed-term staff will be more cost effective compared to the higher costs of obtaining consultant support (using consultants for the 11 posts needed would add more than £1 million to total costs, compared to recruiting 11 individuals to the fixed-term posts).
- Recruiting fixed-term staff to the 11 posts will also help ensure that we retain the talent, skills and knowledge within the team and time is more focused on delivery, rather than constant onboarding of consultants.
- This could also offer opportunities to internal staff through the creation of new posts.

### D. Staffing implications:

To respond to the planned increase in activity, reduce reliance on consultants and develop talent and expertise internally, we propose to create 11 new fixed-term GLA posts - five posts would replace existing consultants, and six posts would manage the increase in workload.

All these new posts will be fully funded from the Lane Rental Surplus Fund and be two-year, fixed-term posts, matching the funding period.

In assessing resourcing requirements for the preparation phase, we have worked with Grant Thornton to audit our current work programme and develop a comprehensive delivery plan with clear targets for the next phase. Building on our recent experience with the pilot and the external advice received, the structure below will help us to efficiently deliver our planned commitments.



Team structure across the ICS (A) and Data & Innovation team (B) after inclusion of the new proposed 11 two-year roles.

## E. Next Steps

Approval in principle is sought now to enable the team to progress the necessary Mayoral sign-off (in December 2020) and Oversight Committee approval (in January 2021). This will ensure that when funding is confirmed by the Lane Rental Governance Committee in February 2021, we are prepared to proceed with recruitment immediately and have the new starters in place at the beginning of the next phase of funding which would avoid project delivery delays. A full timeline laying out our intended process can be found in Appendix B.

## 2. Consultation

The proposal is to create 11 new two year fixed-term posts within the unit and therefore there are no formal requirements to consult staff groups and/or 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 required for this proposal as five or more posts within one unit are being created or deleted. These consultees have therefore been consulted and the Head of Paid Service (the "HoPS") has taken their views into consideration when making this decision.

## 3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		

Permanent posts to be (deleted)		
Fixed-term posts to be created	11	Full detail in appendix A. All posts are externally funded.
Fixed-terms posts to be (deleted)		
<b>Net total of posts created / (deleted)</b>	11	
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

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 Chief Officer approval is being sought for the following: creation of 11 two-year fixed term posts as per the details in the application to work on delivering the work programme of the Infrastructure Coordination Service. The posts will be funded in full from the Lane Rental Surplus Income.
- 4.2 For the duration of the posts, the total cost equates to approximately £ 1,399,000 (inclusive of on-costs) and will span three financial-years as follows, based on current salary scales:

2021-22	01/06/21 – 31/03/22 (10 months)	£ 583,000
2022-23	01/04/22 – 31/03/23 (12 months)	£ 699,000
2023-24	01/04/23 – 30/06/23 (2 months)	£ 117,000

	<b>Total estimated costs</b>	<b>£ 1,399,000</b>
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- 4.3 It is noted that the service is expected to continue after this preparation phase, subject to securing further external funding. However, as these posts will be recruited to on a fixed term contract basis, 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 in the event such costs do arise, they will be covered by the Lane Rental Surplus Income.

## **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 fall within the definition of a 'major restructure' contained within the Staffing Protocol so 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). Paragraph 2 confirms that these consultees have been consulted and the HoPS has taken their views into consideration when making this decision.
- 5.6 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 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**

If we are not successful in recruiting these posts internally, we will be working with Public Practice (PP) to secure candidates. PP's recruitment process is designed to be a leading example of good practice in equality, diversity and inclusion. Their cohorts of Associates are consistently above the industry standards in terms of gender and ethnicity. Their recruitment approach has been included as a case study in the Mayor of London's Supporting Diversity Handbook.

## **7. Appendices**

*Appendix A: Details of all affected posts*

*Appendix B: Full recruitment timeline*

## 8. Approval

	<i>Tick to indicate approval</i>
<b>Executive Director</b> <u>Phil Graham</u> has reviewed and commented on this proposal.	✓
<b>Assistant Director</b> <u>Tim Steer</u> has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> <u>Dianne Poyser</u> has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	✓
<b>Corporate Management Team (CMT)</b> This proposal was considered by CMT on 15 December 2020.	

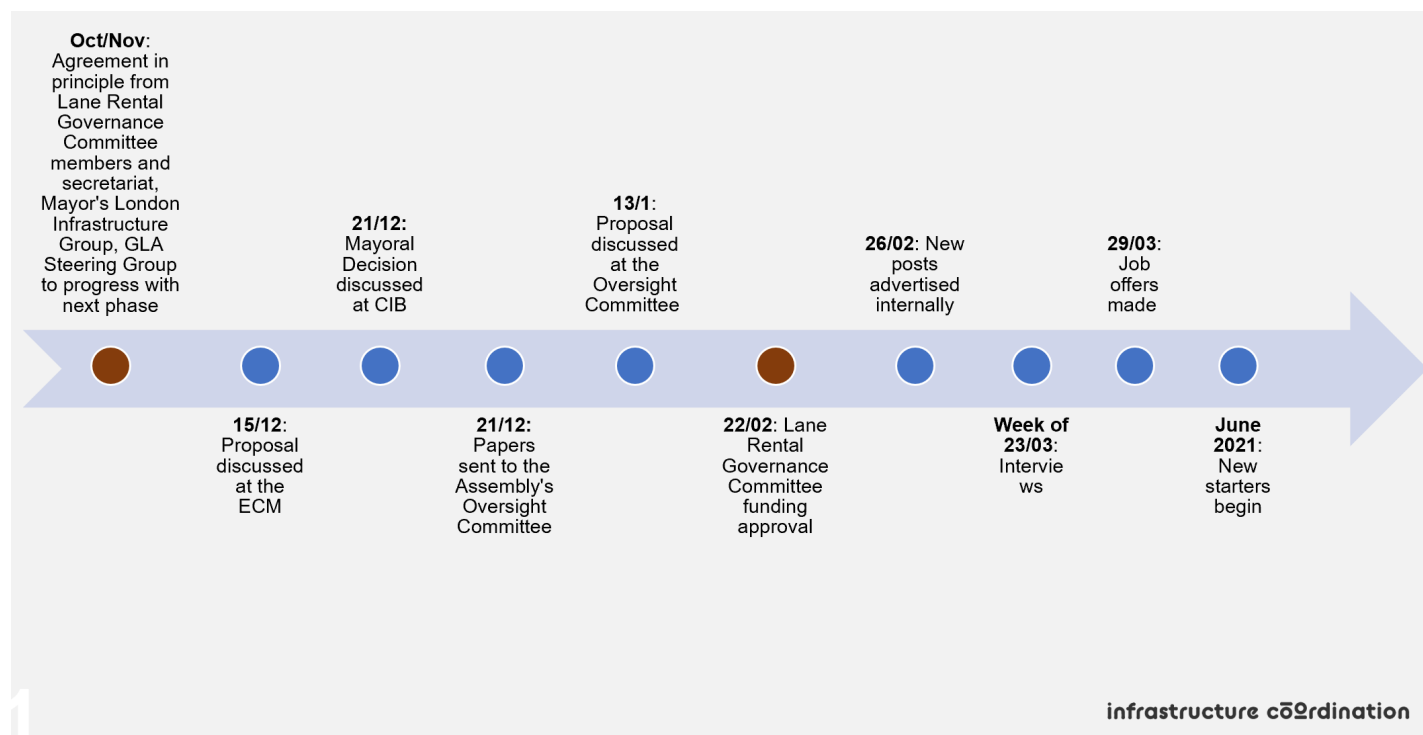
## Appendix A

### 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
Portfolio Manager – Scheme Delivery	10	To be created	June 2021	June 2023	Creation
Portfolio Manager – Scheme Delivery	10	To be created	June 2021	June 2023	Creation
Senior Project Officer – Opportunity Identification	9	To be created	June 2021	June 2023	Creation
Technical Officer – Streetworks	10	To be created	June 2021	June 2023	Creation
GIS Officer – Infrastructure Mapping Application	6	To be created	June 2021	June 2023	Creation
Principal Project Officer – Infrastructure Planning	10	To be created	June 2021	June 2023	Creation
Senior Project Officer – Infrastructure Strategies	8	To be created	June 2021	June 2023	Creation
Senior Project Officer – Evidence Bases	8	To be created	June 2021	June 2023	Creation
Senior Project Officer – Development	9	To be created	June 2021	June 2023	Creation
Principal Comms Officer	10	To be created	June 2021	June 2023	Creation
Senior Programme Officer	8	To be created	June 2021	June 2023	Creation

## Appendix B

### Full recruitment timeline



**Request for Head of Paid Service Decision C0 239**

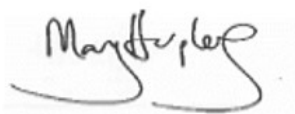
**Decision Required**

That the Head of Paid Service approves a proposal to introduce an Organisational Change Policy and Procedure.

**Head of Paid Service**

The above proposal has my approval.

**Signature**



**Date 10/12/2020**

## **1. Proposals**

- 1.1 Agreement is sought from the Chief Officer to introduce an Organisational Change Policy and Procedure (“the policy”) which will replace the existing Management of Change Procedure.
- 1.2 The rationale for change, issues for consideration and a summary of the key changes were presented in a report for the Oversight Committee on 3 November 2020 (**Appendix 1**).

## **2. Consultation**

- 2.1 Under section 7.2 of the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the “Staffing Protocol”), the Head of Paid Service (the “HoPS”) is responsible for determining the terms and conditions for GLA staff (outside of the statutory officers and Mayoral appointees). Paragraph 7.1 of the Staffing Protocol says that terms and conditions for the purposes of the Staffing Protocol means terms and conditions of employment that apply to all GLA staff appointed by the HoPS and includes all employment policies and procedures, whether contractual or not.
- 2.2 The introduction of a proposed new policy therefore falls within the definition of “determining terms and conditions” contained within the Staffing Protocol so requires HoPS approval. In accordance with the Staffing Protocol, formal consultation with Unison is also required for this proposal. Consultation with Unison (and with staff) took place from 2-16 November 2020. Unison provided feedback during the consultation process. The responses to questions raised are shown in the summary of consultation feedback in **Appendix 2** and the changes incorporated into the proposals as a result of that feedback are set out in paragraph 3.4 below.
- 2.3 In accordance with paragraph 7.4 of the Staffing Protocol, a report containing the proposed changes and appropriate background information was sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly). Feedback from the Mayor’s Office has been included in the summary of consultation feedback in Appendix 2. The GLA Oversight Committee was supportive of the proposals, subject to one query relating to the treatment of an employee on an internal secondment in relation to decisions on ring-fencing. This has been explained in para 3.3 below and a response has been sent to the Oversight Committee as requested.
- 2.4 In addition to obtaining feedback from the Mayor, Assembly and Unison, feedback was also received from the following Staff Networks - Women’s Network, LGBTQ+ Network, Black and Minority Ethnic Network, Wellbeing Network and Carers and Parents network; from individual members of staff and during briefing sessions held for SLT and the Staff Networks.

## **3. Summary of consultation feedback**

- 3.1 **Appendix 2** summarises the consultation feedback and the responses given/action taken in response to the feedback. The majority of consultation feedback came from Unison and some of the Staff Networks (see 2.4).
- 3.2 There were a number of general themes as follows:
  - There were requests for more emphasis to be placed on the need for equality and the need to consider those with protected characteristics during organisational change, as well as others who have particular needs but are not protected under the Equality Act 2010 legislation (e.g. parents and carers).

- A number of responses indicate mistrust in relation to previous experiences, in particular regarding consultation processes (with staff doubtful that their responses were properly considered) and also in relation to manager behaviours (with some scepticism about managers following fair processes).
- There were requests for GLA organisation structure charts to be available for each directorate and kept up to date; in relation to organisational change, it was requested that organisational charts showing the existing and proposed structure are made available to Unison and staff during consultation.
- There were concerns about the use of the existing job evaluation procedure for evaluations needed as part of restructuring proposals; in particular, concern about the length of time that the current multi-disciplinary panel process takes, the fact that confidential data will be shared with panel members before Unison and staff affected by the restructure and the need to potentially re-check grades at the end of the consultation process to take account of feedback. The approach to job evaluations is separate to this policy and therefore not in scope to be amended as part of this consultation.

3.3 There was a specific request from the GLA Oversight Committee for a response, before the policy is finalised, to a query on how staff who are on internal secondments will be treated if in scope for organisational change.

The existing Management of Change Procedure includes two statements:

- “Employees acting up or on an internal secondment will be placed in a ring fence based on their substantive post” and
- “Employees who have received written notice of redundancy and have been acting up or undertaking an internal secondment for more than 18 months will be considered for suitable alternative jobs for both their substantive and acting up/secondment grade.”

The draft proposed policy stated that employees acting up or on an internal secondment would be placed in a ring fence based on their substantive post and did not make provision for the employee to be ring fenced on the basis of the secondment post.

The Assembly member requested an explanation for this change to existing policy and asked that the matter be reconsidered as it could be perceived as being unfair to staff who were on secondment to a higher grade but were not able to access priority rights to the seconded role as part of selection processes.

3.4 The following amendments have been made to the draft policy and procedure in response to consultation feedback:

- **Equality:** more emphasis has been placed on the Equality Impact Assessment (EIA) and the need to consider protected characteristics in the revised policy and this has been further strengthened in response to consultation feedback. A reference is included in the key principles, which also includes the need to work to mitigate any adverse equality impact arising from change. There are also references to the EIA in the section on roles and responsibilities and the section on consultation confirms that the outcome of any EIA will be addressed in consultation documents. More details will be included in operational guidance for managers and HR, and in FAQs, to follow. More information has been given on the need to consider staff who are away from the workplace during restructuring (for example because they are on maternity leave), at the request of the Carers and Parents Network.

- **Concerns about current practices and behaviours:** This has been addressed by making processes in the proposed policy clearer and giving more detailed guidance. The new policy and procedure will be supplemented with additional guidance for HR and managers (this is still in progress and will follow). It has been made clear that a response will be given to consultation feedback and that this will confirm whether or not proposals have been amended in response to feedback, with reasons.
- **Structure charts:** We will give feedback to senior leaders (SLT) on the need for managers to produce organisational charts and to keep these up-to-date, this will be the responsibility of individual directorates. The additional guidance to managers and HR will specify what information on the organisational structure must be given to Unison and staff during consultation on change.
- **Job evaluation:** the appropriate process for job evaluation during restructuring will be referred for discussion at CMT. The policy document confirms the need to include indicative job gradings in restructuring consultation documents and the need to potentially review these grades in response to consultation feedback. Any specific references to the use of a job evaluation panel during restructuring have been removed, pending further discussion about process.
- **Secondment and ring-fencing decisions (see 3.3 above):** We propose to revise this to confirm that an employee may also be considered for a ring-fence based on their acting up or secondment role depending on the circumstances (in addition to their substantive role). More detail on factors to be considered is given in the policy.

#### **Other**

- Sections 5.1 and 5.5 have been amended to make it clear how the approval processes for establishment control and restructuring differ.
- Section 5.1 has been amended to state that proposed changes should (not must) be submitted to ECM by the deadlines set out on the intranet to allow agility where necessary.
- Section 5.2 has been amended to make it clear that minor changes (where consultation is not required) will still involve discussion with the employee.
- Section 6.2 on avoiding redundancies has been expanded to include “inviting staff to take voluntary reduced hours or shared roles” at the suggestion of the Carers and Parents Network.
- Section 6.3 on redundancy pools has been expanded to include provision for some jobs (e.g. project support/administration) to be regarded as transferable across service areas where duties are generic/similar.
- Section 6.11 has been amended slightly to state that bumping “will usually only” be used with the agreement of both parties.
- Section 6.12 on notice includes more explicit information on notice periods (statutory vs contractual).
- Section 6.17 on redundancy payments has been expanded to include reference to a rule that applies to how continuous service is defined in some specific circumstances.
- Section 7 on TUPE has been amended to confirm that where a transfer takes place as part of wider restructuring, it will be included in the restructuring process outlined in section 5.5.
- In Appendix 1, the terms of reference have been expanded in response to questions and feedback.
- Minor amendments have been made throughout the document to make wording or processes clearer.

## **4. Changes proposed**

- 4.1 The revised and final draft incorporating consultation feedback is attached at **Appendix 3**.



## **5. Financial comments**

- 5.1 There are no direct financial implications from the proposed introduction of this policy.

## **6. Legal comments**

- 6.1 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)).
- 6.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 6.3 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).
- 6.4 Paragraph 7.2 of the Staffing Protocol says that, *"The HOPS is responsible for determining terms and conditions for GLA staff (outside of the statutory officers and the Mayoral appointees) with the exclusion of staff transferred under a statutory transfer."* Paragraph 7.1 of the Staffing Protocol says that *"Terms and conditions for the purposes of this Protocol means terms and conditions of employment that apply to all GLA staff appointed by the HoPS and includes all employment policies and procedures (whether contractual or not)."*
- 6.5 The proposals set out in this Chief Officer Form fall within the definition of 'determining terms and conditions' contained within the Staffing Protocol so require approval from the HoPS. Paragraph 2 confirms that Unison has been consulted and the HoPS has taken its views into consideration when making this decision. Paragraph 2 also confirms that a report has been sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) containing the proposed changes and appropriate background information.
- 6.6 The HoPS has considered all the information in this Chief Officer Form and is satisfied that the proposals are appropriate, taking into account the:
- i. Priorities of the Authority;
  - ii. Need for the Authority to properly discharge its functions;
  - iii. Available resources of the Authority; and
  - iv. Need to comply with legislative changes/ statutory requirements.

- 6.7 The HoPS has the power to make this decision.

## **7. Equalities consideration**

- 7.1 Equality, diversity and inclusion considerations are central to the development of all policies and procedures and an Equalities Impact Assessment has been undertaken to ensure compliance with the Equality Act 2010.

- 7.2 To ensure that there is no potential for discrimination against specific groups, Unison and Staff Network representatives were formally consulted as set out in section 2. Comment or action on their feedback is contained in **Appendix 2**.
- 7.3 An Equality Impact Assessment has been completed and is attached at **Appendix 4**.

## 8. Appendices

*Appendix 1: Report to the Oversight Committee on 3 November 2020*

*Appendix 2: Summary of consultation feedback*

*Appendix 3: Revised draft incorporating consultation feedback*

*Appendix 4: Equality Impact Assessment*

## 9. Approval

	<i>Tick to indicate approval</i>
	✓
<b>Executive Director</b> <u>Mary Harpley</u> has reviewed and commented on this proposal.	
<b>Assistant Director</b> <u>Charmaine de Souza</u> has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> <u>Laura Heywood</u> has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	✓