

Request for Head of Paid Service Decision CO-222

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

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

Decision Required

That the Head of Paid Service:

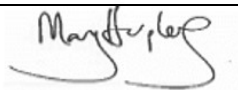
Approves the creation of the following fixed-term 0.6 FTE post to assist in developing the Commission for Diversity in the Public Realm:

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Community Engagement Officer, Commission for Diversity in the Public Realm	8	24 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 28 December 2021

1. Staffing proposals

This paper proposes the creation of a fixed-term part time Community Engagement Officer, Commission for Diversity in the Public Realm post for 24 months.

The Mayor of London is creating a Commission for Diversity in the Public Realm to review and improve diversity across London's public realm and ensure the capital's landmarks suitably reflect London's achievements and diversity.

The Commission will focus on increasing representation among Black, Asian and minority ethnic communities, women, LGBTQ+ and disabled groups, as well as those from a range of social and economic backgrounds.

The Community Engagement Officer, Commission for Diversity in the Public Realm post will play a lead role in ensuring communities are engaged meaningfully in the development of the commission.

The post holder will support the GLA's delivery of the Mayor's vision to help ensure London's achievements and diversity are reflected across our city's public realm, working in partnership with arts, community and council leaders across the capital, as well as historians. A budget for a part time officer was approved, therefore we would like to create a post for 0.6FTE.

Principal accountabilities for the post include:

- Organising engagement opportunities for commissioners, partners board and the Borough Working Group.
- Leading the development of engagement programmes for the commission.
- Building and managing relationships with communities with an interest in diversity in the public realm.
- Supporting the programme managers of the commission.
- Sharing insights from engagement activity with Londoners and stakeholders.

Co-chaired by the Deputy Mayor for Culture and Creative Industries, and the Deputy Mayor for Social Integration, Social Mobility and Community Engagement, the Commission will review London's public realm, further the discussion into what legacies should be celebrated, and make a series of recommendations aimed at establishing best practice and standards.

A Partners Board has already been created to provide further knowledge and advice to the Commission, while a Borough Working Group is also being established with borough councils to provide views from across the capital.

The Commission's terms of reference include:

- Making recommendations on the commissioning of statues, memorials, blue plaques, commemorations, murals, street art, works on public hoardings, street names, pavements, and street furniture.
- Providing an overview of existing public art and the public realm in London.
- Creating best practice on commissioning works and how to assess, evaluate and approach contested heritage, including making recommendations for the addition of context to existing works, or their removal.

2. Consultation

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	0.6	
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)	0.6	
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

G0280

Cost object (if different):

GG.0280.002.007

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

No

Is the post full or part time?

Part time

Is the post permanent or temporary?

Temporary

What is expected start date?

01/02/2022

What is expected end date?

01/02/2024

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

- 4.1 The total cost of creating a fixed term Community Engagement Officer - Public Realm (0.6FTE @ Grade 8 for 24 months) amounts to £33,000 per annum including on-costs.
- 4.2 These costs will be incurred over three financial years, based on the start date of February 2022; £5,000 in 2021/22, £33,000 in 2022/23 and £28,000 in 2023/24.

Post	Grade	FTE	2021/22 Cost	2022/23 Cost	2023/24 Cost	Total
Community Engagement Officer - Public Realm	8	0.6	£5,000	£33,000	£28,000	£66,000

- 4.3 This expenditure will be funded from the Commission on Diversity in the Public Realm budget allocated to the Communities and Social Policy Unit under the 'Equality, Diversity and Inclusion' Foundation.
- 4.4 As this post will be filled 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 subject to further approval.

5. Legal comments

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

Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).

- 5.6 However, paragraph 5.3 of the Staffing Protocol states that *"The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them"*. Paragraph 2 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.
- 5.7 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 GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant post.
- 5.9 The HoPS has the power to make this decision.

6. Equalities considerations

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

The public sector equality duty requires the identification and evaluation of the likely potential impacts, both positive and negative, of the decision on those with protected characteristics (age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief and sexual orientation). This duty will be considered when recruiting for the post outlined above.

The Commission will review and improve diversity across London's public realm to ensure it suitably reflects London's achievements and celebrates the contribution and legacies that our diverse communities make to the cultural fabric of our capital. Achieving greater diversity and representation in the public realm will form the foundation of the Commission's work and reflects the Public Sector Equality Duty objectives of advancing equality of opportunity and fostering good relations

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> ✓
Executive Director <u>Sarah Mulley/Halima Khan</u> has reviewed and commented on this proposal.	
Assistant Director <u>Tom Rahilly</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Dawn James</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 20 December 2021	

Appendix A

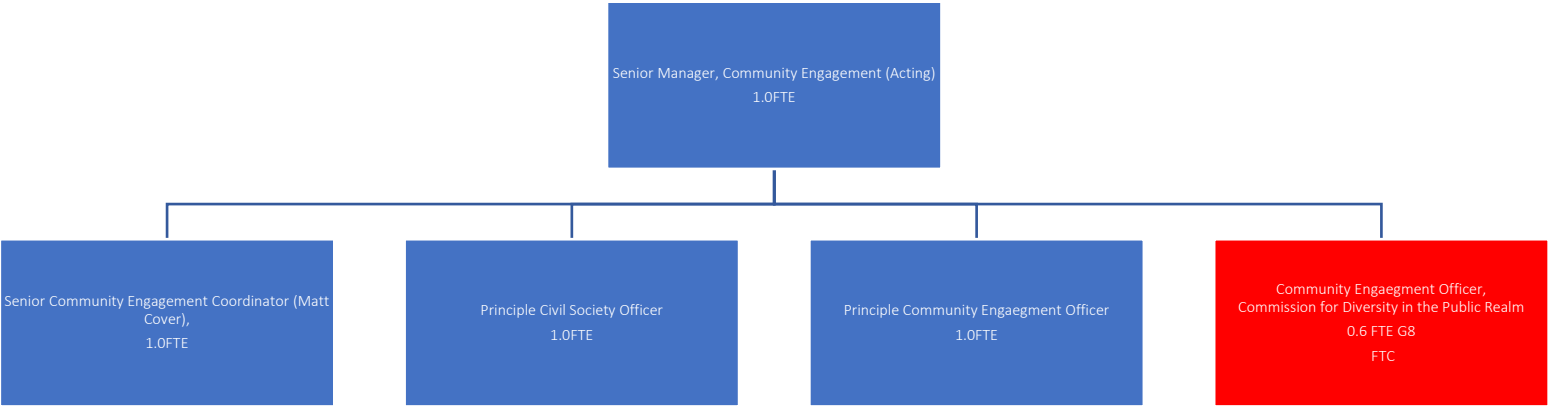
Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Community Engagement Officer, Commission for Diversity in the Public Realm	Proposed grade 8		01/02/2022	01/02/2024	Creation

Appendix B

Structure chart showing reporting lines and post reference numbers

Blue: Permanent
Yellow: FTC
Red: Proposed post



Appendix C: Job Description

GREATER LONDON AUTHORITY

Job Description

Job title: Community Engagement officer

Grade: 8

Job Purpose

To engage with London's diverse communities on behalf of the Commission for Diversity in the Public Realm and ensure that insight from this engagement is used to shape the commission. This includes work that connects to the commissioners, Borough Working Group and Partners Board.

Principal accountabilities

1. Lead day to day communications and engagement with London communities and their representative organisations as part of the Commission for Diversity in the Public Realm.
2. Implement a programme of engagement to effectively communicate the commission to London communities, and identify opportunities to partner and take action on issues relevant to the commission.
3. Cultivate new relationships with priority communities in order to deliver on the commission strategy
4. Write briefings for the Mayor and senior managers of the Authority on issues pertaining to community engagement in relation to specific areas of the commission.
5. Use creative and innovative methods of engaging London's communities, including new technology and community development approaches.
6. Identify opportunities to work with London's communities on issues that matter to the commission, and to feed insight from this into relevant GLA policy teams.
7. To gather and record insight from community engagement in a central database and use this to improve the way the GLA understands, and works with, communities.
8. Respond appropriately to correspondence and act as an initial point of contact for Londoners and London communities and feed these into relevant policy teams.
9. Provide a full range of high level administrative support to senior officers of the Authority and senior members of the team, including arranging and servicing project groups, and developing and maintaining systems for the storage and retrieval of information, and file documents.
10. Manage resources allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards and realise the benefits of London's diversity by promoting the diverse needs and aspirations of London's communities.
11. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job and participating in other public liaison functions in a multi-disciplinary, cross-department and cross-organisational groups and project teams.

1. Technical requirements/experience/qualifications

- Understanding of key policy issues in respect of London's communities and stakeholders.
- Experience of work on a strategic, London-wide level in developing relationships with a range of London communities and organisations.
- Experience of using community insight to effect change in policy and practice
- Evidence of success in contributing to the building of working relationships across professional and operational boundaries with external organisations.

2. Behavioural competencies

BUILDING AND MANAGING RELATIONSHIPS

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

Level 2 indicators of effective performance

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

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

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

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 agendas

PLANNING AND ORGANISING

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

Level 2 indicators of effective performance

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

RESEARCH AND ANALYSIS

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

Level 2 indicators of effective performance

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

- Identifies relevant and practical research questions for the future

RESPONDING TO PRESSURE AND CHANGE

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

Level 2 indicators of effective performance

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

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-329

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.
Communities & Skills	CO-329	Senior Project Officer Programme Delivery	GLA4288	12/09/2019	30/11/2022	N/A	9	Michelle Cuomo Boorer	Skills & Employment	Yes	Existing	Conversion to perm required to support delivery of the Adult Education Budget
Communities & Skills	CO-329	Senior Business Engagement Officer	GLA4289	12/09/2019	09/10/2021	30/09/2023	9	Michelle Cuomo Boorer	Skills & Employment	Yes	Existing	Extension required to support the delivery of the Mayor's ESF 2019-23 programme
Communities & Skills	CO-329	Senior Business Engagement Officer	GLA4290	12/09/2019	28/10/2021	30/09/2023	9	Michelle Cuomo Boorer	Skills & Employment	Yes	Existing	Extension required to support the delivery of the Mayor's ESF 2019-23 programme

Request for Head of Paid Service Decision CO-329

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

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

Decision Required

That the Head of Paid Service approves the:

- Conversion of the following existing fixed term post to a permanent post

Job title	Grade
Senior Project Officer Programme Delivery	9

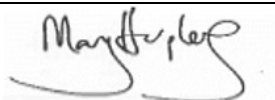
- Extension of the following existing fixed term posts

Job title	Grade	Current end date	Proposed new end date	Total duration of the post
Senior Business Engagement Officer	9	09/10/2021	30/09/2023	4 years
Senior Business Engagement Officer	9	28/10/2021	30/09/2023	4 years

Head of Paid Service

The above proposal has my approval.

Signature



Date 18 November 2021

1. Staffing proposals

- 1.1. The Skills and Employment unit is responsible for a total revenue budget of c£364m and total capital budget of £5m in 2021/22. This sum excludes the carry forward for ongoing programmes including the Adult Education Budget (AEB) which continues into the 2021/22 year funded from previous budgets. The revenue budget will deliver the Good Work for All Londoners mission programmes (£5.3m GLA core revenue and £5m capital funding in 2021/22) which will play a crucial role in supporting vulnerable groups who are more likely to have lost their jobs and seen larger falls in income as a result of the Covid-19.
- 1.2. The budget also covers the AEB, an annual c£320m programme which funds the delivery of education and training for learners aged 19+ and the European Social Fund (ESF) programme (budget of c£96m over four years) aiming to improve employment opportunities for Londoners, raise living standards and assist people to improve skills and job prospects. More recently and following consultation, the Skills Capital team will also be transferred to the Unit.
- 1.3. In April 2019, under cover of CO-08, three fixed term posts were created to oversee the delivery of the Mayor's Apprenticeships Programme and support the delivery of the London Progression Collaboration (LPC). The posts were funded by the Apprenticeships programme budget, two of which serve as a match fund for the other staff employed by a delivery partner, the Institute for Public Policy Research (IPPR).
- 1.4. All three posts are currently vacant and the GLA's input into delivery of the programme is coming to an end in March 2022. The proposal is to convert one post to permanent and extend the other two fixed-term posts so that they can support the delivery of the AEB and ESF programmes where there is increased pressure especially as a result of additional c£6.7m ESF programme which is been developed and the £32m Good Work for All AEB grant programme which recently started delivery.
- 1.5. The first proposal is to convert the three-year fixed term delivery post to a permanent post so that a new post holder can be recruited to support the delivery of the AEB programme. The job description will not change, and the role will now be funded by the AEB.
- 1.6. The second proposal regarding the two two-year fixed term Business Engagement posts is to extend them to 30 September 2023 to support the delivery of the ESF programme. A job description change for these two posts (to the standard Grade 9 Skills Senior Project Officer post) is also proposed. The extension of these posts and movement into the Delivery teams will provide much needed support on the programme for the final two years of delivery. The posts will focus on provider management and will be fully funded by the ESF.

2. Consultation

- 2.1. In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation ("the Staffing Protocol"), formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) is not required for this proposal as fewer than five posts in one unit are being created or deleted. .

2.2. However, the Head of Paid Service (the “HoPS”) is required to inform these persons about any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. This decision is not considered to be contentious.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	0	
Permanent posts to be (deleted)	0	
Fixed-term posts to be created	0	
Fixed-terms posts to be (deleted)	0	
Net total of posts created / (deleted)	0	
Posts to be converted to permanent	1	GLA4288
Fixed term posts to be extended	2	GLA4289 and GLA4290
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

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?

09/10/21

Expected end date?

Approval is being sought to extend 2x Business Engagement Posts to 30 September 2023. The total cost of extending the following posts over three financial years (2x Grade 9 for 5 months until Mar 22 - £58,000) and (2x Grade 9 for 12 months until 30 Mar 2023 - £140,000) and (2x Grade 9 for 7 months until 30 September 2023 - £69,000) amounts to a total of **£267,000**. This cost also includes overhead corporate charge. This will be fully funded by the ESF held within the Skills and Employment Unit. Future year's budgets are indicative and still subject to the GLA's annual budget setting process.

The table below lists the costs associated with each post, calculated at the mid-point of the grades including on-costs.

Post	Grade	FTE	FY	Duration	Amount
Senior Business Engagement officers	9	2	21/22	5 months	£58,000
			22/23	12 months	£140,000
			23/24	7 months	£69,000
Total Cost					£267,000

Further approval is also being sought to convert a three-year fixed term post to permanent post Grade 9 (1 FTE) amounts to a total of £69,000 per annum which includes the £6,000 for corporate overhead charge. This expenditure will be contained within the 2021/22 Adult Education Budget.

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 and may have to be funded from within existing budgets.

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 GLA will need to follow a proper process in order to convert the post from fixed-term to permanent because conversion could be seen as a dismissal and will involve a change to the terms and conditions of employment of any affected employees.
- 5.9 The HoPS has the power to make this decision.

6. Equalities considerations

The public sector equality duty requires the identification and evaluation of the likely potential impacts, both positive and negative, of the decision on those with protected characteristics (age, disability, gender reassignment pregnancy and maternity, race, gender, religion or belief, sexual orientation). This duty will be considered when recruiting for the vacant posts.

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

	Tick to indicate approval ✓
Executive Director Halima Khan has reviewed and commented on this proposal.	✓
Assistant Director Michelle Cuomo Boorer has reviewed and commented on this proposal.	✓
HR & OD Lead Officer Dawn James has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓ Kate Phelps – Legal ✓ Bukola George - Finance
Corporate Management Team (CMT) This proposal was considered by CMT on 18 October 2021	

Appendix A

Details of all affected posts

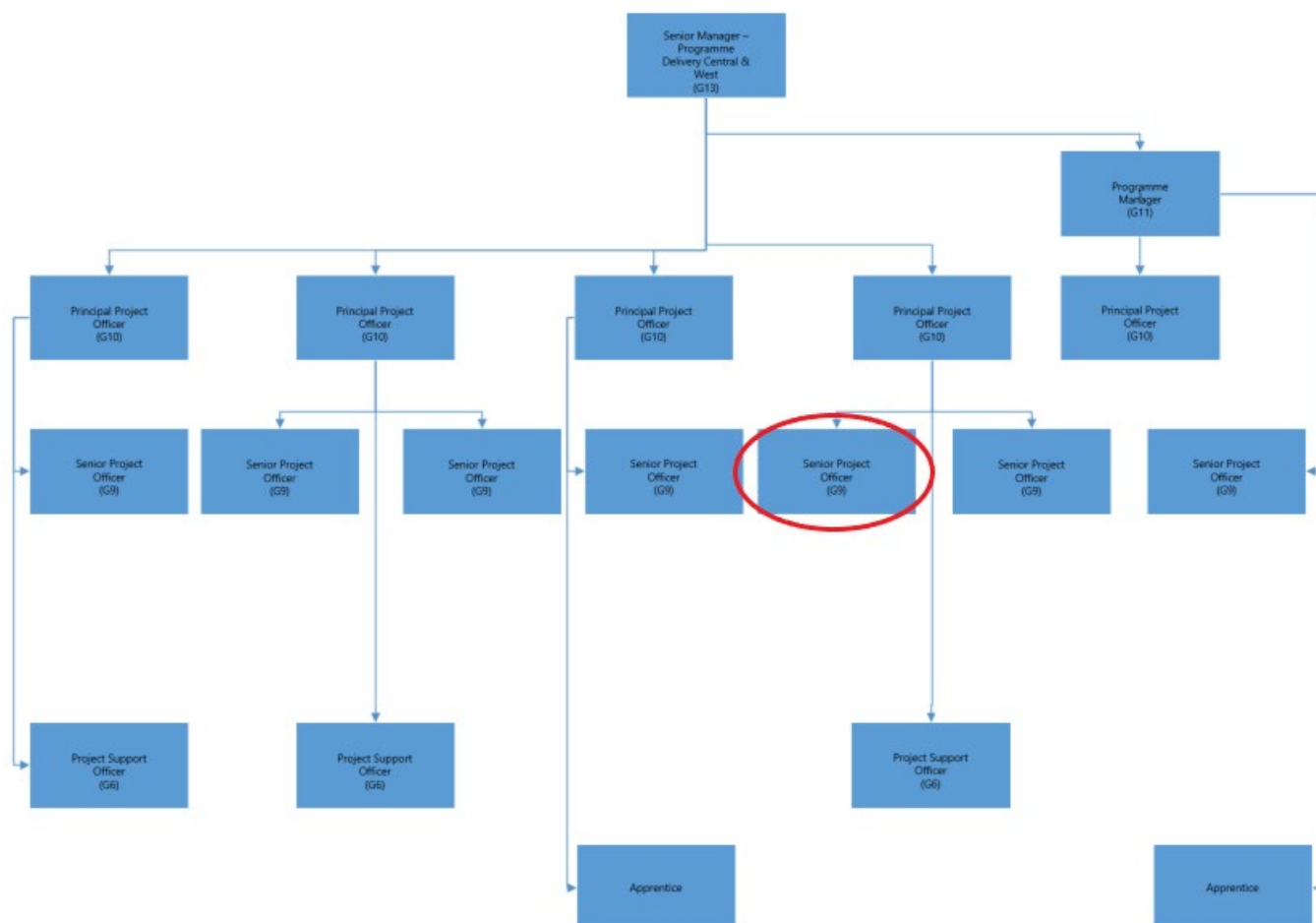
Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Senior Project Officer	9	9	GLA4288	12/09/2019	30/11/2022	Conversion to permanent
Senior Business Engagement Officer	9	9	GLA4289	12/09/2019	09/10/2021	Extension
Senior Business	9	9	GLA4290	12/09/2019	28/10/2021	Extension

Engagement Officer						
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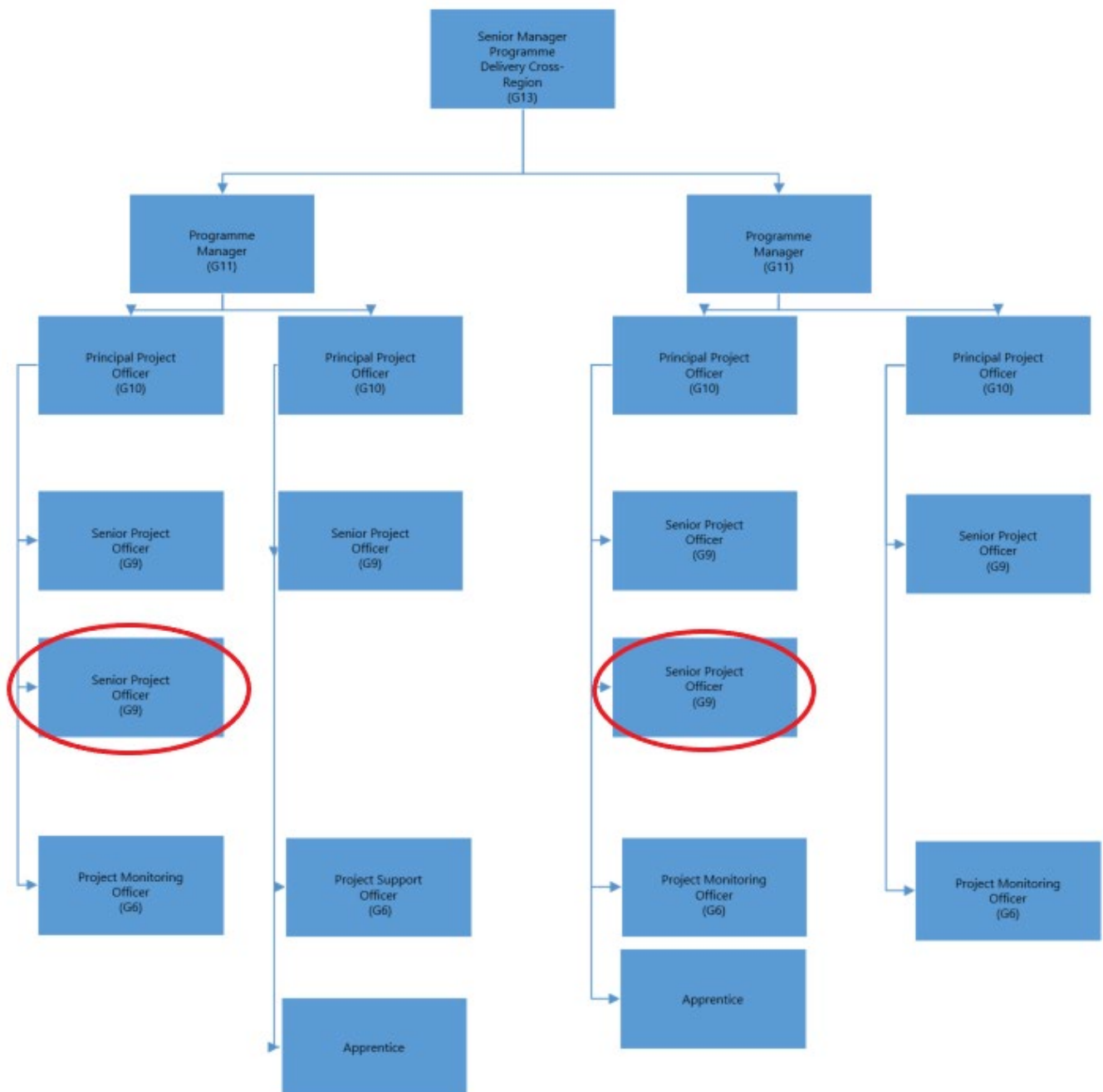
Appendix B

Structure chart showing reporting lines and post reference numbers

Conversion to permanent (GLA4288)



Extensions and JD change to Senior Project Officers (GLA4289 and GLA4290)



Request for Head of Paid Service Decision CO337

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	Notes to CMT
Communities & Skills	TBC	Head of Children & Young Londoners Team	TBC	01/12/2021	N/A	N/A	13	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communities & Skills	TBC	Senior Manager, Programmes	TBC	01/12/2021	N/A	N/A	11	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communities & Skills	TBC	Senior Manager, Policy & Intelligence	TBC	01/12/2021	N/A	N/A	11	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communities & Skills	TBC	Senior Manager, Partnerships and Insight	TBC	01/12/2021	N/A	N/A	11	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communities & Skills	TBC	Principal Policy & Projects Officer	TBC	01/12/2021	N/A	N/A	10	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communities & Skills	TBC	Senior Project Delivery Officer	TBC	01/12/2021	N/A	N/A	9	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communities & Skills	TBC	Senior Project Delivery Officer	TBC	01/12/2021	N/A	N/A	9	Jazz Bhogal	Children & Young Londoners	Yes	New	

Communitie s & Skills	TBC	Senior Policy Officer	TBC	01/12/2021	N/A	N/A	9	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communitie s & Skills	TBC	Senior Policy Officer	TBC	01/12/2021	N/A	N/A	9	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communitie s & Skills	TBC	Senior Policy Officer	TBC	01/12/2021	N/A	N/A	9	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communitie s & Skills	TBC	Senior Programme Management Officer	TBC	01/12/2021	N/A	N/A	9	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communitie s & Skills	TBC	Senior Partnerships and Insight Officer	TBC	01/12/2021	N/A	N/A	9	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communitie s & Skills	TBC	Senior Children and Young People Participation Officer	TBC	01/12/2021	N/A	N/A	9	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communitie s & Skills	TBC	Children and Young People Participation Co- ordinator	TBC	01/12/2021	N/A	N/A	7	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communitie s & Skills	TBC	Project Officer	TBC	01/12/2021	N/A	N/A	7	Jazz Bhogal	Children & Young Londoners	Yes	New	

Communitie s & Skills	TBC	Project Officer	TBC	01/12/2021	N/A	N/A	7	Jazz Bhogal	Children & Young Londoners	Yes	New	
Communitie s & Skills	TBC	Partnerships Engagement and Insight Support Officer	TBC	01/12/2021	N/A	N/A	6	Jazz Bhogal	Children & Young Londoners	Yes	New	

Request for Head of Paid Service Decision CO-337

Decision Required

That the Head of Paid Service:

Approves the deletion of 19 GLA permanent posts as set out below;

Job Title	Grade
Senior Education & Youth Manager	13
Senior Programmes Manager	11
Education Policy Manager	10
Principal Policy & Projects Officer	10
Senior Education Policy Officer	9
Senior Education Policy and Data Officer	9
London Curriculum Manager	9
Senior Project Officer	9
Senior Project Officer	9
Senior Policy Officer	9
Senior Project Officer	8
Senior Project Officer	8
Senior Children and Young People Participation Officer	8
Senior Project Officer	8
Children and Young People Participation Co-ordinator	7
Project Officer	7
Project Officer	7
Project Support Officer	6
Project Support Officer	5

Approves the creation of 17 GLA permanent posts as set out below;

Job Title	Grade
Head of Children & Young Londoners Team	13
Senior Manager, Programmes	11
Senior Manager, Policy & Intelligence	11
Senior Manager, Partnerships and Insight	11
Principal Policy & Projects Officer	10
Senior Project Delivery Officer	9
Senior Project Delivery Officer	9

Senior Policy Officer	9
Senior Policy Officer	9
Senior Policy Officer	9
Senior Programme Management Officer	9
Senior Partnerships and Insight Officer	9
Senior Children and Young People Participation Officer	9
Children and Young People Participation Co-ordinator	7
Project Officer	7
Project Officer	7
Partnerships Engagement and Insight Support Officer	6

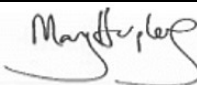
To Note:

- The restructure does not include in scope an apprentice post directly funded from and included in the headcount of the team. The function and role of the apprentice remains unchanged as we must maintain consistency with essential learning requirements for this post.
- All newly created posts and the apprentice post will be full-time and permanent, and funded from within existing GLA resources secured within the agreed budget allocated to deliver the NDYP Mission for 2021-2025.

Head of Paid Service

The above proposal has my approval.

Signature



Date 14 December 2021

1. Staffing proposals

On 22 July 2021 a report was submitted by the Chief Officer to the Oversight Committee that set out proposals for changes to the Greater London Authority (GLA) Establishment relating to the Authority's team responsible for the policy areas of children and young Londoners. The Education and Youth Team is part of the Health, Education & Youth Unit within the Community and Skills Directorate. The proposed changes only affect the Education and Youth Team, and not the wider Unit or Directorate. The full Oversight Paper is in Annex C and sets out the reasons for the proposed changes.

2. Consultation

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

The Oversight Committee was consulted on 22 July 2021 (Annex C) and consultation also took place with the Mayor. A 30-day consultation with staff commenced on 2 July 2021 and all affected staff were offered one to one consultation meetings. The consultation included a range of ways for staff to provide feedback such as;

- whole team workshops led by Unison,
- a 'Jamboard' where staff were able to provide feedback anonymously,
- a personalised consultation conversation with the Assistant Director for Health Education & Youth (AD-HEY) and a colleague from HR,
- collating feedback from staff in team meetings and smaller dedicated focus groups, and
- Direct feedback to the email address set up especially for the consultation – education&youthconsultation@london.gov.uk or to the AD-HEY.

Outcome of the Consultation

The detailed response to staff feedback during the consultation is presented in a report at **Annex D**; the key headlines are as follows;

- The Education & Youth Team's overall response to the proposed structure was broadly supportive, with people welcoming the move towards more strategic ways of working to meet our longer-term goals.
- Key concerns were raised on the capacity required in the short and medium term to deliver the GLA programmes supporting implementation of the NDYP Mission. In response to these concerns and to add additional capacity, a G10 proposed post was moved from the Policy & Insight Team to the Programme Team.
- Staff found the length of time taken to reach this point in the team restructure to be an additional stress, particularly whilst the team were also dealing with the impact of the pandemic and the difficulties of working from home. These concerns were

acknowledged and to support staff Learning and Organisation Development are working with the team to design a bespoke package of support.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	17	
Permanent posts to be deleted	19	
Fixed-term posts to be created	0	
Fixed-terms posts to be (deleted)	0	
Net total of posts deleted	2	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

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 decision is seeking approval to delete 19 FTE's and create 17 new FTE's within the Education & Youth Unit, as detailed above. 3 FTE's remain unaffected (1x Apprentice post, 1x Grade 4 and 1x Grade 5) and have been included within the overall structure.
- 4.2. The new restructured Education & Youth Unit 2021/22 establishment budget requirement is £1.209m for a total of 20 FTE's.
- 4.3. The budget requirement of £1.209m will be contained within the Education & Youth Unit Budget.
- 4.4. As this proposal includes the deletion of posts on the GLA establishment, redundancy and pension costs may become payable by the GLA. At this stage, such costs cannot yet be quantified as staff affected will be going through the Authority's Management of Change and Recruitment & Selection procedures. In the event these costs become payable, they will be contained within the Authority's existing revenue budget provision and will be subject to further approval via the Authority's decision-making process.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
 - appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the 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 follow its Organisational Change Policy in dealing with this restructure. If any employees are made redundant, the GLA's Compensation Payments Policy may apply.

- 5.7 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

A full EQIA was carried out.

Staff equalities data will be used to map the outcome of each stage of the EoI and Interview processes and steps will be taken to provide extra support in accordance with positive action principles to under-represented staff, as they prepare for each stage of the process.

Key issues were also raised in relation to how the team's new functions would provide the policy leadership on equity and inclusion for children and young Londoners in support of the Mayor's ED&I Strategy for London and in line with the Mayor's ambition to be a proactive anti-racist organisation. This outward policy facing priority has become a key function for the Policy & Intelligence Team and will form a core objective for one of the G9 posts to lead and building cultural competency for the whole Team will be prioritised within the Learning and Development plan we will put in place.

7. Appendices

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

Appendix B: New GLA Children & Young Londoners Team organogram

Appendix C: GLA Oversight Committee paper

Appendix D: Education & Youth Restructure Consultation Outcome report. October 2021

Appendix E: EQIA

8. Approval

	<i>Tick to indicate approval</i>
	✓
Executive Director <u>Sarah Mulley & Halima Khan</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Jazz Bhogal</u> has reviewed and commented on this proposal.	✓

HR & OD Lead Officer <u>Mandy Tennant</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 18 November.	

Appendix A

Details of all affected posts

Deletion of 19 GLA permanent posts;

Job Title	Post Ref.	Grade
Senior Education & Youth Manager	002451	13
Senior Programmes Manager	002454	11
Education Policy Manager	002452	10
Principal Policy & Projects Officer	002455	10
Senior Education Policy Officer	002456	9
Senior Education Policy and Data Officer	002457	9
London Curriculum Manager	002872	9
Senior Project Officer	002453	9
Senior Project Officer	003828	9
Senior Policy Officer	003829	9
Senior Project Officer	002099	8
Senior Project Officer	002098	8
Senior Children and Young People Participation Officer	002458	8
Senior Project Officer	002170	8
Children and Young People Participation Co-ordinator	003830	7
Project Officer	003824	7
Project Officer	003825	7
Project Support Officer	002873	6
Project Support Officer	002173	5

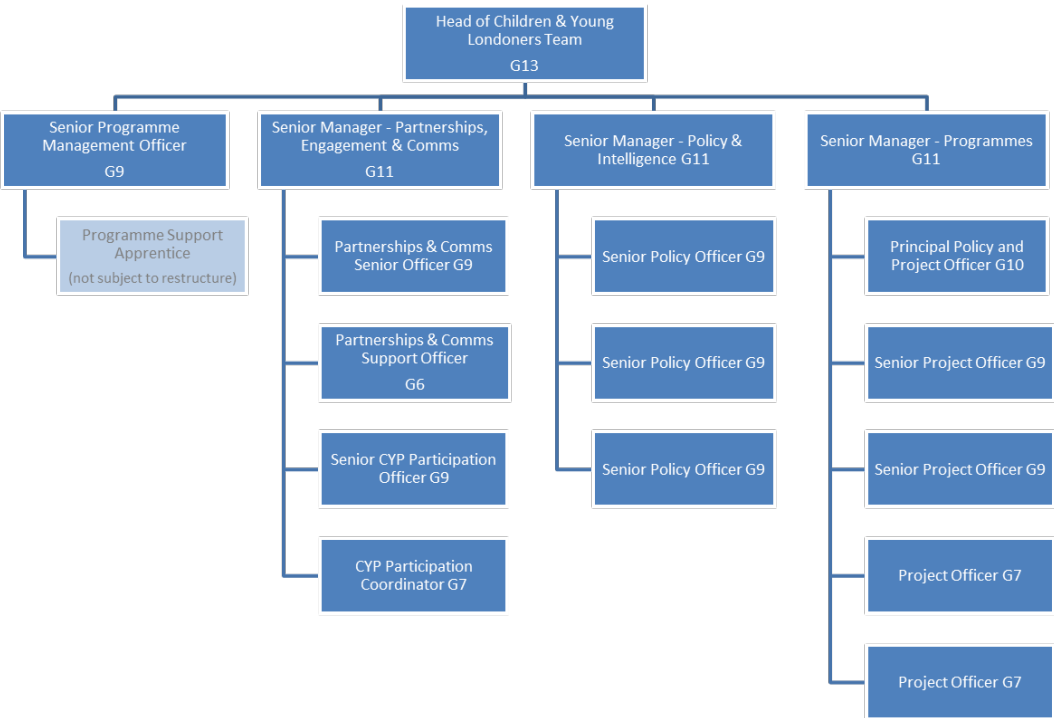
Creation of 17 GLA permanent posts;

Job Title	Post Ref.	Grade
Head of Children & Young Londoners Team	TBC	13
Senior Manager, Programmes	TBC	11
Senior Manager, Policy & Intelligence	TBC	11
Senior Manager, Partnerships and Insight	TBC	11
Principal Policy & Projects Officer	TBC	10
Senior Project Delivery Officer	TBC	9
Senior Project Delivery Officer	TBC	9
Senior Policy Officer	TBC	9
Senior Policy Officer	TBC	9
Senior Policy Officer	TBC	9
Senior Programme Management Officer	TBC	9
Senior Partnerships and Insight Officer	TBC	9
Senior Children and Young People Participation Officer	TBC	9
Children and Young People Participation Co-ordinator	TBC	7
Project Officer	TBC	7
Project Officer	TBC	7
Partnerships Engagement and Insight Support Officer	TBC	6

Appendix B

Structure chart showing reporting lines (post reference numbers to be confirmed)

GLA Children & Young Londoners Team



Subject: GLA Education and Youth Team - Proposed Changes to the GLA Establishment

Report to:	GLA Oversight Committee
Report of:	Chief Officer
Date:	22 July 2021
Public Access:	This report will be considered in public.

1. Summary

- 1.1 This paper sets out proposals for changes to the Greater London Authority (GLA) Establishment relating to the Authority's team responsible for the policy areas of children and young Londoners. The Education and Youth Team is part of the Health, Education & Youth Unit within the Community and Skills Directorate. The proposed changes only affect the Education and Youth Team, and not the wider Unit or Directorate.
- 1.2 The changes are designed to reset the direction of the Education and Youth Team's function and ways of working, in order to respond to the priorities of the Mayor and the need to support the London Recovery Programme. This will be achieved by creating a Children and Young Londoners Team with a more strategic policy and partnerships function, as well as a programme function.
- 1.3 The Children and Young Londoners Team will be designed to:
- support the development and delivery of the New Deal for Young People mission as part of the London Recovery Programme. This includes strategic and engagement support for the leadership of the mission (Director of the Violence Reduction Unit), as well as effective delivery of GLA activity in support of the mission (including the Young Londoners Fund) to maximise impact for young Londoners;
 - support the Mayor and the Deputy Mayor for Education and Childcare to work strategically with local, regional and national partners to improve outcomes and reduce inequalities for children and young people in the capital;
 - provide policy expertise and leadership across the GLA, and continue to work in a co-ordinated way across the GLA Group, to ensure that the wider work of the organisation and the Mayor effectively meets the needs of London's children and young people; and

- ensure the voice and views of children, young people and their families are at the heart of the GLA and GLA Group's work on these issues, working with partners to ensure that the same is true of the wider Recovery Programme.

1.4 Staff numbers are proposed to reduce by two Full Time Equivalent (FTE). This paper also proposes changes to the grade mix so that the team has the right roles to take on new, more strategic ways of working.

2. Recommendation

That the Committee responds to the Chief Officer's consultation on the proposed changes to the establishment in the Greater London Authority's Education and Youth Team, operating as part of the Communities and Skills Directorate.

3. Background and Rational for Change

- 3.1 This past year has had a devastating effect on London's children and young people, increasing by some margin the deep inequalities seen in a range of outcome measures across the breadth of children and young people's lives. The pandemic has had particularly detrimental impacts on children and young people from London's poorest communities through loss of schooling, play, social interaction, family income, health and wellbeing.
- 3.2 The London Recovery Programme puts young people at the heart of London's recovery. The New Deal for Young People recovery mission is focusing on youth work and activities, and specifically on young people in need being entitled to a personal mentor. At its heart the mission is ensuring that young people are able to shape programmes and that their voice is heard – and the team will support this area of work. The team have an important role to play in supporting the Director of the Violence Reduction Unit in their leadership of the mission across the GLA Group and with partners, and in delivering GLA activity in support of the mission.
- 3.3 The team will support the Deputy Mayor for Education and Childcare to play a strategic role in convening and supporting stakeholders at a London level, to ensure that the voices of young Londoners are heard, and to advocate for London's young people and families. This will be done in order to improve outcomes and reduce inequalities for children and young people, and to mitigate the wider impacts of the pandemic on them.
- 3.4 Changes in roles, structures and grades are required in the team to support these Mayoral priorities, building on the excellent track record of the team's programme delivery and stakeholder engagement. This includes going beyond current programme delivery work (including the Young Londoners Fund) to working more strategically through partnerships and convening. This will significantly change the way the current Education & Youth team needs to work within and beyond the GLA.
- 3.5 The Children and Young Londoners Team will be designed to:
- support the development and delivery of the New Deal for Young People mission as part of the London Recovery Programme; this includes strategic and engagement support for the leadership of the mission (Director of the VRU), as well as effective

delivery of GLA activity in support of the mission (including the Young Londoners Fund) to maximise its impact on young Londoners;

- support the Mayor and the Deputy Mayor for Education and Childcare to work strategically with local, regional and national partners to improve outcomes and reduce inequalities for children and young people in the capital;
- provide policy expertise and leadership across the GLA, and continue to work in a coordinated way across the GLA Group, to ensure that the wider work of the organisation and the Mayor effectively meets the needs of London's children and young people; and
- ensure the voices and views of children, young people and their families are at the heart of the GLA and the GLA Group's work on these issues, working with partners to ensure that the same is true of the wider Recovery Programme.

4. Issues for Consideration

- 4.1 The portfolios of the team will be reshaped, building on the existing work and structures, to map against current priorities and enable the team to respond effectively to new priorities as they emerge.
- 4.2 This will create four sub-teams within the Children and Young Londoners Team:
- A. Programmes;
 - B. Policy and Intelligence;
 - C. Partnerships, Engagement and Communications; and
 - D. Programme Management Office.

A. Programmes

- 4.3 This sub-team will lead and manage existing and new programmes to support Mayoral priorities. This sub-team will primarily deliver work to support the New Deal for Young People mission in the London Recovery Programme, focused on mentoring and youth services and including the remainder of the Young Londoners Fund.

B. Policy and Intelligence

- 4.4 This will provide a hub within the GLA for strategic policy expertise for children and young people. The sub-team will provide policy and intelligence support to the New Deal for Young People mission to improve opportunities for young Londoners, and coordination support to the leadership of the mission. The team will also focus on children and families, and improving outcomes and reducing disparities for school-age children, working closely with the VRU.

C. Partnerships, Engagement and Communications

- 4.5 This sub-team will support the Mayor in his system leadership role, including through the New Deal for Young People mission, and through support for the Deputy Mayor for Education and Childcare to play a strategic convening role. The team will convene partners (statutory and non-statutory) and ensure that the voice of young Londoners inspires and influences whole-system approaches, working with recovery missions as appropriate. This will include coordinating engagement with young Londoners, including the work of the Mayor's young advisers, the Peer Outreach Workers and the Lynk Up Crew, and continued strong links with the VRU's Young People Action Group. The team will also support strategic partnerships to underpin Mayoral priorities; and develop and manage communications, campaigns and advocacy to enable the Mayor to champion children and young people.

D. Programme Management Office

- 4.6 A Senior Programme Management Officer will support the Children and Young Londoners Management Team in shaping and monitoring delivery of core business, using programme management to coordinate delivery of the team's priorities. This sub-team will also include an apprentice as an agile resource across the team, to be deployed according to priorities and workloads.

5. Impact on Existing Posts and Staff

- 5.1 In developing the proposals laid out in this document, the management team has continuously considered how individuals already employed in the team would be impacted by the proposed new structure, within the framework of our [Organisational Change Policy](#).
- 5.2 The tables below set out the posts proposed for deletion and creation.

List of posts for deletion		
Grade	Post title	Number of posts
5	Project Support Officer	1
6	Project Support Officer	1
7	Project Officer	2
7	Children and Young People Participation Coordinator	1
8	Senior Children and Young People Participation Officer	1
8	Senior Project Officer	3
9	Senior Project Officer	2
9	Senior Education Policy and Data Officer	1
9	London Curriculum Manager	1
9	Senior Education Policy Officer	1
9	Senior Policy Officer – Youth	1
10	Education Policy Manager	1
10	Principal Policy and Projects Officer	1
11	Senior Programme Manager	1
13	Senior Manager	1
	Total	19

List of posts for creation			
Grade	Post title	Number of posts	Branch
6	Partnerships and Comms Support Officer Develops and maintains briefing, provides partnership, event and campaigns support, coordinates digital-comms, content on london.gov.uk, and WriteOns	1	Partnerships, Comms & Engagement
7	Project Officer* Supports the management and delivery of a range of children and young Londoners projects, including the Young Londoners Fund	2	Programmes
7	Children and Young People Participation Coordinator* Coordinates and manages young Londoners' engagement across the GLA Group's policies and programmes, supporting the Senior Children and Young People Officer in managing the GLA's Peer Outreach Workers team and the Mayor's young advisers, the Lynk Up Crew	1	Partnerships, Comms & Engagement
9	Senior Children and Young People Participation Officer Provides expertise and advice to the GLA Group and wider partners on best practice in relation to children and young people's participation, and manages the Peer Outreach Workers team and the Mayor's young advisers, the Lynk Up Crew	1	Partnerships, Comms & Engagement
9	Partnerships and Comms Senior Officer Develops and supports Children and Young Londoners team-wide advocacy, campaigns, media and stakeholder engagement, and leads and oversees the event delivery	1	Partnerships, Comms & Engagement
9	Senior Programme Management Officer Devises and implements team programme management framework; manages and coordinates team corporate performance and budget reporting; provides roving executive support to effectively deliver significant work streams, particularly those that involve matrix working and/or cross-cutting themes	1	Programme Management Office

9	<p>Senior Policy Officer</p> <p>Conducts research and analyses data to enable evidence-based policy development, developing policy workstream action plans, and liaising with internal and external partners</p>	3	Policy and Intelligence
9	<p>Senior Project Officer*</p> <p>Leads and manages delivery of a range of children and young Londoners projects, including the Young Londoners Fund</p>	2	Programmes
10	<p>Principal Policy and Project Officer</p> <p>Manages a mixed portfolio of research and policy development, and programme delivery, leading on the implementation of the New Deal for Young People mission; coordinates work across the GLA, the Mayor's Office for Policing and Crime, and wider partners to develop and deliver the New Deal for Young People mission</p>	1	Policy & Intelligence
11	<p>Senior Manager – Partnerships, Engagement & Comms</p> <p>Leads the partnerships, engagement and comms team; champions and coordinates young people's engagement in London's Recovery Programme, GLA Group and wider policy and programmes; leads and oversees the Children and Young Londoners Stakeholder Engagement, Advocacy, Campaigns and Communications Strategies</p>	1	Partnerships, Comms & Engagement
11	<p>Senior Manager – Policy and Intelligence</p> <p>Leads the policy and intelligence team, leading and overseeing research, policy development and advocacy to address specific priorities for families, children and young people, including those in the London Recovery Programme</p>	1	Policy & Intelligence
11	<p>Senior Manager – Programmes</p> <p>Leads the programmes team, and scoping and commissioning of new projects and programmes, including those related to the London Recovery Programme; leads and oversees a complex portfolio of programmes from project development through contracting to closure and evaluation</p>	1	Programmes
13	<p>Head of Children and Young Londoners Team</p> <p>Provides strategic management and oversight of all policy, programme, partnership and engagement work, responsible for budget setting, workforce planning and performance</p>	1	Leadership

	Total	17	
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** These posts have grades and job titles that are the same as in the current structure, as these remain appropriate. However, the job profiles will have significant differences in ways of working. The Team Apprentice is not in scope for the restructure.*

6. Consultation Process

- 6.1 Every member of staff affected will be offered an individual consultation meeting with the Assistant Director (or another appropriate member of the management team), and an HR colleague as part of the restructure process, working within the parameters of the Organisational Change Policy. Staff will have an opportunity to learn more about posts in the proposed structure to help them respond to the consultation. It is not anticipated that there will be any compulsory redundancies as a result of this restructure. Grades are, at this stage, indicative, subject to completion of job evaluations.
- 6.2 Staff will be invited to send comments during the consultation process itself direct to the Assistant Director and the HR lead. These will be considered throughout the consultation period. Comments gathered through individual consultation meetings will also be collated, subject to staff agreement, as part of this process, as will any comments and feedback from Unison.
- 6.3 We know that organisational change can be unsettling and difficult for staff. As the majority of the workforce are currently working remotely, we want to ensure that we are offering appropriate support during this period of change. Additionally, we will discuss with Unison the best way to consult and provide support in the current circumstances. We will ensure staff are assured that the Employee Assistance Programme is available to provide a range of information, advice and support on home and work matters. It is confidential and no personal information is shared with the GLA.

Date	Action
Friday 2 nd July	Consultation period commenced (30 days), following announcement to all staff
From Friday 2 nd July to Monday 2 nd August	Individual staff meetings between the Assistant Director, Senior Managers, HR and affected staff
From Friday 2 nd July to Monday 2 nd August	Consultation with Unison
Thursday 22 nd July	Proposal presented at Oversight Committee
Monday 2 nd August	Consultation end date and deadline for all responses
The implementation timeline will be confirmed following the completion of the consultation period, when the future structure is confirmed	

7. Legal Implications

- 7.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service (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)).

- 7.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 7.3 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).
- 7.4 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.
- 7.5 The proposals set out in this paper 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). The paper seeks to consult the Assembly (via the Assembly's staffing committee, the GLA Oversight Committee) in line with the requirements set out in the Staffing Protocol.
- 7.6 The GLA should follow its Organisational Change Procedure in dealing with this restructure. If any employees are made redundant, the GLA's Compensation Payments Policy may apply.
- 7.7 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.

8. Legal Implications

- 8.1 The approved 2021-22 Education and Youth Team's staffing budget was £1.218m for a total of 20 posts.
- 8.2 The new restructured Education and Youth Team's budget requirement is £1.126m for a total of 18 posts.
- 8.3 The revised staffing budget for 2021-22 is £1.172m. This is based on six months' budget for the team under the current structure of 20 posts, and six months' budget under the proposed restructure of 18 posts.
- 8.4 Subject to consultation and formal job evaluations, the overall proposal would result in savings of £46,000 for 2021-22.

Team	Staffing budget as approved by 2021-22 budget process	Revised staffing budget for 2021-22	Net savings
Education and Youth	£1,218,000	£1,172,000	£46,000

- 8.5 As this proposal includes the deletion of posts on the GLA establishment, redundancy and pension costs may become payable by the GLA. At this stage, such costs cannot yet be

quantified as staff affected will be going through the Authority's Organisational Change procedures. In the event these costs become payable, they will be contained within the Authority's existing revenue budget provision and will be subject to further approval via the Authority's decision-making process.

List of appendices to this report:

Appendix 1 – Proposed Children and Young Londoners Team Structure

Appendix 2 – Current Education and Youth Team Structure

Local Government (Access to Information) Act 1985

List of Background Papers:

None

Contact Information

Contact Officer:	Jazz Bhogal, Assistant Director, Health, Education and Youth
Telephone:	07596 247919
E-mail:	jazz.bhogal@london.gov.uk

GLA Education & Youth Team Restructure - September 2021

CONSULTATION OUTCOME

INTRODUCTION

- 1) The past year has seen significant changes to our external and internal context. We have a new manifesto for the Mayor's second term of office. These Mayoral ambitions are set in the context of London's recovery from a pandemic that widened existing inequalities and deepened challenges for children and young Londoners. Last year's budget also reflected changes required to meet both the challenges and opportunities of London's recovery from Covid and the financial pressures associated with the pandemic. The new Mayoral term has also brought a renewed focus on the role of the GLA and how we can best add value and support the Mayor to achieve his priorities. This context has led to a set of organisational changes across the GLA, including the Communities and Skills Directorate. The Education and Youth team restructure is taking place to respond to these drivers of change.
- 2) The team restructure is therefore taking place to revise the team's functions – including changes to roles, structures and grades - to better support Mayoral priorities for this Mayoral term and beyond, in the context of the changes above, building on the excellent track record of the team's programme delivery and stakeholder engagement. The shift includes going beyond current programme delivery work to working more strategically through partnerships and convening.
- 3) In particular, the team is being re-designed to focus its delivery against four key priorities:
 - Support the development and delivery of the New Deal for Young People (NDYP) mission as part of the London Recovery Programme. This includes strategic and engagement support for the Director of the Violence Reduction Unit in her role as Senior Responsible Officer for the Mission's delivery, as well as effectively delivery of GLA activity in support of the mission (including the Young Londoners Fund) to maximise impact for young Londoners.
 - Support the Mayor and the deputy Mayor for Education and Childcare in their leadership role working strategically with local, regional and national partners to improve outcomes and reduce inequalities for children and families in the capital, with particular focus on reducing the attainment gap, improving health and wellbeing outcomes and actively promoting equity and inclusion for children and young Londoners
 - Provide policy expertise and leadership across the GLA, and continue to work in a coordinated way across the GLA Group, to ensure that the wider work of the organisation and the Mayor effectively meets the needs of London's children and young people; and
 - Ensure the voice and views of children, young people and their families are at the heart of the GLA and GLA Group's work on these issues, working with partners to ensure that the same is true of the Recovery Programme.
- 4) This will significantly change the way the team currently works within and beyond the GLA. In the short term our work on the Mayor's flagship youth programmes will continue, but in the medium and long term we will be shifting towards greater strategic partnerships and less direct delivery. The shift will also include broadening the team's policy and programme function in education and childcare, to take a more strategic approach to improving outcomes across the board for London's children and their families.
- 5) The team will continue to work with regional local and national partners such as schools, local authorities, the NHS, communities, national Government and expert bodies, but the nature of that work will be even more collaborative, working in partnership towards shared objectives such as through building alliances to achieve city-wide outcomes. The team will focus even more on how

the convening power and strategic leadership of the Mayor and GLA Group can be used to realise greater ambition and integration across partners' objectives for children and young Londoners.

- 6) Therefore, this consultation on the proposed restructure of the team has been an important step in re-shaping and planning for the future of the GLA's role in improving outcomes for children and young Londoners and their families.

OUR CONSULTATION

- 7) The Consultation on proposals to restructure the Education & Youth Team closed on 2 August 2021 after a consultation period of 30 days. This was preceded by an informal period of engagement with the Team on the role and purpose of the team going forward in light of the changes set out above.
- 8) This document provides the response to the consultation by:
- Setting out our **future team structure** including confirming our **new team name**;
 - Clarifying the formal **Job Descriptions and their indicative grades**,
 - Clarifying the **process for implementation**.
- 9) Draft Job Descriptions are shared alongside this document. These JDs are yet to be evaluated by a Job Evaluation Panel, so any grades are indicative until the job evaluation panel determines the grade. Staff will be able to feedback any significant comments before they are issued as final versions with grades confirmed.

Purpose of the consultation

- 10) Our consultation aimed to gather views and responses from the Education & Youth Team, from union colleagues, The Deputy Mayor for Education & Childcare, Director of the Violence Reduction Unit and the London Assembly via the Oversight Committee to proposals designed to re-set the team's focus and become the Children & Young Londoners Team.
- 11) The consultation sought feedback in general and specifically on three questions:
- What are your views on the proposed structure considering our aim to ensure that the team is positioned to meet the overall objective of operating more strategically, focusing on system leadership, and delivery of our programmes?*
- Do you have any comments on the content of individual job roles proposed (in the context of our aim to create a more strategic, and agile team)?*
- Do you have any comments, views or concerns about the process we have set out explaining how we propose to fill roles in the new structure?*

Consultation methodology

- 12) The consultation included the following ways for staff to provide feedback;
- The formal response to the consultation from Unison on behalf of the whole team, based on the feedback from staff in dedicated workshops that they kindly hosted and facilitated, and from their broader, much welcomed, staff engagement work.
 - A 'Jamboard' was set up providing an anonymous and open space for people to give feedback on the proposed questions listed above as well as take the opportunity to raise other issues in relation to the restructure.
 - Every team member was offered a personalised consultation conversation with the Assistant Director for Health Education & Youth (AD-HEY) and a colleague from HR, where they had an opportunity to explore how the proposed restructure affected them, give direct feedback, explore in more the detail some of the job profiles of particular interest and where people

wanted, to discuss and get advice on their personal circumstances as they considered their choices and next steps. In total 12 staff requested a face-to-face session with the AD-HEY and HR colleagues and some were accompanied by someone they chose to support them directly, usually a Union representative.

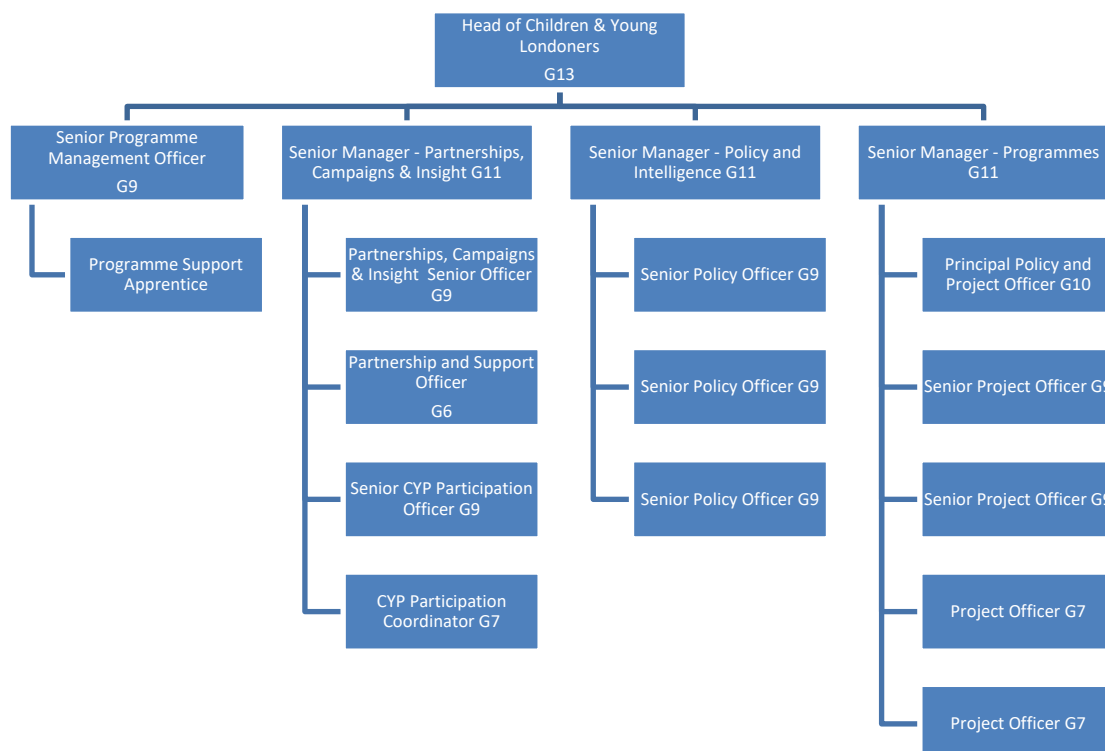
- The Head of Education & Youth and other members of the Management Team also relayed feedback to the AD-HEY that had been shared with them directly, taking care to ensure confidentiality and anonymity. This was largely on an ad hoc basis and often received in Senior Management Team meetings and line management 1:1s.
- Direct feedback to the email address set up especially for the consultation – education&youthconsultation@london.gov.uk. In addition, feedback direct, by email, to the AD-HEY was received in small numbers, but which provided considerable depth of thinking with excellent suggestions, and included specific questions related to people's personal circumstances which were responded to direct with those individuals.

- 13) The overall approach was set out in a paper submitted to the London Assembly's Oversight Committee for discussion on 22nd July. The Committee's feedback is reported in the section below, but it's important to note that senior leadership and Oversight Committee endorsement of the proposals were and remain subject to business need and staff consultation.

The Proposed Structure

- 14) The revised team structure is presented below, with the existing team structure included at Annex A for reference.
- 15) Given the changes to our team's scope, we will be known as the **Children and Young Londoners Team** from now on and is designed to follow the functions we agreed in the summer.

GLA Children & Young Londoners Team



CONSULTATION FEEDBACK

- 16) Taken together the feedback received has been considerable, with several themes emerging under each of the three key questions we consulted on. The following section responds to these key themes.
- 17) The Education & Youth Team's overall response to the proposed structure was broadly supportive, with people welcoming the move towards more strategic ways of working to meet our longer-term goals. However, staff have also found the length of time taken to reach this point in the team restructure to be an additional stress, particularly at a time when the team were also dealing with the impact of the pandemic and the difficulties of working from home.
- 18) In particular there were delays to being able to provide the team clarity on some key questions including the scale of the reduction in numbers of posts for the team and clarity on the team's priorities. These delays were due to the team consultation running in parallel with changes emerging from the Mayoral election. This delay meant that many staff have found the consultation process drawn out and unclear and as a result very stressful.
- 19) These concerns have been heard loud and clear and, as a result, we will be putting in place a bespoke Learning & Development support package which is outlined in more detail in the 'Learning, Recovering and Moving Forward' section below.
- 20) The following section sets out issues that were raised by staff both directly and through the feedback received via Unison in response to the consultation's three broad questions. In addition, as the delivery priorities for the team have become clearer over the summer following the Mayoral election, the functions of some roles in the team have been reviewed and revised to ensure we have the right roles to deliver these priorities. Thus, we have taken on board the views of staff and Unions and have continued to take on board the emerging policy objectives for the GLA and the Mayor following the election as feedback within this consultation period.
- 21) The next section after this, provides the way forward for implementation including the overall timeline for next steps and then begins to consider and invites the team to give views on how we recover, learn lessons, transition to our new team structure roles and responsibilities, and to plan how we can move forward with purpose and positivity.

Consultation Feedback

ISSUES RAISED	RESPONSE
<i>QUESTION 1: What are your views on the proposed structure considering our aim to ensure that the team is positioned to meet the overall objective of operating more strategically, focusing on system leadership, and delivery of our programmes?</i>	
How the new proposed structure will avoid the creation of a new set of silos.	<p>The design of the new team has built in ways to avoid creating new silos through re-setting the team based on the functions we perform to achieve the Mayor's objectives for children and young Londoners. As we move to a more strategic function within the GLA, we will need greater cross-team working both within and beyond the Team, providing oversight across the collective effort of all partners interested in improving outcomes.</p> <p>Each sub-team's work will be interdependent with other teams, across the GLA and with our partners, with Senior Managers providing co-ordination and supporting agile working across teams. The Senior Programme Manager's role will be to support the G13 and Senior Managers to enable agile and matrix working by maintaining team-wide oversight of work plans and ensuring that the right input from across the team is brought together for each task within the workplan.</p>
The lack of clarity on the rationale for a reduction in the size of the team.	<p>This issue was a cause of considerable concern, which we apologise for. The purpose of the restructure is to implement necessary structural changes to deliver against the Mayor's manifesto pledges within GLA's budgetary constraints. However, the restructure was already being discussed before clarity on the size of the team was confirmed through the budget process. The clarity resulted in being able to limit the number of post reductions to two and for this reduction to be absorbed through staff turnover. However, this delay in sharing this clarification caused significant uncertainty, which was unfortunate and which we have learned from so that it can be avoided in future restructures at the GLA.</p> <p>Recognising the impact that the restructure has had on the team, we will be putting in place a bespoke Learning & Development support package which is outlined in more detail in the 'Learning, Recovering and Moving Forward' section below.</p>
What each of the sub-teams will do and whether they will have sufficient resources to do it. Concerns related to the impact of a smaller Programmes	The proposed changes to the structure and size of sub-teams reflect our evolving role. The focus of the team is shifting from direct delivery of programmes to more strategic partnership work.

ISSUES RAISED	RESPONSE
<p>Team to deliver the current volume of youth projects, moving to a broader array of policy areas to focus on as we potentially broaden the scope of the team.</p>	<p>The Partnership, Campaigns and Insights sub-team will support the Mayor in his system leadership role, including through the New Deal for Young People mission, and through support for the Deputy Mayor for Education and Childcare to play a strategic convening role in support of their portfolio. The team will convene partners (statutory and non-statutory) and ensure the voice of young London inspires and influences whole-system approaches, working with recovery missions as appropriate.</p> <p>The Policy & Intelligence sub-team will provide a hub within the GLA for strategic policy expertise on children and young people. The sub-team will provide policy and intelligence support across early years and school age groups, working closely with partners across London, nationally and locally. The team will also maintain a strategic overview of the Mayor's manifesto commitments that affect children and young people wherever they may be led across the GLA under three broad themes; child health, equity and inclusion and closing the attainment gap.</p> <p>The Programmes sub-team will continue to deliver the YLF programmes and will in fact take on other programmes aligned to the delivery of the NDYP Mission. Whilst the work required will move on from the most intense elements such as running grants processes and programme initiation, we will continue to monitor and guide delivery of the current suite of funded programmes directly from our team, but part of this will be to guide grantees to move these projects on or to close. At the same time, the Programmes sub-team will be taking forward discussions with partners to create a collaborative fund to support young Londoners, with Team members shifting towards more strategic ways of working. In order that we have enough capacity in place to deliver these plans, we will move the G10 Principal Policy & Project Officer from the Policy & Intelligence Team, to the Programmes Team.</p>
<p>How the new Senior PMO role would operate and co-ordinate the team's work, especially if the role is based outside the sub-teams.</p>	<p>The Senior Programme Management Officer (Senior PMO) will report directly to the Head of Children & Young Londoners and will have a team-facing hands-on role in co-ordination of people and resources across delivery of the teams' workplan. This role is distinct from the more outwards facing delivery function of the Programmes Team.</p> <p>The creation of a new Senior Programme Management function is designed to monitor and manage the team's overall workload. The role will do this by supporting the Head of CYL and the Management Team to prioritise and plan our work, create greater cross-team working to avoid siloed working and co-ordinate our corporate and business performance reporting.</p>

ISSUES RAISED	RESPONSE
	<p>The Senior PMO will introduce a more transparent and systematic mechanism for prioritisation and a clear framework for programme management using appropriate project tools to capture and co-ordinate delivery of the whole team's priorities.</p> <p>Working as part of the Management Team the Senior PMO will support greater agility across sub-teams so that we can deal with high peaks of work in a more planned way, whilst maintaining each team's focused areas and policy expertise.</p>
<p><i>QUESTION 2: Do you have any comments on the content of individual job roles proposed (in the context of our aim to create a more strategic, and agile team)?</i></p>	
<p>The grade average of the team would increase as a result of the proposed new structure, with too few roles and opportunities for grade progression for those in junior posts.</p>	<p>With the focus on creating an efficient way to deliver business, a strong rationale remains for including roles in the newly restructured Children and Young Londoners team at more senior grades so that we have the capability to operate more strategically, whilst maintaining a relatively large team for the direct delivery of our continuing programmes. This has meant that we have had to make decisions on the balance of grades across the team and we will have fewer roles at entry level and early career grades in the team. That said, the team will maintain an Apprenticeship position working to the G9 Senior PMO, and continue to support our Peer Outreach Workers to work in an associated capacity within the team</p> <p>It's also important to note that the Children and Young Londoners Team is part of a wider Unit (along with the Health & Wellbeing Team) and as part of the Communities & Skills Directorate, where there are a broad range of job roles and grades. As a result, there are opportunities for staff to consider early career progression and promotion beyond the team, building on a specific children or youth policy environment, as well as continuing to work in roles we will have in the CYL Team.</p>
<p>Consolidating line management responsibilities at sub-team senior management level would result in fewer opportunities to gain line management experience at earlier stages in people's career progression.</p> <p>Staff wanted to understand the corporate directive or policy position on spans of line management.</p>	<p>The proposals to amend line management arrangements were designed to respond to challenges we face organisationally as a result of high numbers of individuals who hold line management responsibility. GLA data in late 2020 shows that c. 400 GLA staff are managers, with c. 120 of those individuals managing just one individual. This can make it challenging to ensure that we train and support all our line managers adequately to give the best experience to individuals.</p> <p>Reducing the overall number of line managers would help us respond to concerns that UNISON and our staff networks have raised regarding inconsistent application of HR policies and also responds to</p>

ISSUES RAISED	RESPONSE
	<p>a strong evidence base¹. As a result, HR asked that all restructure proposals should comply with the key design principle of removing or minimising 1:1 reporting lines wherever possible.</p> <p>The HR Director's letter to Unison that sets out these expectations is attached at Annex B.</p>
<p>Conversely, 'grade-ism' was also raised as an issue of concern by some staff – typically in more junior roles, concerned that their access to senior colleagues and high-profile opportunities was often given to line managers, and there was a perception that managers didn't trust more junior staff to deliver.</p> <p>Some also felt that the quality between different line managers varied, even within sub-teams with knock-on effects for junior staff's line management and personal development.</p>	<p>Yes, we are committed to ensuring opportunities are shared widely across the team and that line management quality is improved to ensure all team members are line managed well. Our move to a more strategic and agile way of working across broader policy portfolios means that Senior Managers will need to support and steer their teams as a whole. This will include demonstrating competent and inclusive leadership – built around line and team management - that builds greater collaboration, transparency and teamworking regardless of grades.</p> <p>At the same time, we want to make sure people can develop and demonstrate strong, inclusive leadership skills at whatever grade they are and build experiences they can use to demonstrate leadership and management competencies. This can be achieved in several ways including:</p> <ul style="list-style-type: none"> • Matrix and agile working involve cross-team project working that will require leadership and project management from any member of staff, not just Senior Managers. They will have the opportunity to set direction, provide leadership and coach colleagues in delivery of project objectives. • Everyone should have the opportunity to take part in supporting colleagues' personal development through mentoring and reverse mentoring, getting involved in team development activities, being active in staff networks and such. • As part of the wider Unit change programme, the aim is to focus on talent development for all staff as part of everyone's Personal Development Plans. People will be encouraged to be proactive and include leadership development as a personal objective in their PDPs supported and enabled through dedicated time with line managers to discuss career and talent development.

¹ <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/us-spans-and-layers-for-the-modern-organization-2020.pdf>
<https://www.mckinsey.com/business-functions/organization/our-insights/how-to-identify-the-right-spans-of-control-for-your-organization>
<https://hbr.org/2005/07/designing-high-performance-jobs>

ISSUES RAISED	RESPONSE
<p>Why we had not consulted on draft full Job Descriptions and instead on the job profiles included in the consultation document.</p>	<p>The rationale for not sharing formal draft JDs and, instead, sharing job profiles was to allow for greater flexibility on which roles would be situated across the wider team, and to try not to limit the opportunity to think very differently about the purpose and function of new roles.</p> <p>Job profiles included the objectives for each role including the competencies expected at each indicative grade, and feedback on these profiles was used to create the formal draft Job Descriptions shared alongside this report.</p> <p>These are shared with the team whilst they are undergoing their job evaluation by HR and Unison colleagues in the spirit of transparency. Staff will have an opportunity to raise any substantial concerns or comments and we will do our best to take them on if possible, however they will be limited and, on a case-by-case basis.</p>
<p>Why are all roles in the team affected by the changes; what about assimilating roles?</p>	<p>An assessment of how similar new roles are to current roles; i.e. what roles could be assimilated, was done by the AD-HEY with advice from HR using the guidelines set out in the Organisational Change policy. Using these guidelines, we found there were no roles that could be assimilated.</p>
<p>Clarity on policy priorities for the Mayor in relation to children and young Londoners.</p> <p>Much of the team's feedback also supported the need to take a much stronger approach to equality diversity & inclusion, with particular action called for on tackling the impact of racism, supporting children and young Londoners with SEND and young people leaving the care system.</p>	<p>Throughout the consultation period, there have been ongoing discussions about the policy objectives for the Mayor in relation to children and young Londoners. In addition to the focus on young people through the NDYP Mission, three policy priorities have emerged for the CYL Team going forward: 1) reducing the attainment gap, 2) equity and inclusion and 3) health and wellbeing.</p> <p>Through the development of Job Descriptions, in particular in the Policy and Intelligence Team, we have identified the three G9 Senior Policy Officer roles which will work using matrix working principles and in an agile way to cover these three priority policies in tandem with our more traditional focus on age groups of early years, school-age children and young people.</p> <p>Whilst the three G9 Senior Policy Officer roles would have lead policy responsibility, it will be essential that all staff are supported to operate with a greater level of cultural competency and so an essential element of the transition phase following the restructure will include a priority for learning and development of the whole team including in building and growing our cultural competency so that equity and fairness is a golden thread that runs through the work of the whole team.</p>
<p>There was a suggestion that our Peer Outreach Workers should be consulted on the Job Descriptions for the Peer</p>	<p>That principle of engagement was welcomed and the AD-HEY presented the proposals being consulted on to POWs at one of their regular meetings. The proposals were largely supported by</p>

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<p>Outreach Team with the view that a team that aims to support young Londoners should be designed by young Londoners.</p>	<p>those who attended, with strong support for the prominence youth participation would have in the roles and functions of the Team going forward.</p> <p>Advice was sought on the role POWs should take in reviewing JDs especially for those in the Peer Outreach Team, with a decision taken to explain and consult on the youth engagement function of the team rather than individual draft JDs. This was to avoid any conflicts of interest that may arise (and any potential anxiety that might create for POWs) reflecting that most POWs were well known to the whole team and in particular people likely to express interest in the Peer Outreach roles and to ask them to review JDs would put them in an unnecessarily uncomfortable position.</p>
<p>The distribution of key centrally driven tasks such as routine reporting, MQs, drafting the Mayor's monthly report, WriteOns etc. These ranged from the need to consider how time-consuming and work-intensive these functions are, to making the distribution of these tasks fairer and not determined solely by grade.</p>	<p>Yes, we agree with this point. One of the first roles of the G9 team Programme Management Officer will be to review the team's processes and arrangements for supporting and delivering centrally driven functions. This, as part of the wider change programme, will be an essential element to refining and easing where possible the Team's workloads, to get a fair distribution of core functions across sub-teams and create greater efficiency in how these are delivered.</p> <p>Staff will be encouraged to contribute to the review. In the meantime, some key functions will remain assigned to the roles as set out in the job profiles we consulted on until that review exercise is complete to ensure continuity whilst we re-set these business-as-usual functions.</p>
<p>The designation of the G11 Policy & Intelligence role to lead the GLA's corporate Children's Safeguarding Policy.</p>	<p>There were concerns about this being added as a specific responsibility despite recent agreements that responsibility for what is a corporate policy, would be transferred, rightly to HR.</p> <p>This responsibility has been removed from the role's principal accountabilities and will become an accountability for a member of the HR team as they take up corporate responsibility for safeguarding.</p> <p>However, given the considerable experience and skill in the team, relevant staff may agree a continued role in providing advice and support to the HR team by including a corresponding corporate objective amongst their performance objectives.</p>
<p><i>QUESTION 3: Do you have any comments, views or concerns about the process we have set out explaining how we propose to fill roles in the new structure?</i></p>	
<p>If voluntary redundancy (VR) were an available proposition for staff, people</p>	<p>If anyone wishes to be considered for VR, they can request an estimate of benefits in accordance with the GLA's compensation payments policy by contacting the Senior HR Adviser. Requests for voluntary redundancy should be sent to the AD-HEY who will forward the request to the HRBP</p>

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asked what the process would be for VR to be considered.	<p>team, with a statement indicating whether they give their approval to the request. Decisions will be based on the skills and experience needed to fill jobs in the new structure.</p> <p>The final decision will be made by the Assistant Director of HR&OD in accordance with the GLA's Organisational Change Policy.</p>
How will the Eol process work for those on maternity leave or on long-term sick leave.	<p>The Maternity Leave and Pay Policy sets out the situation for employees on maternity leave during the Eol process. If someone on maternity leave selects a role at a grade they are already at, they will be slotted into that role, and it will not be included in the full batch of roles to be shared with the wider team</p> <p>If someone on maternity leave choses to express an interest in a post at a higher grade, they would need to interview for that post competing with others at interview. If they were successful in the higher graded role, we would make the other post available for the rest of the team to express an interest in.</p> <p>Staff on long-term sick leave will be contacted directly by the AD-HEY on a case-by-case basis.</p>
Rationale for a limit of two on the number of roles staff could express an interest in	<p>The number of roles staff could express interest had been previously set at two to try and simplify the process to fill roles in the new structure. However, given the overwhelming feedback to the consultation we have changed our position. It will now be possible for staff to express interest in up to four roles within the 5-grade range (two grades above and below the current grade plus roles at the staff member's current post).</p> <p>It's important to note that however many roles staff choose to express interest in, they will need to be happy to accept any of them, and so that's why we are not requiring anyone to list 4 roles if they don't want to. Staff could apply for only one role if they wished for example.</p>
Questions were asked on the sequencing of interviews and the broader interview process including potential for slotting in, and if people would be required to undertake more than one interview.	<p>We will sequence interviews hierarchically with those who have expressed interest in the G13 and G11 roles being interviewed first so that we are able to ensure the rest of the interviews are chaired by those who will line manage their teams. At this point in the process, we will also know if roles ringfenced for those on maternity leave can be released for other staff to express interest in. Inevitably this may mean we need to adjust the process so that staff who would like to consider these roles can do so. However, we won't know if this will be needed until we get to this stage. Once we're clear on the roles that remain available, those who have only expressed interest in grades ten and below will be interviewed in order of the grades people have expressed interest in until everyone has been interviewed. Inevitably this means that more junior staff will have longer to</p>

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	<p>wait for their interviews and for an eventual decision. This isn't ideal but we will do all we can to keep any unavoidable changes and possible delays to the process to an absolute minimum.</p> <p>We only require everyone to undertake one interview. Staff will be asked a range of questions that will be pitched at the highest graded role that they have expressed an interest in.</p> <p>However, it will be important to remain flexible where it's not possible to easily move someone into a role of their choice. There will be ample opportunity for a conversation with the AD-HEY and with HR to consider options in this event this happens.</p>
<p>Several people asked if members of the team would have access to learning and development (L&D) especially if they apply for and are successful in getting roles requiring different skills to their own.</p>	<p>Yes, L&D for all staff especially for staff who may have moved grade, policy/subject area or function will be a high priority as we transition and move into new roles and ways of working. As people settle into their new teams Senior Managers will be supported to agree Personal Development Plans for their reports and sub-team development objectives.</p> <p>We have already begun considering the whole team development needs and where we can take opportunity to undertake learning as a Unit, especially on common objectives such as developing greater cultural competency and team re-building.</p> <p>The Unit Management Team will rightly take the lead, with staff input and engagement being key to the process.</p>
<p>Several requests were made that interview panels were made up of people who could be impartial to avoid any potential conflicts of interest.</p>	<p>Yes, we will work to ensure this is achieved. Interview panel chairs will be the line manager of the posts being interviewed for, along with up to two other panellists, with the aim that at least one comes from outside the current E&Y team.</p>

PROCESS FOR IMPLEMENTATION

22) Final draft Job Descriptions have been prepared and are shared alongside this response report. These are shared in final *draft* form so that you can review them informally and they are also available to our team members currently out of office, including those on maternity leave. JDs will be subject to Job Evaluation which will determine the grade for each post.

23) The high-level timeline (subject to possible minor changes) for the core stages of the process is:

1 October:

- This final report responding to the feedback received during the consultation will be sent to the Team and the Team Meeting on the day will provide an opportunity for staff to ask questions.
- We will share draft JDs with all team members so that are able to staff to see their final versions that will undergo Job Evaluations by HR and Union colleagues; therefore, grades are indicative at this stage.
- Staff on maternity leave will also be sent the draft JDs and they will have an early opportunity to review them and identify a role at the same grade as their current grade to be ringfenced. They will also have an opportunity to speak to the AD-HEY in advance of confirming their preferred role. Once JDs are evaluated, they will be asked to confirm their preference for the role they would like to be ringfenced.

8 October:

- We will release all remaining roles to the rest of the team along with the template for you to complete your Expression of Interest. On the same day, the AD-HEY will host a full team meeting to discuss the process going forward. ED-Communities & Skills and HR will also join.

25 October:

- Deadline for submissions for Expressions of Interest. This would also be the deadline for the submission of any formal requests for Voluntary Redundancy to be considered (see below).

w/c 1 November:

- Interviews will begin in this week and we will aim to have these scheduled a week in advance, so you'll have a reasonable amount of notice and time to prepare.
- Interviews will continue grade level by grade level, with any remaining vacancies to be advertised, including maternity cover roles as required.

1 December:

- Transfer date for all staff to their new job roles where they have been already notified of the outcome of their interviews. Whilst there will of course be a transition period as people move from old to new roles, people's new grades will come into force on this date. For anyone yet to complete their process, any confirmed grade change will be backdated to the same date.

Process for expressions of interest

24) The Expression of Interest (also known as letter of application) is a very light touch version of an application form that enables you to make one submission which can be considered for up to four posts at either your current grade or within two grades above or two grades below. You may have an interest in more than four roles, however in order that we are able to best manage the process we are asking you to limit your submission to your top four preferred roles so that the process is as fair for everyone.

- 25) Within the expression of interest, you should set out how you meet the key criteria for the most senior role you're expressing an interest in. This is an opportunity to demonstrate why you are a good fit for these roles.
- 26) Interviews will also be relatively light touch, with interview panels made up of people from outside the team, as well as line managers who will lead the panels. Interviews will be largely focused around five or six questions that give you the opportunity to demonstrate your competencies experience and skills.
- 27) Starting with the most senior level roles, as interviews conclude at each grade, we will inform successful candidates, and have follow up conversations with unsuccessful candidates about alternative roles they could be considered for ahead of the next grade group of interviews. We would appreciate staff keeping the outcome of their interviews at each stage confidential so that the final announcement can be made in one go at the end of the interviews rather than at each stage.
- 28) If candidates do not wish to accept a role offered to them as part of the interview process, we will then assess what other roles are suitable within the team.
- 29) Any requests for consideration of Voluntary Redundancy will need to be made at the same time as staff submit their Expressions of Interest. The AD-HEY must consider business need and team capacity requirements and so whilst of course the organisation can consider requests there are no guarantees that it would be possible to grant all requests. Further information is given in the responses table above under question 3.
- 30) We recognise that this is can be a stressful period and want to make sure that we offer you support as you complete your expression of interest and prepare for potential interviews. The AD-HEY will be very happy to speak with you to offer advice and to talk through interview techniques. If anyone would like interview practice/coaching they should contact the HRBP team and visit the GLA Intranet to find out about more L&D support for preparing for interviews.

Transition To New Roles and Functions

- 31) In the short term, transition to new roles will aim to work hand in hand with re-setting the team's ways of working internally and with our external partners. As we appoint people into the new structure we will need to plan and map transition people from their current to their new roles with timelines shaped by the nature of the work they may be standing down or handing over to others, and of the work they will be taking on.
- 32) In many cases this shift might seem relatively smooth with slight shifts to new ways of working on similar priorities and, as a result, transition could be relatively quick. In other cases, transition may be a much more significant shift, requiring staff to learn new policy areas, build new relationships with stakeholders as well as adopt new ways of working, requiring extended and closely planned transitions.
- 33) It will be important however, to have a clear and single date of the transfer of all staff from their current to their new designated posts. Of course, it would be impracticable to expect everyone to move at the same time for the reasons set out above, and there is the possibility that we may need to recruit to vacancies if any remain.
- 34) We'll have more clarity on the nature of transition, support for learning and development required for people once we've concluded the EoI process and clear what roles people are in. We will then help staff develop a more tailored L&D plan using the resources available within the GLA. Therefore, we are setting a **transfer date of 1st December 2021** by which time we expect to have concluded the EoI process and allow for the bulk of handover to take place. There may be exceptions which will be addressed on a case-by-case basis.

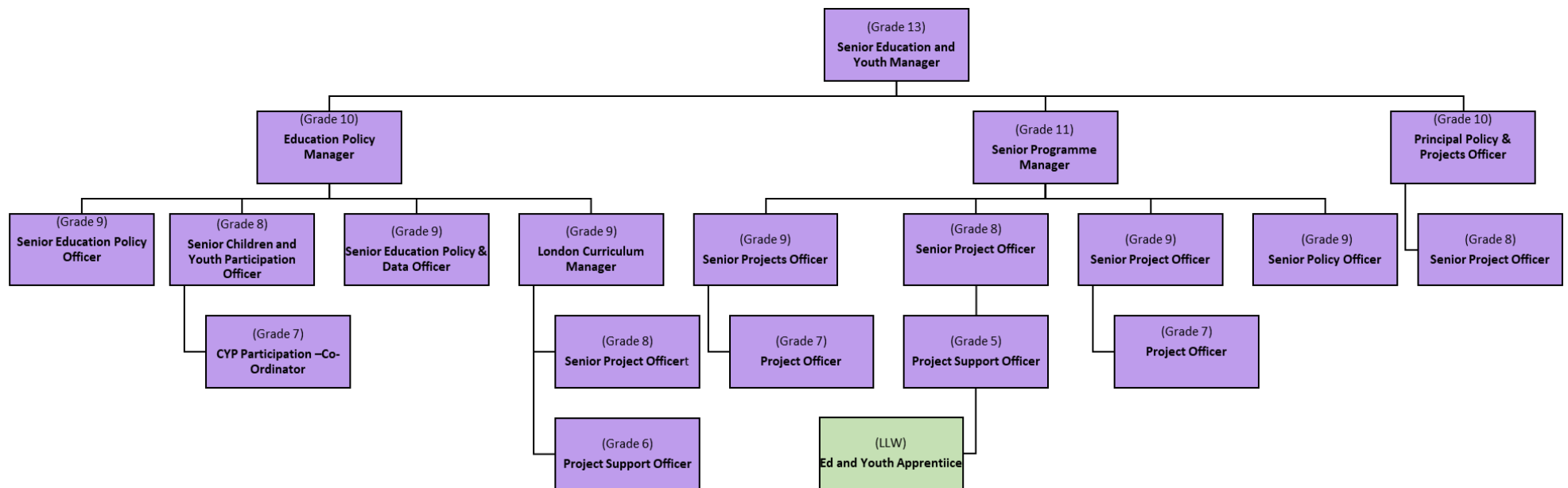
LEARNING, RECOVERING AND MOVING FORWARD

- 35) The feedback during the restructure was open and honest about the impact it had on all involved, as we move forward, we must learn lessons from the process, their impacts on the health and wellbeing of our colleagues and team members and additional work burden the restructure has placed on the team.
- 36) In response to feedback, a package of team development interventions will be implemented incorporating:
 - Ongoing career development support and opportunities to ensure that changes build on the existing skills of team members.
 - Support to re-build relationships and re-set confidence across the team and with team management, given concerns about raising issues directly with management.
 - Enhanced support to ensure the wellbeing of individual team members, given concerns about stress arising from the cumulative impact of the range of change staff have experienced.
- 37) Going forward we will work together to re-set direction and relationships with our partners and stakeholders and take forward a post-restructure internal and external communications exercise. A staff forum will be set up involving people from across the Team and at all grades to steer the transition for staff to new roles and ways of working with partners and across the team and sub-teams.
- 38) The Management Team will also continue to learn from our Unison colleagues using their insights from discussions with staff through the consultation phase as well as their own expert advice, experience and insights. We will consider the best ways to do that including through workshops and 'wash-up' sessions.
- 39) We will also undertake some dedicated and expertly facilitated team building activity both at CYL Team level and at Unit level, where there are the right opportunities to do so.
- 40) We will also seek opportunities to bring back more informal team sessions so that whilst staff are able to re-build and re-set working relationships following the restructure, we also take time out to recover from an unprecedented year, move to new ways of working, and settle into our new office space in Union Street.
- 41) The AD-HEY will set out more on ways staff can play an active role in how we as a team and as part of a Unit move forward refreshed and with confidence.

Annex A: Education & Youth Team Structure:

EDUCATION & YOUTH TEAM

Staffing April 2021



Annex B: HR letter to Unison regarding line management arrangements

HR & OD

Private and confidential

Pdf by email

City Hall
The Queen's Walk
London SE1 2AA

Our ref: SoC/Unison

Your ref:

Date: 2nd August 2021

Dear UNISON colleagues,

As you know, we have consulted on changes to line management arrangements (spans of control) within some recent restructure proposals. These proposals were included in order to respond to some challenges we face organisationally as a result of the high numbers of individuals who hold line management responsibility; our data from late in 2020 shows us that c. 400 GLA staff are managers, with c. 120 of those individuals managing just one individual. This is not in line with best practice and research (which indicates that a span of 5-15 people is optimal), and can make it challenging to ensure that we train, support and all of our line managers adequately to give the best experience to individuals. Reducing the overall number of line managers would help us respond to concerns that you, and our staff networks, have repeatedly raised regarding inconsistent application of HR policies.

In order to meet the aim of improving the consistency of line management, we have therefore asked that restructure proposals comply with the key design principle of removing or minimising 1:1 reporting lines wherever possible. We believe that this will result in a smaller cohort of line managers, who we are able to give clearer development, and direction in terms of our expectations of their approach to people management.

In the feedback received from recent proposals, it is clear that a number of issues have been noted by your members, and I thought it would be helpful to set out our stance in relation to our organisation position on this issue clearly in writing.

Concern raised	Response
This means one individual manages far too many individuals, and for specific and specialist roles it just isn't practical	CMT have been clear that ADs do have local flexibility, as long as their broad structures are in keeping with the design principles outlined. Apprentices are a good example of roles where we would anticipate a 1:1 reporting line given the nature of the role and the support required
We are being told only G10s can line manage in future	The design principles are grade agnostic; it is about number of reports, not grade
This disproportionately impacts BAME staff as they are more likely to inhabit the grades who may lose line management responsibility as a result of these proposals	We carry out individual EQIAs on each restructure, and will continue to work with REAG to support the development of BAME staff. Line management is just one route

	through which to develop, and we are, for instance, introducing further 'development roles' to span grades and give opportunities for talented individuals as a direct response to consultation feedback received.
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I hope that this helps to set out our position clearly; I am conscious that there may have been some confusion amongst your members. I know that Assistant Directors involved in the recent set of proposals are confident they have come to arrangements with which the majority of team members will be content.

I will be on leave for the majority of August, so in my absence please contact Alison Cubbins if it would be helpful to discuss further.

Yours sincerely,



Charmaine De Souza

Request for Head of Paid Service Decision CO-338

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

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

Decision Required

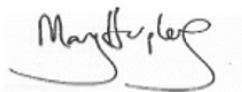
That the Head of Paid Service approves the extension of following fixed term posts:

<i>Job title</i>	<i>Grade</i>	<i>Duration of extension</i>
Programme Director	13	6 months
Programme Manager	10	6 months
Project Manager - City Lead	10	6 months
Communications Manager	8	6 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 28 December 2021

1. Staffing proposals

- 1.1 The Smart London Team, which is located in the City Intelligence Unit (CIU), has been delivering the Sharing Cities programme (approved by MD1574) since 2016. This large scale, European Union (EU) H2020, €24 million programme covers 34 partners across 6 countries, and the Greater London Authority is the lead partner of the programme.
- 1.2 The programme has delivered 30 different low carbon and digital infrastructure projects in the international cities of Greenwich, Milan, Lisbon, Warsaw, Bordeaux and Burgas over the past six years. This is a broad and complex programme with a number of high-profile, politically sensitive projects including retrofitting buildings (34 large buildings including public housing (over 200 apartments), private housing, schools and civic buildings including Lisbon's historic UNESCO City Hall), six types of electric mobility solutions (including 311 ev charging points, 2,800 e-bikes, 400+ e-logistics vehicles and 340 smart parking spaces), digital citizen engagement and behaviour change applications, smart street infrastructure (including over 2,400 smart lampposts), 3 city wide data platforms and 3 district energy management systems, all in different regulatory environments.
- 1.3 This request seeks approval for the extension of four fixed-term posts within the Sharing Cities (H2020) programme management office until the end of June 2022 (current end date is December 2021). In December 2020, the roles were extended by 8 – 10 months to December 2021 mainly due to delays arising from the effects of Covid-19, however further extensions are required to fulfil a number of vital new/existing work commitments and opportunities.
- 1.4 Closure of Sharing Cities**
- 1.5 The extension of these posts will allow for the full closure of the Sharing Cities programme to be undertaken. The extent of this work was not known at the time of the last extension request as the EC have only just finalised the reporting timelines for the final period, which were impacted by the delays to the programme's retrofit scheme in London and Milan. These two cities will continue the monitoring of their building retrofit work (to meet the requirement to monitor for a minimum of 12 months) into early 2022 which will mean final closure and payments will not take place until June 2022. The GLA, as the programme's coordinating and accountable body, manages the distribution of EC funds and is required to meet the EC's stringent reporting requirements. The tasks remaining are substantial and it would not be prudent to leave these tasks to officers who have not worked on the programme.
- 1.6 Digital London**
- 1.7 The Smart London Team have also been developing a large-scale smart-city programme for London that contributes to Mayoral manifesto pledges and builds on the success of Sharing Cities. As Sharing Cities draws to a close, it is imperative that we do not lose the large amount of expertise built up over the last 5 years in regard to the smart city marketplace and our understanding of how it can support London to transition to a green economy and recover from the impacts of COVID-19. Considering this, the Smart London Team have developed a concept for a programme with the working title of Digital London, which has been specifically designed to support the Mayor's ambition to deliver a Green New Deal for Londoners and to support London's economic recovery.

1.8 The concept was first developed in December 2020 with the consultancy Jacobs commissioned to conduct a feasibility study on this concept. Their report, and the associated engagement process, has demonstrated both a need and a strong appetite amongst investors and boroughs to engage in a programme such as this. We have received strong support for this concept from the government (DCMS, Innovate UK and the IPA), 9 boroughs, national bodies such as the Catapults and BSI and also the European Commission (EC). We are now in the later stages of developing the project proposal and putting together a partnership to help deliver this concept. The environment team have confirmed that they wish the programme to be part of the Green New Deal for Londoners portfolio of initiatives.

1.9 The extension of the four posts would provide sufficient time for the proposal to continue to be developed and to identify and secure long-term funding for the programme.

1.10 Horizon Europe funding

1.11 The EC have recently published the timetable for Horizon Europe funding calls and the large-scale communities and cities work programmes are due to be launched in September/October 2021, with application submission dates throughout January/February 2022. These have been delayed and at the point of the initial approval to extend the fixed-term posts in the PMO team, the expectation was that these calls would be launched in February/March 2021.

1.12 Horizon Europe will invest around €350 million in research and innovation actions linked to missions in areas like mobility, energy, urban planning in the period 2021-23. The UK is permitted to continue its participation in the Horizon Europe framework after a settlement was reached as part of the UK Withdrawal Agreement in December 2020. The UK and EU parliaments later ratified the agreement in January 2021.

1.13 The team is very well placed to develop a Horizon Europe Funding application. The success of the Sharing Cities programme has helped the GLA build a strong international reputation for delivering innovation programmes and the scale up activity that precedes them. Indeed, as a result of leveraging the €24m from Sharing Cities to secure over €260m in additional investment, the GLA is seen as a world leader in this area and there are many cities who wish to partner with us. Leveraging this and the key networks the Smart London Team have established will be integral in securing external funding for new flagship programmes that would maintain the GLA's involvement in pan European innovation programmes.

1.14 As a result of the above three reasons, the PMO function in the GLA will need to continue until June 2022. This will have an impact on staffing arrangements of four GLA posts. Details are provided below:

Job title	Grade	Start date	Current end date	Original Duration	Proposed new end date	Total duration of the post
Programme Director	13	03 May 2016	31 December 2021	5 years 8 months.	30 June 2022	6 years 2 months

Programme Manager	10	01May 2019	31 December 2021	2 Years 8 months.	30 June 2022	3 years 2 months.
Project Manager - City Lead	10	01 May 2016	31 December 2021	5 years 8 months.	30 June 2022	6 years 2 months.
Communications Manager	8	24 February 2020	31 December 2021	1 year 10 months	30 June 2022	2 year 4 months.

1.15 All four posts are integral to being able to operate an effective PMO, not only to fulfil all of our obligations under the GLA's Grant Agreement, but also to mitigate against the impact of the COVID - 19 pandemic on the programme's scale up objective to ensure greater city adoption of the measures successfully demonstrated by the programme. If these posts are not extended, then substantial elements of work including the GLA's responsibilities as the Sharing Cities communications lead, would be abandoned, or would need to be absorbed into existing posts elsewhere in the organisation.

2. Consultation

2 Consultation has been undertaken with the Assistant Director – Strategy, Intelligence and Analysis where the posts sit.

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

3. Table of changes

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

Permanent posts to be regraded	0	
Fixed-terms posts to be regraded	0	
Fixed-terms posts to be extended	4	

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?

4.1 This CO form is requesting approval for the extension of four existing fixed term posts for 6 months. The posts are working in the Smart London Team that is part of the City Intelligence Unit (CIU) and has been delivering the Sharing Cities programme (approved by MD1574) since 2016 and details of the reason for extending these posts to June 2022 has been explained above under section 1.

4.2 The table below details the cost of extending these posts for 6 months and how the costs span between 2021-22 and 2022-23. The costs are based on the post holders current spinal point with an increase of 1 spinal point from 1 April 2022 if they are not on top of their existing grade's spinal point and includes on costs. The cost of extending the posts for 6 months is proposed to be funded from existing City Intelligence budget for 2021-22 and 2022-23.

Job title	Grade/existing spinal point	2021-22 approximate costs (1 January)	2022-23 approximate costs (1 April)	Total (including on costs)

		2022 to March 2022)	2022 to 30 June 2022)	
Programme Director	13 Spinal point 64	£26,000	£27,000	£53,000
Programme Manager	10 Spinal point 48	£18,000	£18,000	£36,000
Project Manager - City Lead	10 Spinal point 49 0.6 FTE	£11,000	£11,000	£22,000
Communications Manager	8 Spinal point 36 0.6 FTE	£8,000	£8,000	£16,000
Total		£63,000	£64,000	£127,000

4.3 The posts will sit within the City Intelligence Unit in the Strategy and Communications Directorate.

4.4 The GLA will become liable for redundancy costs as 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 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 If the extension of these four posts results in any changes to the terms and conditions of employment of GLA employees, then the GLA will need to follow a proper process in order to make any such changes.
- 5.9 The HoPS has the power to make this decision.

6. Equalities considerations

- 6.1 The programme’s aims of introducing innovations in technology and improving the use of data are presenting new ways of meeting peoples’ needs in urban landscapes. These technologies have the potential to transform the efficiency of city operations; city-level decision making; and the relationships with people and businesses to improve sustainability; while at the same time addressing resource pressures faced by communities and authorities.
- 6.2 An increased emphasis on technological solutions can have positive impacts on people with protected characteristics. Green buildings and improved infrastructure will cut carbon emissions, and alongside information about NOx emissions will improve health outcomes for Londoners. Smart-parking, self-driving cars and e-bike services can specifically support people with certain disabilities, while access to shared vehicles can increase mobility for those on low incomes.

7. Appendices

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

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	
Assistant Director <u>Jeremy Skinner</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Soraya Ounssi</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 15 November 2021.	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Programme Director	13	13	003100	03/05/2016	30/06/2022	Extension
Programme Manager	10	10	004051	01/05/2019	30/06/2022	Extension
Project Manager - City Lead	10	10	003098	01/05/2016	30/06/2022	Extension

Communications Manager	8	8	004363	24/02/2020	30/06/2022	Extension
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Request for Head of Paid Service Decision CO-339

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-339	LUAR Project Officer	004438	27/07/2020	03/08/2022	03/08/2023	6	Helen Markides	Infrastructure Team	Yes	Existing	Extension of post by one year, in line with extension of external funding.
Good Growth	CO-339	LUAR Project Manager	004437	01/07/2020	01/07/2022	01/07/2023	9	Helen Markides	Infrastructure Team	Yes	Existing	Extension of post by one year, in line with extension of external funding.
Good Growth	CO-339	LUAR Senior Technical Officer	004436	03/08/2020	03/08/2022	03/08/2023	10	Helen Markides	Infrastructure Team	Yes	Existing	Extension of post by one year, in line with extension of external funding.
Good Growth	CO-339	Infrastructure Coordination - Development Lead	004547	18/09/2020	30/06/2022	30/06/2023	11	Molly Strauss	Infrastructure Team	Yes	Existing	Extension of post by one year, in line with external funding

Request for Head of Paid Service Decision CO-339

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

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

Decision Required

That the Head of Paid Service:

Approves the extension of the end date of four existing fixed term posts by one year:

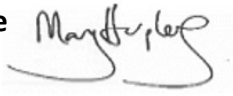
<i>Job title</i>	<i>Grade</i>	<i>Current end date</i>	<i>Proposed new end date</i>	<i>Total duration of the post</i>
<i>LUAR Project Officer</i>	<i>6</i>	<i>03 August 2022</i>	<i>03 August 2023</i>	<i>3 years</i>
<i>LUAR Project Manager – London</i>	<i>9</i>	<i>01 July 2022</i>	<i>01 July 2023</i>	<i>3 years</i>
<i>LUAR Senior Technical Officer</i>	<i>10</i>	<i>03 August 2022</i>	<i>03 August 2023</i>	<i>3 years</i>
<i>Infrastructure Coordination – Development Lead</i>	<i>11</i>	<i>30 June 2022</i>	<i>30 June 2023</i>	<i>2.5 years</i>

The three LUAR posts support the London delivery of the Cabinet Office's National Underground Asset Register project. They were approved as 2-year fixed term posts in CO-122, signed off in February 2020. The end dates were revised (although not extended) in CO-226 to accommodate a late appointment for all three posts, signed off on 21 October 2020. All 3 LUAR posts are funded externally via a grant from the Cabinet Office. The grant funding has now been extended to allow the GLA to continue to work on the project, signed off in MD-2876 on 30 September 2021. The MD included the need to extend the three fixed term posts by one year. All three posts will continue to be fully externally funded.

The Infrastructure Coordination – Development Lead post was established to launch one aspect of the Infrastructure Coordination Service (ICS) and was signed off through CO-207 in September 2020. The ICS has now received additional funding for a two-year Expansion Phase (MD-2735 and MD-2880). MD-2880 (signed on 30 September 2021) included the need to extend this post to match the duration of the Expansion Phase, consistent with all the other ICS posts. All ICS posts, including this one, will continue to be fully externally funded.

Head of Paid Service

The above proposal has my approval.

SignatureA handwritten signature in black ink, appearing to read 'M. J. P. S.', written over a light blue rectangular background.**Date 28 December 2021**

1. Staffing proposals

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

The Infrastructure team requests extensions for four fixed term posts following extensions to external funding for the GLA to deliver specific projects. The need for these post extensions was included in recent signed MDs, as below, and reflected in the recent HR exercise to determine next steps for all GLA fixed-term posts.

a) The GLA received approval to create three fixed-term posts to work on the London's Underground Asset Register (LUAR) pilot in CO-122. The project, part of the Cabinet Office's National Underground Asset Register, is creating a map of all underground pipes and cables in London to increase safety and efficiency of infrastructure works.

These posts were approved as fixed-term posts for a period of 2 years. Based on the success to date with the LUAR pilot and a similar pilot in the North East, the Cabinet Office has decided to progress with the build of a National Underground Asset Register (NUAR). The Cabinet Office recognise the unique role the GLA can play in the creation of NUAR and has awarded the GLA a new grant to continue working on the programme, approved in MD-2876. The GLA team will need to continue in post in order to deliver in line with the grant.

b) Separately, the Infrastructure Coordination Service has entered its second two-year phase of work—the Expansion Phase—with external funding approved in MD-2735 and MD-2880. The service improves how infrastructure is planned and delivered across London. The ICS Development Lead oversees a key aspect of the service, ensuring that our efforts unlock housing delivery by streamlining infrastructure connections. The post manages five Infrastructure Coordinators placed within boroughs. The post was originally established for 18 months and now needs to be extended by one year in order to align with the duration of the Expansion Phase, as approved in MD-2880.

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

Detailed discussions with the Cabinet Office have taken place to establish the GLA's delivery plans for the next phase of work on the National Underground Asset Register, including continued funding for these posts. The need for a one-year extension was referenced in MD-2876.

In-depth plans for the Infrastructure Coordination Service's Expansion Phase were reviewed by funders (the Lane Rental Governance Committee) and the Mayor's London Infrastructure Group prior to approval in MD-2735. These plans include continued funding for the ICS Development Lead role, and the need for a one-year extension was included in MD-2880.

2. Consultation

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

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

3. Table of changes

Posts	FTEs	Notes
Fixed-terms posts to be extended	4	<p>LUAR Senior Technical Officer (G10) and LUAR Project Officer (G6) end dates to be extended by one year to 03/08/2023.</p> <p>LUAR Project Manager (G9) end date to be extended by one year to 01/07/2023.</p> <p>ICS Development Lead (G11) end date to be extended by one year to 30/06/2023</p> <p>All posts are externally funded.</p>

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?

various

Expected end date?

various

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

2022-23	£ 188,000
2023-24	£ 78,000
Total estimated costs	£ 266,000

- 4.1 Chief Officer approval is being sought for the following: extension of 4 fixed term posts by a year as per the details noted. The posts will be funded in full by the grant confirmed from the Cabinet Office and the funding arrangements in place for the Infrastructure Coordination Service.
- 4.2 The additional cost for extending these posts will impact financial years 2022-23 and 2023-24. The total cost equates to approximately £ 266,000 (inclusive of on-costs and corporate charge where appropriate) as detailed below, based on current salary scales.
- 4.3 As these posts will be recruited to (or extended) on a fixed-term contract basis, the GLA may become liable for redundancy and/or pension capital costs if the appointee has on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated but in the event such costs do arise, they will be subject to further approval.

5. Legal comments

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

restructure; namely the creation or deletion of five or more posts within any one unit.” As set out above, the Assembly’s staffing committee is currently the GLA Oversight Committee.

- 5.5 The proposals set out in this Chief Officer Form do not fall within the definition of a ‘major restructure’ contained within the Staffing Protocol so do not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.6 However, paragraph 5.3 of the Staffing Protocol states that *“The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly’s staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them”*. Paragraph 2 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.
- 5.7 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


There are no specific equalities elements to address here, given the existing posts are already filled. If the posts become vacant, they will be recruited to in line with best practice around equality, diversity and inclusion.

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

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

Appendix A

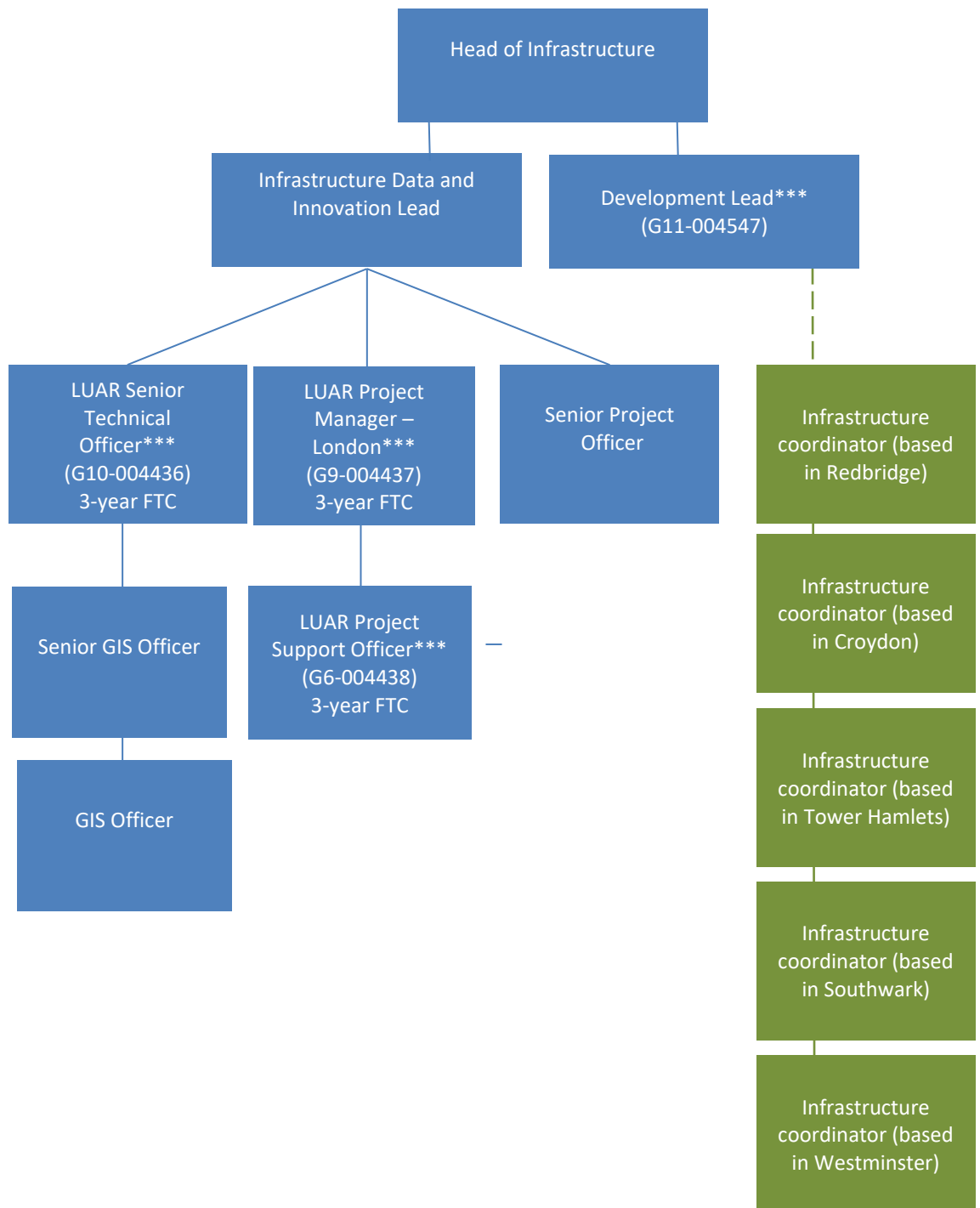
Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
LUAR Project Officer	6	6	004438	27/07/2020	03/08/2022	1-year extension
LUAR Project Manager-London	9	9	004437	01/07/2020	01/07/2022	1-year extension
LUAR Senior Technical Officer	10	10	004436	03/08/2020	03/08/2022	1-year extension
Development Lead	11	11	004547	12/2020	30/06/2022	1-year extension

Appendix B

Structure chart showing reporting lines and post reference numbers

Note only the four positions marked *** are in the scope for CO-339. Other positions included for context.



Request for Head of Paid Service Decision CO-340

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.
Planning	CO0340	Delivery Manager	GLA4164	01/01/2021	31/12/21	30/06/23	9	Lucinda Turner	Delivery	Yes	Existing (Extension to a fixed term post)	The post is leading a number of digitisation projects in the planning system, and will be funded through the projects for the delivery of a live SHLAA and 3D London, MDs for which are in progress

Request for Head of Paid Service Decision CO-0340

Decision Required

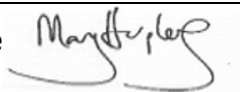
That the Head of Paid Service approves the extension of the following fixed-term post:

<i>Job title</i>	<i>Grade</i>	<i>Extension</i>
Delivery Manager	9	18 Months

Head of Paid Service

The above proposal has my approval.

Signature



Date ——— 28 December 2021

1. Staffing proposals

- 1.1 The proposal is to extend the existing fixed-term Delivery Manager post by an additional 18 months to facilitate the delivery of specific planning digitisation projects.
- 1.2 The purpose of this post is to project manage the delivery of planned digitisation projects and facilitate collaboration between the GLA and the boroughs.
- 1.3 It is proposed to extend the post so that the postholder can lead on the following two projects:
 - (1) The Strategic Housing Land Availability Assessment (MD2711)
 - (2) 3D London (MD to be confirmed)
- 1.4 The post is funded as part of the Core Planning staff budget.
- 1.5 This post was extended by 12 months in January 2021 to enable the planning team to work up the next stages of the digitisation of planning, which has now been done, and the two MDs above are in the process of approval. The post will be reviewed in 18 months' time to confirm whether this is still the best way to deliver these projects, or whether we need to pivot to an alternative delivery method.

Objectives and Outcomes

- 1.6 Government have confirmed a commitment to digitising the planning system, both to speed up the decision making process and to increase transparency in the system. This in turn will enable increased delivery of housing.
- 1.7 The GLA have taken leadership in this area, in London, with clear objectives of:
 - (1) Improving our Business Processes
 - (2) Improving Resident Engagement
 - (3) Improving Monitoring to increase Outcomes
 - (4) Increasing Delivery
- 1.8 The planning team have delivered a number of digitisation projects that have enabled London to lead in this area, and open up access to information and data for Londoners. These have included the Planning London Datahub, which incorporates data about all planning applications in London for the purposes of monitoring and provides data to many other users for planning services and industry; Planning Data Map, which provides spatial constraint data in a format that removes this being a barrier to entry into the planning system; Arcus, which changes how we engage with the planning industry for referable applications; and Planbase through the civic innovation challenge, which provides a 3D visualisation platform to enable consultation on developments.
- 1.9 The next big challenges we want to address in strategic planning are:
 - (1) Building a platform to enable boroughs, the GLA and other interested parties to build and monitor land supply models for both housing and employment land across the GLA area.

- (2) Building a platform to support a 3D model of London, which is accessible by Londoners, as well as enabling data to be accessed and downloaded by this industry to speed up innovation in this space.

This will enable the market to build digital tools at significantly reduced costs which will enable analysis and visualisations of developments, increasing access to data for Londoners and enabling a better understanding of both the impact of single developments as well as cumulative impacts.

This will be a first in the UK, following and building on experience from Cities across Europe and the World.

2. Consultation

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

3. Table of changes

Posts	FTEs	Notes
Delivery Manager	1	Fixed-term post to be extended for 18 months

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	G0310	Cost object (if different):	GP.0310.01
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Is post to be externally funded, in part or full (if yes, include details below)?	No
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Is the post full or part time?	Full time
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Is the post permanent or temporary?

Permanent

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: extension of a fixed-term Grade 9 post to work on delivering planning digitisation projects. The post will be funded by Planning Core staffing and budget is in place for the duration of 2021-22. The proposal for 2022-23 onward includes this post as part of the Planning establishment.

4.2 For the duration of the post, the total cost equates to approximately £93,000 (inclusive of on-costs) and will span 3 financial-years as follows, based on current salary scales:

2021-22	01/01/22 – 31/03/22 (3 months)	£ 15,000
2022-23	01/04/22 – 31/03/23 (12 months)	£ 62,000
2023-24	01/04/23 – 30/06/23 (3 months)	£ 16,000
	Total estimated costs	£ 93,000

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

5. Legal comments

5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:

- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
- make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).

5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.

5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).

- 5.4 Paragraph 5.1 of the Staffing Protocol says that, *“The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly’s staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit.”* As set out above, the Assembly’s staffing committee is currently the GLA Oversight Committee.
- 5.5 The proposals set out in this Chief Officer Form do not fall within the definition of a ‘major restructure’ contained within the Staffing Protocol so do not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.6 However, paragraph 5.3 of the Staffing Protocol states that *“The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly’s staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them”*. Paragraph 2 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.
- 5.7 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 If the extension of this post results in any changes to the terms and conditions of employment of GLA employees, then the GLA will need to follow a proper process in order to make any such changes.
- 5.9 The HoPS has the power to make this decision.

6. Equalities considerations

- 6.1 Under section 149 of the Equality Act 2010, the GLA is subject to a public-sector equality duty (“the Duty”) and must have ‘due regard’ to the need to (i) eliminate unlawful discrimination, harassment and victimisation; (ii) advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and (iii) foster good relations between people who share a relevant protected characteristic and those who do not. Protected characteristics under section 149 of the Equality Act are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status.

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
Delivery Manager	9	GLA	GLASTAF1092	31.12.21	30.06.23	Extension

Appendix B

Structure chart showing reporting lines and post reference numbers

8. Approval

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

Request for Head of Paid Service Decision CO-342

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	CO342	Principal Heritage Officer	TBC	ASAP			8/9	Lucinda Turner	Planning	Yes	New	Post required to support transformation of service provision around heritage and design (and reduce the cost of buying these services in).

Request for Head of Paid Service Decision CO-342

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

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

Decision Required

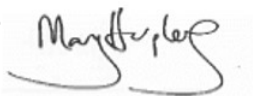
That the Head of Paid Service:

Approves the creation of a GLA permanent post of Principal Heritage Planner

Head of Paid Service

The above proposal has my approval.

Signature



Date 21 December 2021

1. Staffing proposals

The proposal is to create a new post of Principal Heritage Planner in the Planning Unit to be added to the current Development Management establishment.

The Unit is responsible for the delivery of the Mayor's statutory planning service and comprises the following teams:

London Plan and Growth Strategies Team, consisting of:

- London Plan
- Growth and Strategies

Development Management Team, consisting of:

- Development Management
- Viability

Delivery Team, Consisting of:

- Planning Support
- Data Team
- Project Team
- Communication

London's heritage assets and historic environment are irreplaceable and an essential part of what makes London a vibrant and successful city. They have local, national and international value and their effective management is a fundamental component of achieving good growth.

Designated heritage assets currently include four World Heritage Sites, over 1,000 conservation areas, 19,000 historic buildings, 150 registered parks and gardens, 160 scheduled monuments, and one battlefield. Non-designated assets include a broad range of features e.g. buildings of local interest, archaeological remains, canals, docks and waterways, and ancient woodlands.

In accordance with the Greater London Authority Act, and the Mayor of London Order, the Mayor is consulted on all planning applications that are of potential strategic importance to London, to assess their impact on London, with particular regard to the objectives of the London Plan. Many of these applications are, by their very nature, complex - with the potential to significantly impact on heritage (as well as a range of other matters). These matters must be balanced with the aims of delivering residential, commercial and other development across London.

Where the Mayor calls in applications for his own determination, he takes on all of the obligations of the Local Planning Authority, including all of the statutory duties under the Listed Buildings and Conservation Areas Act, which includes the obligation to consider the impact of the development on heritage assets.

Heritage is also key to the design and area-based planning process. Development Plans and strategies should demonstrate a clear understanding of the historic environment and heritage values of sites or areas. Furthermore, in our spatial development work we must ensure the effective integration of London's heritage in regenerative change and recognise and embed the role of heritage in place-making.

Principal Heritage Planner

Currently, however, there is no specific heritage expertise in the Planning Unit. We believe this brings planning and reputational risks as well as being poor value for money and are therefore proposing to create a new Principal Heritage Planner post for the following reasons:

Reputation and robustness of decision-making: it is specifically part of the Mayor's statutory planning role to properly consider heritage matters in making planning decisions. The Planning (Listed Buildings and Conservation Areas) Act 1990 provides the legal framework for the granting of planning permission in relation to heritage assets, and the Government has set out its planning policies for the historic environment and heritage assets in the National Planning Policy Framework (NPPF) and guidance notes. These are material considerations in relevant planning applications. Dealing with a planning application that affects a heritage asset or a listed building, conservation area or scheduled monument consent application is complex. There is a legitimate expectation that a planning decision-maker (and officers supporting the process) will not only be aware of the different rules but that these matters will be expressed explicitly within their reasoning. Due to the scale of the developments considered by the Mayor, most referable planning applications come with heritage considerations. These are left to case officers to address (unless we specifically buy in advice) leaving us potentially exposed. It is important to note that Historic England and other stakeholders have highlighted risks around our lack of in-house expertise and the creation of a Principal Heritage Planner post would provide that required expertise.

Financial and legal risks: Due to the lack of expert advice, there are also considerable financial and legal risks that arise, specifically around appeals and judicial reviews. Those risks would be mitigated with the creation of a Principal Heritage Planner post. This is particularly the case on Stage 3 cases where the Mayor becomes the Local Planning Authority. The implementation of the London Plan is under increasing scrutiny, particularly around tall buildings where there are often key heritage considerations. There are various recent high-profile cases where full and expert consideration of heritage was crucial, including the Tulip, Citroen Site and Mortlake Brewery. Whilst we work closely with Historic England and boroughs, this does not address the fundamental issues and limits the ability of the Mayor to make independent decisions and/or take a different view.

Value for money: in the last three years high profile schemes that affect the historic environment such as those listed above as well as Westferry, Kensington Forum, and Bishopsgate Goodsynd have particularly highlighted the lack of specialist heritage expertise within GLA Planning which the creation of this post seeks to address. As a result we have had to secure external heritage consultants and legal support to provide specialist advice. This is costly with spend exceeding £350,000 over the past three years (using monies from the central Smoothing Reserve). This is set against the annual costs of the proposed in-house capability of between £55,000-£66,000. The ongoing cost of this post has been factored into the Planning Budget, and would in real terms achieve an annual saving whilst also reducing risk to the organisation. Given the increasingly complex nature of heritage issues and associated scrutiny, we estimate that without in-house resource we would face ongoing costs in the region of £400,000 over the next few years. While we may still – by exception - need to secure some additional expertise, we would save a significant proportion of these costs with the establishment of this post.

Better implementation of the London Plan: both the NPPF and PPG emphasise the benefits of early engagement and the use of expert advice. Where the proposal is likely to affect the significance of heritage assets, applicants are encouraged to consider that significance early on and to engage in pre-application discussion with the local planning authority and their heritage advisers to ensure that any issues can be identified and appropriately addressed. It is not appropriate to engage external consultants for this service, so currently this is a significant gap for the GLA. The proposed post would have an important role in providing expert advice as part of our pre-application service, supporting the implementation of the London Plan. Internal resource is also important for policy development and area-based planning. The Mayor has committed (in the London Plan) to develop - together with Historic England and other partners - a London-wide Heritage Strategy, to support the capital's heritage and the delivery of heritage-led growth. Maintaining such resource internally is also good practice in terms of supporting the development of internal skills, independence and resilience. A previous successful six- month secondment of an Historic England officer to the Planning Unit highlighted the benefits of having a specialist heritage adviser working within the team and informed this proposal.

Financial Implications

It is envisaged the post will be an 8-9 career grade post with a salary range of £ 44,388 - £53,480 per annum (subject to job evaluation). The total estimated cost (with on costs) is £55,000 - £66,000. The current total permanent posts in Development Management is 24; this will increase it to 25.

The additional cost of this would be funded through Planning income and is already accounted for through the Planning Core Budget for this year and future years.

Other considerations

Mayoral strategies and priorities: the Mayor’s comments and decisions on referable planning applications is a key implementation tool of the London Plan. Pre-application advice is fundamental to the implementation of the Mayor’s London Plan which seeks to ensure that the city meets the challenges of economic and population growth with much needed housing and commercial floorspace along with other associating social infrastructure and transport infrastructure to enable the development.

Risk Management issues: regular monitoring of income will be necessary to ensure the costs of the post are covered and the income is spent within the Regulations associated with the Local Government Act.

Objectives and expected outcomes

The principal objective is to maintain an effective high-quality strategic planning service at a time of increasingly complex demands by ensuring there is appropriate heritage expertise to deal with pre-application advice and applications including call ins by the Mayor, as well as to inform policy and area-based work. The expected outcomes are:

- An enhancement of the technical expertise within Development Management and improved ability to deal with complex schemes and provide an effective pre-application service by having sufficient and appropriately skilled resources in place;
- Avoiding the risks associated with the current lack of heritage expertise by ensuring robust consideration and balancing of heritage issues with other objectives;.
- Better delivery of good growth in practice through the range of GLA’s planning work, including policy development, advice on local plans and area-based planning.

2. Consultation

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

3. Table of changes

Posts	FTEs	Notes
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Principal Heritage Planner	1	
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Details of all affected posts, including post reference numbers, are to be supplied in Appendix A

4. Financial comments

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 a Principal Heritage Officer post within the Planning Development Management team. This post will be a career-grade post and placing will depend on the skills and experience of the postholder.

4.2 This post will be evaluated as Grade 8-9 and annual costs based on current salary scales are detailed for both grades below:

Grade 8	£ 54,000 - £ 61,000
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Grade 9	£ 61,000 - £ 65,000
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4.3 This post is budgeted as part of the permanent Development Management team in 2021-22 and subsequent years. Development Management budgets include income from application fees and recoveries.

5. Legal comments

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

- 5.7 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant post.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

Under section 149 of the Equality Act 2010, in making these decisions “due regard” must be had to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not. Protected characteristics include age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender, sexual orientation (and marriage or civil partnership status for the purpose of the duty to eliminate unlawful discrimination only). In this instance the proposals are not expected to have any impacts on those with protected characteristics as distinct from anyone else.

7. Appendices

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

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

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

Titles of any other Appendices

8. Approval

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

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
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Principal Heritage Officer	Anticipated 8/9				Creation
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Appendix B

Structure chart showing reporting lines and post reference numbers

Request for Head of Paid Service Decision CO-344

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

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

Decision Required

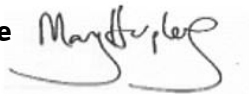
That the Head of Paid Service approves the conversion of the following existing fixed term post to an established permanent post:

<i>Job title</i>	<i>Grade</i>	
Executive Assistant	7	

Head of Paid Service

The above proposal has my approval.

Signature



Date 26/11/2021

1. Staffing proposals

- 1.1 The Executive Support Team was set up on 01 May 2021 as a new structure with new ways of working. It was decided that as the structure was untested, and to support the management unit in the first year of the new structure, the two Executive Support Managers (ESMs) would support one Principal each. This would enable the ESMs to use their time assisting the Head of Executive Support in the leadership of the team, supporting one Principal each and supporting their direct reports in their new posts and new ways of working. A G7 fixed-term Executive Assistant (EA) post was added to the structure, supporting the two Principals to accommodate this. It has become clear over the past 6 months that the main structure works well as it is. The management unit is constantly under pressure to carry out leadership and management functions and the two ESMs have no capacity to support more than one Principal.
- 1.2 As a result, it is proposed to convert the EA fixed-term post into an established permanent post in the Executive Support Team

Job title	Grade	Start date	Current end date	Original Duration	Proposed date for post to be converted to an established permanent post	
Executive Assistant	07	01 May 2021	22 April 2022	1 year	06 December 2021	

2. Consultation

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

3. Table of changes

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

- 4.1 This CO form is requesting approval to convert Executive Assistant grade 7 post (4720) from fixed term to permanent. The cost of the post on the 1st spinal point including on costs is approximately £51,000 per annum at 2021-22 salary budget. This cost is proposed to be funded from Core CMT staffing budget and to be agreed as part of future budget setting process.
- 4.2 The post will sit within the Executive Support Team in the Chief Officer's Directorate.
- 4.3 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

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 proposal set out in this Chief Officer Form to convert a fixed-term post to a permanent post (which involves deleting the fixed-term post and creating a new permanent post) does not fall within the definition of a 'major restructure' contained within the Staffing Protocol so does 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 GLA will need to follow a proper process in order to convert the posts from fixed-term to permanent because conversion could be seen as a dismissal and will involve a change to the terms and conditions of employment of the affected employees.
- 5.9 The HoPS has the power to make this decision.

6 Equalities considerations

- 6.1 The appointment of the Grade 7 Executive post will be recruited in accordance with Human Resources Recruitment and Selection policy to ensure a fair and transparent process.

7. Appendices

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

8. Approval

	<i>Tick to indicate approval</i>
	✓
Executive Director	N/A
Assistant Director	N/A
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team 20 December 2021	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	7		004720	04/2021	22/04/2022	Deletion
<i>Post B</i>		7		06/12/2022		Creation

Request for Head of Paid Service Decision CO-346

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.
Communities and Skills		Civil Society Policy and Projects Officer		01/04/2022		31/03/2024	8		Community Engagement	Yes - External funding	New	This post is required to enable the delivery of the scaled up Civil Society Roots Programme

Request for Head of Paid Service Decision CO-346

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

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

Decision Required

That the Head of Paid Service:

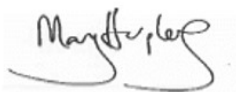
Approves the creation of a fixed term Civil Society Policy and Projects Officer post in the Communities and Social Policy unit in the Communities and Skills Directorate.

Job title	Grade
Civil Society Policy and Project Officer	8

Head of Paid Service

The above proposal has my approval.

Signature



Date 28 December 2021

1. Staffing Proposals

- A. The Community Engagement team is in the progress of delivering the third round of the Civil Society Roots programme, a programme which aims to strengthen the equity-led sector in London through a targeted funding programme and capacity building offer.
- B. The Civil Society Roots programme sits within the Recovery Boards Building Strong Communities Mission, contributing to the overall mission that 'By 2025 all Londoners will have access to a Community Hub ensuring they can volunteer, get support and build strong community networks'. The Building Strong Communities mission is one of the nine missions of the London Recovery Programme and one of the Mayoral manifesto commitments.
- C. The Civil Society Roots programme also links to two Mayoral strategies – the Mayor's Equality, Diversity and Inclusion Strategy and his Social Integration Strategy called All of Us – setting out the Mayor's expectations for creating equal opportunities for Londoners to participate in shaping the future of the capital, by tackling inequalities in voice and power.
- D. Due to the success of years one and two of the Civil Society Roots programme, the team has attracted additional investment from external funders, growing the grant pot from £250k to £1million for year three. Due to the increase in investment in this programme, the size and complexity of this programme has grown.
- E. Considering this, City Bridget Trust, one of the external funders, has contributed an additional £120k in addition to the grant funding to support the creation of a full time Grade 8 officer within the GLA for two years to support this work. This funding will be confirmed in January 2022.
- F. This post will ensure there is increased capacity for grant management and to support for the organisations participating in year three of the Civil Society Roots programme. This post will work with the G10 Principal Civil Society Officer to lead the work of the GLA in strengthening and supporting equity-led civil society through the design and delivery of the Civil Society Roots programme going forward, grant funding and engagement with key communities and stakeholders.
- G. The job description for this new posts is based on an existing grade 8 post. The indicative grade is grade 8

2. Consultation

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	1	Grade 8, 2-year fixed term
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)		
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

G0208

Cost object

(if different):

GG.0280.002.001.001

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

yes

Is the post full or part time?

Full time

Is the post permanent or temporary?

Fixed Term

What is expected start date?

1/4/2022

Expected end

31/3/2024

date?

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

- 4.1 The total cost of creating a fixed term Civil Society Policy and Project Officer post (1.0FTE @ Grade 8 for 24 months) amounts to £60,000 per annum including on-costs and overheads charge.
- 4.2 These costs will be incurred over two financial years, based on the start date of 1st April 2022; £60,000 in 2022/23 and £60,000 in 2023/24.

Post	Grade	FTE	2022/23 Cost	2023/24 Cost	Total
Community Engagement Officer - Public Realm	8	1.0	£60,000	£60,000	£120,000

- 4.3 This expenditure will be funded from external income from the City Bridge Trust (CBT income is expected to be confirmed in January 2022. MD2905 approving income receipt and expenditure is currently in draft). The income and expenditure will be contained within the Civil Society programme held within the CSP unit.
- 4.4 As this post will be filled 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 subject to further approval.

5. Legal comments

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

Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).

- 5.6 However, paragraph 5.3 of the Staffing Protocol states that *"The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them"*. Paragraph 2 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.
- 5.7 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.8 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.9 The HoPS has the power to make this decision.

6. Equalities considerations

- A. The public sector equality duty requires the identification and evaluation of the likely potential impacts, both positive and negative, of the decision on those with protected characteristics (age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief and sexual orientation). This duty will be considered when recruiting for the post outlined above.
- B. The Civil Society Roots 3 programme has been designed to provide means that will advance equality of opportunity between people who share a protected characteristic and those who do not, acknowledges that support requirements may differ between groups, and provides appropriate support.

7. Appendices

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

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

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

Titles of any other Appendices

Appendix D: Job Description for Civil Society Policy and Project Officer

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director Sarah Mulley has reviewed and commented on this proposal.	✓
Assistant Director Tom Rahilly has reviewed and commented on this proposal.	✓
HR & OD Lead Officer Dawn James has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓ Finance Donovan Bradley Legal Kate Phelps
Corporate Management Team (CMT) This proposal was considered by CMT on 20 December 2021	

Appendix A

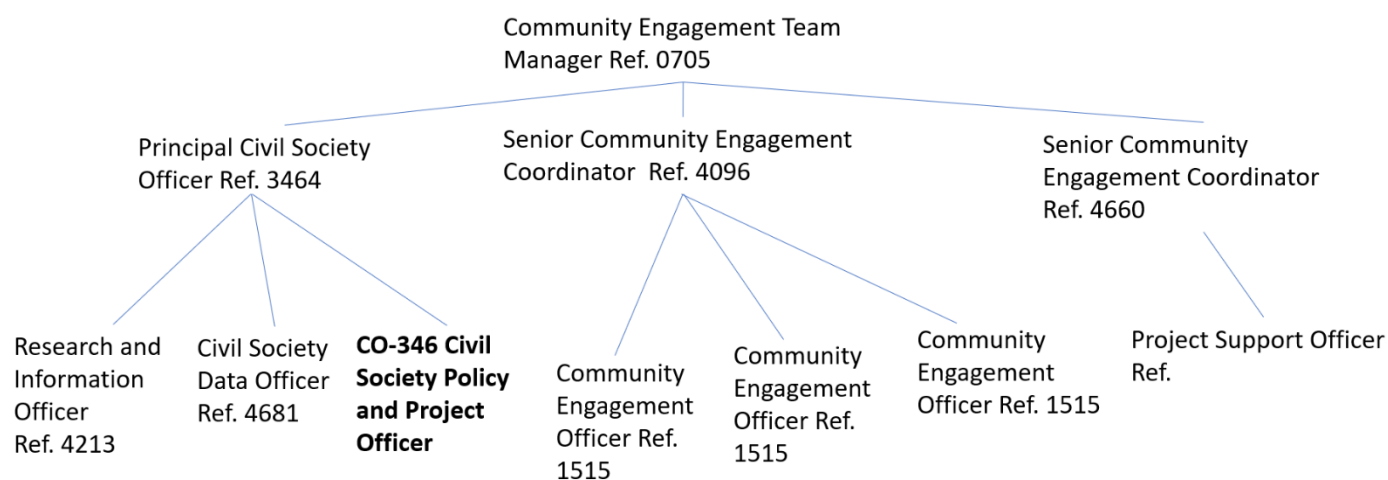
Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Civil Society Policy and Project Officer</i>		8	CO-346	01.04.2022	31.03.2024	Creation

Appendix B

Structure chart showing reporting lines and post reference numbers

Community Engagement Team – Proposed Structure with CO-346



Appendix D

Job Description

Job title: Civil Society Policy and Project Officer

Grade: indicative 8

Directorate: Communities and Skills

Unit: Communities and Social Policy

Job Purpose

To work with the Principal Civil Society Officer delivering the work of the GLA in strengthening and supporting equity-led civil society through the design and delivery of programmes and grant funding. To engage with London's diverse communities on behalf of the GLA and ensure that insight from this engagement is used to improve the GLA's policy and programmes.

Principal accountabilities

1. Manage the Civil Society Roots Programme, leading on the day-to-day management of the programme including stakeholder management, partnership management and grant management.

2. Manage the Civil Society Roots 3 grant programme, including contract managing the commissioned support organisation and leading day-to-day communications and engagement with the grantees and their representative organisations.
3. Lead on the development and design of future iterations of the Civil Society Roots Programme, building on the legacy of the previous Civil Society Roots Programmes.
4. Identify and deliver communications and engagement with all cohorts of Civil Society Roots grantees, identify opportunities to work on issues that matter to them, and to feed insight from this into relevant GLA policy teams.
5. Work closely with GLA colleagues to support and help build capacity within the sector to improve practices.
6. Contribute to the development and implementation of the GLA's civil society strategy, policy and programmes in particular through the Building Strong Communities Mission.
7. Lead on developing and delivering an advocacy strategy that supports the implementation of the Mayor's civil society objectives and the work of the Building Strong Communities Mission.
8. Establish, develop and maintain effective networks, partnerships and relationships with external bodies to develop and implement the Mayor's civil society objectives
9. Write briefings for the Mayor and senior managers of the Authority on issues pertaining to civil society and community engagement in relation to specific areas of Mayoral policy.
10. Maintain an awareness of policy and strategy development on civil society digital and data, and maintain relationships with key stakeholders in this field
11. Respond to enquiries from stakeholders on issues related to civil society.
12. 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.
13. Work flexibly in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams.
14. Manage resources allocated in accordance with the Authority's policies and Code of Ethics and Standards.

Dimensions:

Accountable to: Principal Civil Society Officer.

Accountable for: Resources allocated to the projects

Person specification

1. Technical requirements/ experience

1. Understanding of civil society and the major challenges faced by voluntary and community sector groups and organisations .
2. Experience of working with equity-led Civil Society organisations and the challenges these organisations face.
3. Experience of managing grant programmes.
4. Experience of establishing external partnerships and managing multiple relationships with stakeholders .
5. Experience of project management and community engagement, working on projects to develop new ways of capturing and sharing data.

2. Competencies

BUILDING AND MANAGING RELATIONSHIPS

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

Level 2 indicators of effective performance

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

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

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 positive image both internally and externally

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

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 agendas

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

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-249

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-347	Senior Policy Officer – Technology Programme Delivery	3870	17/10/2019	31/03/22	31/03/23	8	Alex Conway	Economic Development	Yes	Existing fixed term post	Extension of existing post required for 12 months to deliver technology projects to support transition and recovery.

Request for Head of Paid Service Decision CO-249

Decision Required

That the Head of Paid Service:

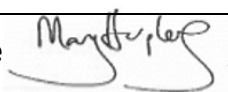
Approves the 12 month extension of the following existing fixed-term post:

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>	
Senior Policy Officer – Technology Programme Delivery	8	12 months	<i>Extension</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date ——— 28 December 2021

1. Staffing proposals

The Economic Development team are seeking approval for a 12 month extension to the existing fixed term post of Senior Policy Officer - Technology Programme Delivery in order to deliver the Mayor's technology policy and projects that support London's transition and recovery. These projects have been developed in response to the pandemic to support economic recovery, including the Mayor's Back to Business scheme developed in collaboration with London boroughs (phase II), business support to help firms keep up with the accelerated pace of change through development of the Mayor's Technology Adoption Service and associated training programmes, working with boroughs to maximise the impacts from the Mayor's Resilience Fund and designing and delivering a scaled up open innovation service for London's public and third sector to meet the ambition set out in the Mayor's manifesto. The postholder also leads on collaboration with LOTI and London boroughs to pioneer new ways of supporting borough collaboration on the procurement of technology to embed innovation into London's public sector.

2. Consultation

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be extended	1	SPO Technology Programme Delivery
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)		
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 **GE.0380.006.07** Cost object (if different):

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

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

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

What is expected start date? **01/04/2022** Expected end date? **31/03/23**

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: extension of one full time fixed-term Senior Policy Officer – Technology Programme Delivery Grade 8 post. The post is fully funded by the London Economic Recovery Capacity Programme.
- 4.2 The total cost of the extension of the post is approximately £60,000 (inclusive of on-costs) based on current salary scales for financial year 2022-23.
- 4.3 As this post will be recruited to on a fixed term contract basis, the GLA may become liable for redundancy and/or pension capital costs if the appointee has on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated but in the event such costs do arise, they will be subject to further approval.

5. Legal comments

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

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

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

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

Appendix A

Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	8		003870	17.10.2019	31.03.2023	Extension
<i>Post B</i>						
<i>Post C</i>						
<i>Etc.</i>						

Request for Head of Paid Service Decision CO- 350

Request for Head of Paid Service Decision CO-350

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

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

Guidance

This form should be used by Executive Directors and/or Assistant Directors seeking approval for the:

- **Deletion** of GLA permanent posts, regardless of their number and laid out as follows in the '**Decision Required**' box below:

Job title	Grade
Public Affairs Manager	9

- **Deletion** of GLA fixed-term posts, regardless of their number or duration laid out as follows in the '**Decision Required**' box below;

Job title	Grade	Duration
Events Officer	6	2 years

- **Creation** of a new permanent post laid out as follows in the '**Decision Required**' box below.

Job title	New Grade
Stakeholder & Events Officer	8

- **Regrade** of a current permanent post as laid out as follows in the '**Decision Required**' box below:

Job title	New Grade
Senior External Communications Officer	9

This form supersedes: (i) the previous Head of Paid Service decision form which had a "HoPS" rather than a "CO" reference number; (ii) the STAF decision form for fixed-term posts; (iii) the Minor Restructuring decision form; & (iv) the Job Evaluation Review & Request decision form for re-evaluations.

In all cases proposals should be presented in final draft form to the monthly Corporate Management Team (CMT) meeting set aside to look at staffing matters. That should be done via this decision form; i.e. while it is in final draft form and before it is signed off. All sections of the form must be completed

prior to CMT. The CMT support team and/Senior HR Advisers can provide the dates of those CMT meetings.

Decision Required

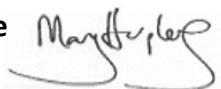
That the Head of Paid Service:

- 1) Approves the creation of a new post of Stakeholder and Events Officer (Grade 8) in the Assembly Communications team to replace the existing Public Affairs Manager (Grade 9) and events officer (grade 6). The role will support the ongoing work of the Assembly in a more cost-effective way. This proposal has been fully discussed with the Assembly Group Leaders who are supportive of the change. The Events officer post was funded from reserves which is not sustainable in the future; this post will be funded from the Communications team base budget.
- 2) Approves the regrading of one of the two External Communications Officer posts from Grade 8 to Grade 9 to become Senior External communications Officer in order to provide a deputy to the Head of Communications. This is important given the need for cover to be provided at weekends and out of hours as well giving a point of contact for the media and Assembly Members when the Head of communications is absent.

Head of Paid Service

The above proposal has my approval.

Signature



Date 28 December 2021

1. Staffing proposals

1. Since its inception, the Events Officer role has been funded from reserves.

External, public-facing events, such as seminars are expensive when held 'in person' and budgets are tight. Therefore, I propose to delete the Fixed Term Contract Events Post (which was due to expire in May 2022) at the end of March 2022.

2. As events are still a vital part of engagement for the Assembly – but do not constitute a full-time role, I propose combining the Public Affairs role with the Events role, to create a Stakeholder and Events Officer post. This role would still liaise with MPs, London Councils, Select Committees, APPGs, etc – but would also focus on site visits, roundtables and community engagement projects. The role would become a Grade 8, rather than the current Grade 9 position.

3. There are two Grade 8 Communications Officers in the team, and it is proposed that one of those roles is upgraded to a Grade 9 Senior Communications Officer. This will provide much needed continuity during the Head of Communications leave periods and allow for some delegation of administrative tasks.

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

2. Consultation

Consultation has taken place with the Assembly Group Leads, the Assembly Communications Team and the staff directly affected.

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	F/T	CREATED - Stakeholder & Events Officer – Grade 8
Permanent posts to be (deleted)	F/T	DELETED - Public Affairs Manager – Grade 9
Fixed-term posts to be created		
Fixed-terms posts to be (deleted)		DELETED - Events Officer - Grade 6
Net total of posts created / (deleted)		Deleted – 2 Created 1
Permanent posts to be regraded		REGRADED - External Communications Officer - Grade 8 to Senior External Communications Officer – Grade 9
Fixed-terms posts to be regraded		

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

4. Financial comments

Finance & Governance to complete.

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

Cost centre Cost object
(if different):

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

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date? Expected end date?

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:

5. Legal comments

N/A

6. Equalities considerations

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

7. Appendices

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

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

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

Titles of any other Appendices

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director Joanna Davidson has reviewed and commented on this proposal.	✓
Assistant Director <u>Click and insert name</u> has reviewed and commented on this proposal.	N/A
HR & OD Lead Officer Beth Cushion has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was agreed with the Chief Officer October 2021 outside of CMT/ECM.	

Appendix A

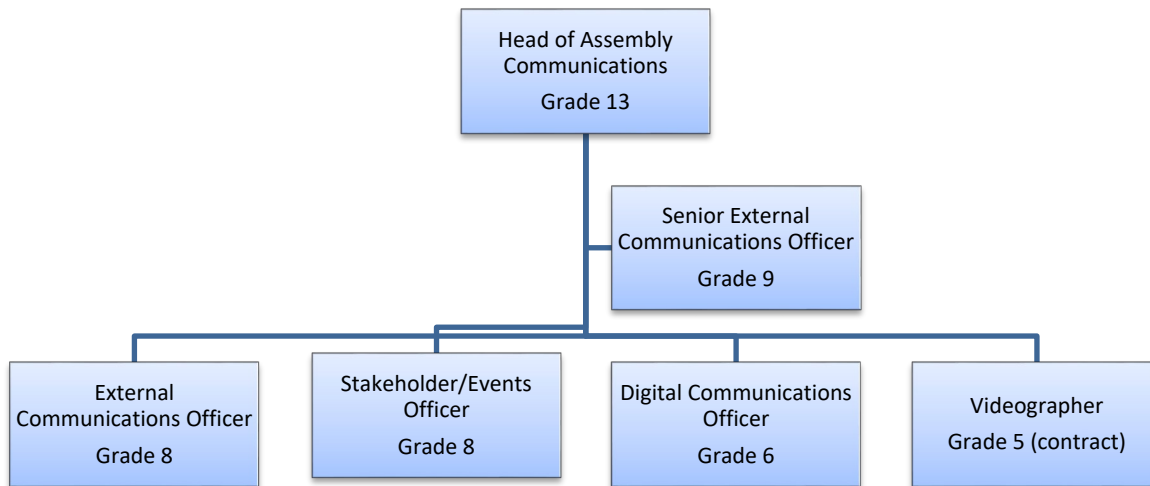
Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>External Communications Officer</i>	8	9		01/12/21		Regrade
<i>Public Affairs Manager</i>	9	N/A	003723		17/12/21	Deletion
<i>Events Officer</i>	6	N/A	004286		FTC ends 31/03/21	Deletion
<i>Stakeholder & Events Officer</i>	8	N/A			01/02/22	Creation

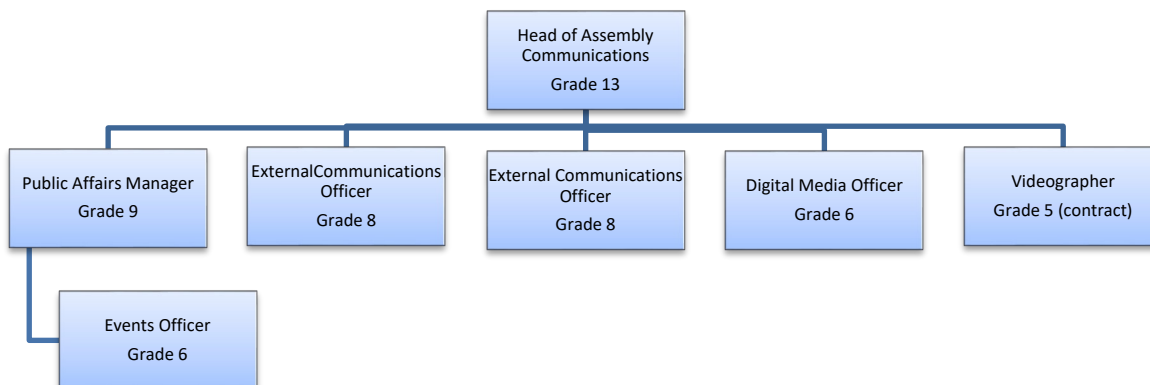
Appendix B

Structure chart showing reporting lines and post reference numbers

Proposed changes to the Communications Team



Current Assembly Communications team structure (September 2021)



Proposed minor restructure of the Assembly Communications Team staffing establishment

Summary

1. This paper sets out our proposals for changes to the Greater London Authority (GLA) establishment relating to the Assembly Secretariat Communications Team.
2. Responses to the consultation are due back by 5pm 26 October 2021.

Background

3. The Communications team, sitting within the Secretariat Directorate, is a critical component in the work of the London Assembly. This is the team that advises, plans and executes all external communications materials for the London Assembly and its Committees that are of a cross party, non-political or balanced nature. This currently includes traditional print and broadcast public relations as well as digital and social media work which takes in channels such as Facebook, Twitter and LinkedIn and also the London Assembly pages of the website. It undertakes public affairs work with key national, regional and local stakeholders and politicians, organises events – both internally and externally, and runs campaigns to raise the awareness of key issues, change legislation or promote the Assembly brand. It writes speeches and organises photo opportunities and videography for Assembly motions.
4. The current staffing establishment of the team and the proposed new structure is as set out in

Rationale for proposals

5. Following budget guidance issued by the Mayor of London; the London Assembly has agreed to reduce its overall budget for the 2022-23 financial year.
6. In relation to the Communication Team, the 2020/21 budget is £432,000. Most (90%) of this budget funds the pay of the staff in the team. The remainder (10%) funds other essential activities such as branding, marketing, printing, training, telephony, travel and other recurring costs.
7. A service agreement has already been entered into with BowTie (the GLA's broadcast service supplier), during the 2020/21 year, to provide videography services for the Assembly Communications Team. This new arrangement will save £12,000 per annum.
8. In order to protect as many posts as possible whilst maintaining services, the non-staffing budget for the team has been reduced.
9. Considering the changing media landscape, there is a great need for the roles which work with media, online and in the digital sphere. Additionally, with the increased examination of the work of the Mayor needing to be highlighted to key stakeholders, the role of Stakeholder liaison is also important.
10. When the Covid-19 pandemic started in March, face-to-face events and meetings were nigh-on impossible. This meant that events were not able to be delivered in the way that was expected before the pandemic. When the Events Officer post was created and the programme was devised, it was envisaged that the events programme would be undertaken through seminars, meetings and events that would be held either in London's Living Room on the ninth floor of the current City Hall or in the chamber of the current City Hall. Due to social distancing measures it has been impossible, and often unlawful, to hold any such face-to-face events. This situation is set to continue for a further period of time, despite the relaxation of lockdown rules. It will take time for in-person events to catch on again, as new variants continue to appear, and public confidence builds.
11. Additionally, through discussions with external stakeholders, when the Assembly does move to The Crystal in Newham, there will likely be a much lower demand for people to want to turn up to meetings and events as the venue is both significantly less iconic, lower profile and much harder to get to than the current City Hall.
12. The proposals in this paper seek, therefore, to prioritise activities for the future but with a reduced amount of funding available.

13. During the past 18 months, to ensure that the maximum number of positions for the current members of staff in the team were retained, vacancies have been held and covered by temporary agency staff as necessary.

14. The process will follow the recently adopted GLA Organisation Change policy and procedures. All staff at risk of redundancy will be considered first for assimilation and then placed in a ring-fence for the maximum number of roles available within the team. Only after that process is exhausted will staff be given notice – and at that point the organisation will endeavour to find redeployment opportunities. Only if assimilation, ring-fenced opportunities and redeployment are not possible will staff be made redundant.

15. Any redundancy payment will be a matter for HR and will be calculated using the terms set out in the Organisational Change policy.

Proposals

16. Based on the context set out above, it is proposed that the Events Officer post, which is a fixed-term post until May 2022, is deleted at the end of March 2022.

17. Videography is seen as a critical component of delivering messages from both the Assembly and Assembly Members to the wider public via digital channels and has become even more crucial during the pandemic. Following the post becoming vacant, the Communications Team entered into an agreement with BowTie in order to provide a videography service. This has saved around £12,000 per annum. It is however proposed that the post of Video Producer remains open whilst the contracted service with BowTie is maintained, in the expectation that budgetary constraints may be somewhat relieved for the 2023-2024 year.

18. It is also proposed that the Grade 9 Public Affairs Manager post be regraded to a Grade 8 Stakeholder/Events Officer post. This grade is still of sufficient seniority to communicate with key stakeholders, as well as the staff of MPs and Council Leaders. This puts the post on a par with the External Communications Officer, who often also take the lead with Public Affairs contacts. It also covers for the deletion of the Events Officer post, which was not considered to be a full-time role.

19. It is then proposed that one of the Grade 8 External Communications Officer posts is regraded to Grade 9, as a Senior External Communications Officer post and deputy to the Head of Communications. The other posts in the team (Head of Assembly Communications and External Communications Officer) are not proposed to be changed under these proposals.

20. The current team structure, including the Head of Communications post, has 7 FTE posts. This currently includes two agency workers (covering the Digital Media Officer post and the Public Affairs Manager post, as well as an agency worker covering maternity leave to November 22nd) within the team. If the proposals put forward in this paper were adopted, this change in structure would lead to a team of 6 FTE posts.

Impact

21. The deletion of the Events Officer post and creation of the Stakeholder/Events Officer post will not result in a significant reduction in events, whether virtual or online, being delivered by the London Assembly. Support will still be available for the Chair of the Assembly in any GLA-related events. And additional support will still be available to the London Youth Assembly that is currently provided on an informal, 'goodwill' basis.

22. The Video Producer post becoming a service with BowTie results in fewer hours being available for videography and greater planning required for delivering outputs. However, the service level agreement with BowTie does mean that any holiday or sick days which could not be covered when it was an individual in post can now be backfilled with an alternative member of BowTie staff thereby providing a

greater degree of continuity of service. It is however hoped this post can be brought back into the team at some stage in 2023.

Request for Head of Paid Service Decision CO-355

[illegible]

Request for Head of Paid Service Decision CO-355

Decision Required

That the Head of Paid Service:

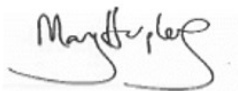
Approves the creation of the following fixed term post in the Financial Services Resources Directorate,

- *Finance Apprentice, grade 2 to 4 for a period of three years*

Head of Paid Service

The above proposal has my approval.

Signature



Date 28 December 2021

1. Staffing proposals

Financial Services is proposing to create a second fixed term three year Finance Apprentice post to provide support to Finance and help Londoners improve their skills and employability. The Finance Apprentice scheme will work in conjunction with CIPFA to provide a structured scheme of recognised training through the AAT qualification and work experience that will increase the employability of the apprentice. At the same time it will provide support to the administration of schemes to increase Council Tax and Business Rates income as well as providing additional resources to other Finance teams during busy periods.

The salary costs will be paid from the group budget and training costs through the Apprenticeship Levy.

The Apprentice will start at grade two. Progression to grade four is dependent on the successful completion of the work with the apprenticeship programme and work undertaken at the Greater London Authority

There is an existing evaluated job description which will be used for this newly created post.

2. Consultation

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

3. Table of changes

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

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	GF.0710.001.002	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?	Full time		
Is the post permanent or temporary?	Temporary		
What is expected start date?	01/01/22	Expected end date?	31/12/24

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:

CO approval is being sought to create a temporary Finance Apprentice post. The new post will start at the bottom of grade 2 costing £31k per annum including on costs and will raise to a maximum of £40k per annum including on costs at the top of grade 4.

The three year temporary post will cost £106k in total including on costs.

Mayoral decision 2618 approved a £16m budget to enter into contractual agreements with each of the 33 London billing authorities to support projects that result in increased business rates and council tax income. A function of this post is to provide administrative support to help manage the programme (e.g. updating agreements, claim forms, ensuring invoices paid). The budget is a group item and is outside the GLA's core budget. Of the £16m there is currently c£250k unallocated to fund this post.

5. Legal comments

5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:

- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and

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

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

6. Equalities considerations

There are no equalities impact arising from these changes. Recruitment will be conducted in line with GLA Policies and Procedures.

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> ✓
Executive Director David Gallie has reviewed and commented on this proposal.	✓
Assistant Director Anna Casbolt has reviewed and commented on this proposal.	✓
HR & OD Lead Officer Dawn James has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓ Kate Phelps (Legal) Jack Bradshaw (Finance)
Corporate Management Team (CMT) This proposal was considered by CMT on 20 December 2021	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Finance Apprentice</i>	2			01/01/2022	31/12/24	Creation

Appendix B

Structure chart showing reporting lines and post reference numbers

Technical Accountancy Team – Financial Services

