

Request for Head of Paid Service Decision CO-151

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

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Decision Required

That the Head of Paid Service:

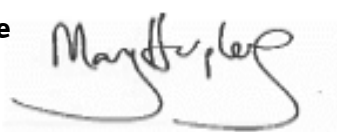
Approves the extension of a fixed-term post (Head of Digital Communications & Data Innovation) at G13 in the Mayor's Office for four months (from its original five months) to 31.07.20.

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Head of Digital Communications & Data Innovation</i>	<i>13</i>	<i>4 months</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 06/07/2020

1. Staffing proposals

The role of Head of Digital Communications & Data Innovation was initially a 5-month fixed term contract (November 2019 – April 2020), due to the permanent incumbent being on shared parental leave. The permanent incumbent is due to return on 18 March 2020.

It is now clear that there is need for a transitional, full and detailed working handover and for a specific short project to be delivered (Digital and Technology Strategy and the Digital Board – Pipeline and Delivery) and the permanent incumbent will work on this over the next 4 months (04 April 2020 – 31 July 2020 inclusive). The fixed-term post will backfill the Head of Digital Communications & Data Innovation for a further three months. The fixed-term post will be 9 months in total.

2. Consultation

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

- 2.2 The permanent incumbent in the role of *Head of Digital Communications & Data Innovation* and the fixed term employee who was covering the post are the only GLA officers affected by the proposal. They have been fully consulted and are supportive of the proposal to extend the fixed term contract.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	1	Extension of fixed-term post for 4 months to backfill the post of Head of Digital Communications & Data Innovation whilst the permanent incumbent of that post completes work on a specific project - <i>Digital and Technology Strategy and the Digital Board – Pipeline and Delivery</i>)
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)		
Permanent posts to be regraded		

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

4. Financial comments

- 4.1 The cost of the extension of a Grade 13 post for a three-month period is £35 000 inclusive of on-costs. This will be met from within the Mayor's Office budget for 2020/21.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 6.1 of the Staffing Protocol says that *"Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service"*. Paragraph 6.2 of the Staffing Protocol says that *"These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee (on behalf of the Assembly) in a six-monthly report"*. As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to extend a temporary post as set out above. Paragraph 2 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.4 above in a six monthly report.
- 5.6 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a

permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.

5.7 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.

7. Appendices

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

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

Titles of any other Appendices

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director David Bellamy has reviewed and commented on this proposal. Leah Kreitzman has reviewed and commented on this proposal.	✓ ✓
Assistant Director Emma Strain has reviewed and commented on this proposal.	✓
HR & OD Lead Officer Laura Heywood has reviewed and commented on this proposal.	✓
Finance and Legal	Legal ✓ Finance ✓
Corporate Management Team (CMT) This proposal was considered by CMT on 6 April 2020	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	13	004321		31.07.20	creation
<i>Post B</i>					
<i>Post C</i>					
<i>Etc.</i>					

Request for Head of Paid Service Decision CO-156

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

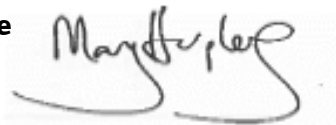
- the growth of a permanent Grade 6 post in the Housing and Land Directorate from 0.5 FTE to 1.2 FTE

<i>Job title</i>	<i>Grade</i>
<i>Project Officer (Housing Mobility)</i>	<i>6</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 06/07/2020

1. Staffing proposals

- 1.1 It is proposed that a current 0.5 G6 post in the Housing Mobility Team (post number 3858) is increased to 1.2 FTE. The current 0.5 FTE post is currently filled. It is proposed that this post becomes a job share, with the incumbent increasing their hours to 0.6 FTE and the new job-sharer also being 0.6 FTE. This would enable effective handover and continuity, and recognise the GLA's commitment to flexible working.
- 1.2 The cost will be covered by income received from boroughs for Seaside & Country Homes lettings (boroughs pay the GLA £875 per letting). On the basis of much-improved lettings performance in 2018/19 and in 2019/20, considerably more income than in the last few years is likely to be received in 2020/21 and beyond. Around 170 lettings will be made in 2019/20.
- 1.3 The Housing Mobility Team administers two Mayoral schemes:

- **Seaside & Country Homes (SCH)** enables older social tenants to move out of the capital, freeing up around 150 homes each year which can then be used by social landlords to house Londoners in need. The scheme creates significant financial savings for London boroughs (particularly in terms of temporary accommodation costs), and it provides a positive housing option to older Londoners.

It was established by the Greater London Council in 1968 and was devolved from the Department of Communities and Local Government to the GLA in 2011 (approved through MD558). Since 1 April 2013, SCH has been funded by the London boroughs on a fee-per-letting basis (approved through MD1070), and the GLA is in contract with every borough to deliver the scheme. Last year, the 141 lettings made through the scheme saved the public purse an estimated £1.8m.

Since 2012, the aim has been for SCH to be self-funded from borough income. There were a couple of recent years when this was not achieved, because the number of SCH lets dipped to an uncharacteristically low level. However, the position reversed last year, following the implementation of an action plan and some structural changes, and the number of lettings has increased. This year, performance has improved further. Income is set to be around £36,000 higher than the combined costs of staffing under the current team structure and IT costs. It is anticipated that the level of lettings will remain at or above current levels into the future.

- **Housing Moves**, launched in May 2012, is the Mayor's scheme to enable existing housing association and council tenants in London move from one borough to another (approved through MD522). Boroughs and housing associations contribute a proportion of their social housing lettings to a central 'pot', and their tenants and residents can then apply for the scheme and place a bid to move to one of the pooled properties.

Since its launch in May 2012, over 26,000 households have applied for the scheme with the number of new applications increasing year on year. Over the same period, there have been almost 1,500 moves. In addition, the 68 lettings at the East Village secured for pan-London mobility were advertised and let through Housing Moves. A top slice of new build rented homes funded through the Mayor's affordable homes programmes are also let through the scheme.

- 1.4 A need for additional capacity has arisen for the following reasons:

- a new IT module has recently been introduced, to enable victims of violence against women and girls (VAWG) to be prioritised for Housing Moves. While the process for applicants is automated, there is additional work for the team in terms of liaising with the VAWG sector (primarily Safer London, which runs the Pan-London Reciprocal) and landlords to ensure a safe, secure and seamless process for this vulnerable group
- a further new IT module has been introduced, to enable former rough sleepers living in Clearing House properties to access Housing Moves homes contributed by the G15. Also, SCH properties for which there are no SCH applicants are now being made available to Clearing House residents. As with the VAWG work and for similar reasons, additional capacity is needed for the significant

amount of stakeholder engagement arising from this aspect of the scheme, primarily with the Clearing House and Tenancy Sustainment Teams

- as a result of a marked increase in the team's productivity and engagement with stakeholders since last year, social landlords in particular, the volume of telephone and email enquiries has increased exponentially. Additional capacity is needed to ensure a good level of service is provided to applicants, boroughs and housing associations alike. Currently, much of the team's time is spent on maintaining good response times
- 2020/21 is the final year of our contract with the current IT provider for the schemes. Additional resource is needed in the team to undertake the development work to look at potential alternative delivery options, and to support a procurement process and the mobilisation of a new system.

1.5 Managers have undertaken a review of capacity in the team and concluded that this is insufficient to cover the work needed. Indeed, even with a current 0.5 FTE grade 6 officer in the team is working an additional 1.5 days a week on a temporary basis (until 31 March 2020), the team is overstretched. The result is both that people are working beyond their contracted hours and that many of the planned improvements to the service that will benefit applicants and boroughs alike are on hold.

1.6 A fixed term rather than permanent arrangement was considered but this was rejected on the basis that the work outlined above, and that currently on hold due to lack of capacity, is long-term or ongoing.

1.7 Policy 4.3A of Mayor's London Housing Strategy states that:

'tenants who wish to move are supported to do so, in order to help free up larger homes, and enable Londoners to be closer to work opportunities or to secure urgent moves. This will include:

- i. operating two schemes – Housing Moves and Seaside & Country Homes – to support social tenants who wish to move, and amending the former to prioritise tenants who are victims of domestic abuse and sexual violence;*
- ii. requiring a proportion of new affordable homes developed with Mayoral investment to be made available to Londoners on a pan-London basis; ...'*

1.8 Given the current situation with COVID-19, and the fact that it is unlikely that any recruitment process would begin for a few months, it is proposed that the current 0.5 FTE postholder increases the hours to 1.0 FTE for the next six months. The main reason for this need is that the post holder is one of two people from the mobility team currently working with the rough sleeping team on the emergency response to rough sleeping and COVID-19 (a massive exercise to get thousands of people into self-isolation).

2. Consultation

This proposal was considered as part of the 2020/21 GLA budget setting process, during which the proposed growth was agreed.

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

The affected employees have been consulted in accordance with the Management of Change policy and are in agreement with the proposed changes.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	0.7	
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)		
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

This decision seeks approval to permanently increase a grade 6 Project Officer (Housing Mobility) post from 0.5FTE to 1.2FTE. The increase of 0.7FTE is anticipated to cost £30,000 including oncosts and is calculated based on the midpoint of grade 6.

The cost will be covered by income received from boroughs for Seaside & Country Homes lettings. The current year (2019/20) is expected to conclude with lettings income £36,000 higher than the combined costs of staffing under the current team structure and IT costs. It is anticipated that the level of lettings will remain at or above these levels into the future.

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):

Income from Seaside & Country Homes lettings fees will entirely cover the cost of this proposal.

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 As this affects existing employees, consultation should be carried out with them in accordance with the Management of Change policy.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

Recruitment will be in line with GLA policies and practices, to support diversity and inclusion within the organisation.

7. Appendices

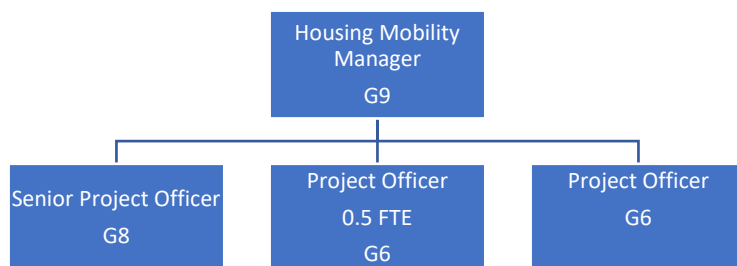
Appendix A: Details of all affected posts, including post reference numbers

Post title	Post grade - current	Post reference number	Start date	End date (fixed-	Proposal: creation / deletion / regrade
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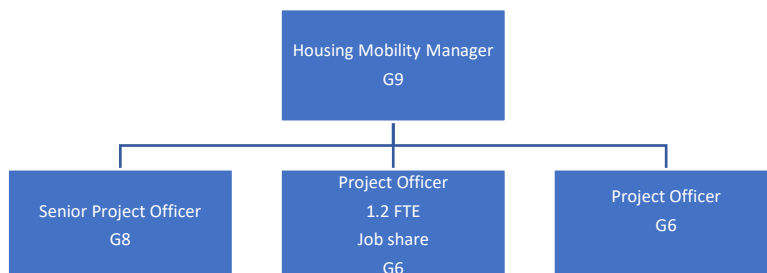
				term/deletions only)	
Project Officer (Housing Mobility)	6	3858	asap	Permanent	creation

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

Current structure



Proposed structure



Appendix C: GLA Oversight Committee paper – n/a

Appendix D: job description

Job title:	Project Officer (Housing Mobility)
Grade:	6
Directorate:	Housing and Land
Unit:	Housing Programmes and Services

Job purpose

To undertake the operational delivery of the mobility services run by the GLA, including:

- complying with the relevant nomination agreements, policies, plans and procedures underpinning the schemes, and working in co-operation with all stakeholders
- nominating customers to homes available through mobility services run by the GLA
- supporting the Senior Project Officer (Mobility) and Housing Mobility Manager to ensure that participating social landlords comply with the relevant agreements, policies, plans and procedures in the day to day administration of the services, eg upload of property details, timescales for verification, feedback on lettings
- leading on the analysis and production of reports and information about the mobility services
- contributing to the continuous improvement and development of schemes providing mobility services for Londoners.

Principal accountabilities

- 1 Nominate Seaside & Country Homes applicants to receiving landlords in line with the policies, plans and procedures of the mobility schemes and the needs and preferences of applicants, including within prescribed timescales. This may include preparing nomination lists, contacting potential nominees, sending lists of nominees to receiving landlords, and recording actions.
- 2 Receive and respond promptly to written, email and phone enquiries from customers, prospective customers, landlords, boroughs and other stakeholders.
- 3 Liaise with receiving landlords to ensure that properties are contributed, that property information is accurate and to obtain the outcomes of nominations and lettings. Liaise with referring landlords (London boroughs and housing associations) to ensure that, where appropriate, they are advised of successful moves, withdrawn and refused applications and new contact details for their former tenants who move through the mobility schemes.
- 4 Provide advice and information on agreed policies, processes and procedures for the GLA's mobility schemes to landlords and applicants, and provide information to applicants about the GLA's mobility opportunities, including that relating to eligibility, to application processes and to Seaside & Country Homes stock and localities. This includes the preparation and delivery training sessions to landlords.
- 5 Liaise with the GLA's Housing and Land Directorate's Area Managers, GLA and borough planning officers, boroughs and registered providers to ensure the effective delivery of the new build top slice programme within Housing Moves.
- 6 Develop and maintain knowledge of Seaside & Country Homes stock and localities.
- 7 Take decisions on internal transfers, mutual exchanges or other similar in line with agreed policies, plans and procedures for Seaside & Country Homes, Housing Moves and any other mobility schemes run by the GLA. Support the Housing Mobility Manager to take decisions on other tenancy issues arising in Seaside & Country Homes properties, including those relating to succession.

- 8 Make full use of information technology to meet the needs of the GLA and the mobility services' stakeholders and customers.
- 9 Ensure that the information on databases and recording systems associated with the GLA's mobility services is accurate and up to date, and monitor on a frequent basis.
- 10 Lead on the production of regular and bespoke data reports on and analysis of mobility services, for both internal and external audiences
- 11 Contribute to the continuous improvement and development of the mobility services, including identifying problems with, and testing and implementing improvements to, processes, the website and databases.
- 12 Undertake duties relating to the funding of Seaside & Country Homes, including recording and monitoring lettings and payments, and invoicing.
- 13 Engage in marketing and promotional activities for the mobility services, including representing the GLA at social landlords' housing options events.
- 14 Contribute to reports, briefings, presentations, material for web pages, newsletters and articles on mobility for a range of audiences.
- 15 Attend and service a range of internal and external meetings relating to housing mobility.
- 16 Propose and assist with special projects or business initiatives.
- 17 Provide training to internal and external staff on all aspects of the mobility services.
- 18 Undertake all duties in accordance with the Data Protection Act 1988 and associated guidelines, and deal with sensitive information in a strictly confidential and professional manner.
- 19 Manage resources allocated in accordance with the Authority's policies and Code of Ethics and Standards.
- 20 Realise and promote the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities.
- 21 Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job.

Key contacts

Accountable to: Housing Mobility Manager

Accountable for: Resources allocated to the job

Principal contacts: Officers in local authorities and housing associations, customers for the mobility schemes, GLA Housing and Land Area Managers

PERSON SPECIFICATION

Technical requirements/experience/qualifications

- Experience of working to meet the needs of a variety of customers and stakeholders in a demanding environment.
- Some understanding of current housing issues, particularly as they relate to social housing allocations, lettings and mobility.
- Experience of using IT systems including MS Outlook, word-processing, spreadsheets and databases.
- An understanding of the GLA's commitment to equality and diversity.

1 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.
- Identified opportunities for joint working to minimise duplication and deliver shared goals.

2 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 1 indicators of effective performance

- Represents self and team positively within the organisation.
- Speaks and writes clearly and succinctly using appropriate language that is easy to understand.
- Considers the target audience, adapting style and communication method accordingly.
- Communicates persuasively and confidently.
- Checks for understanding.

3 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 1 indicators of effective performance

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

4 Planning and organising

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

Level 1 indicators of effective performance

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

5 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 1 indicators of effective performance

- Uses a variety of methods and sources to gather relevant data and information.

- Checks accuracy of data and information before using it.
- Assesses trends in data and spots connections to draw meaningful conclusions.
- Summarises research outcomes in a clear and concise way.
- Focuses on the research goal, working in a systematic way.

Working patterns

No special working patterns are required for this post

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.

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director Rickardo Hyatt has reviewed and commented on this proposal.	✓
Assistant Director Rickardo Hyatt has reviewed and commented on this proposal.	✓
HR & OD Lead Officer Dawn James/Jane Greening <u>jobshare SHRAs</u> have reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓ Legal Louise Shaw ✓ Finance Gavin Dawson
Corporate Management Team (CMT) This proposal was considered by CMT on 6 April 2020	

Request for Head of Paid Service Decision

CO-157 – Fixed Term Programme Manager – Data Analyst post.

Decision Required

That the Head of Paid Service:

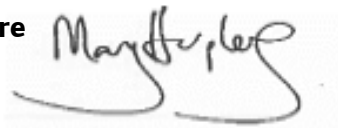
Approves

The creation of a fixed team Grade 9 Programme Manager Data Analyst post in the Housing and Land Programme Team for a total of 13 months .

Head of Paid Service

The above proposal has my approval.

Signature



Date 28/07/2020

1. Staffing proposals

A. Details of the proposals, including their justification

Overview of the proposed changes and justification:

- 1) The work of the programme team has changed significantly over the past 12 months, with much more focus on programme set up, management and reporting arising from an increase in projects and detailed scrutiny on the Mayor's housing priorities. The directorate is mid way in the current housing settlement period and the focus between now and 2022 will be on increasing delivery of the schemes that are allocated against the Mayor's target to achieve 116,000 affordable homes to March 2022. To support the wider directorate and housing teams in the sector to manage their projects and deliver against the Mayor's target there is an increased focus on providing more senior level (G9 and G10) support in terms of programme management and reporting. To provide this support, the proposals set out in this paper are to increase the team's capacity at a more senior level from G7 to G9 for an additional Programme Manager role. This proposal will enable the team to support H&L Area teams to manage their portfolios and risk assess delivery. The proposal are currently put forward for one year from May 2020 onwards as there are longer term considerations that need to be taken in to account in terms of wider requirements and changes to the programme team. These will primarily relate to the GLA's negotiations with the Ministry of Housing, Communities and Local Government on how £12bn of additional funding for Affordable Housing will be apportioned to London. There is a key drive in increasing affordable housing delivery but the shape of those programmes is yet to be determined and therefore the changes to the programme team are recommended for 12 months only to give time for the longer term housing programme arrangements to be agreed.
- 2) The team currently has a G7 vacancy following the post holder's move to another team. This post (GLA 2237) is a permanent position at 0.5 FTE.
- 3) The team also has another G7 1 FTE vacancy following the substantive post holder's secondment to the GLA Ops team. The secondment will now to be extended to May 2021.
- 4) The proposal is to use the vacancies arising from these posts to fund a new temporary fixed term post for a G9 programme manager. There are already two G9 permanent programme manager roles in the team and this proposal requests a further temporary G9 programme fixed post to May 2021. The role profile for existing programme managers in the team will be used for the requested fixed term post so there is no requirement to draft a new job description.
- 5) The proposed changes do not impact on wider GLA budgets and can be addressed within the existing budget for the H&L Programme Team.
- 6) From operational meetings with the wider directorate and feedback from external stakeholders (MHCLG, Registered Housing Providers and Local Authorities) there is clear evidence for the need for additional reporting and programme management capacity with the programme team to support the Mayor's delivery objectives for affordable housing in London. This request for an additional programme manager post will go some way to providing the supported needed across the wider directorate and for external stakeholder. It will also ensure that new priorities (such as the Government's announcement of £12bn additional funding across the country for housing) can be taken forward. These proposals have been reviewed across the teams and with the Interim Executive Director of H&L, who is fully aware of the current gaps in the team's ability to offer increased support to the directorate. The Director is fully supportive of these proposals.

When filling this role the fixed term contract will be offered on the basis of a fixed date end or the return of the substantive post holder whichever is earlier.

2. Consultation

There has not been formal consultation on the changes proposed in the request, however there has been extensive discussion on the resourcing issues facing the programme team and the impact this is having on wider H&L risk assessment and delivery.

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	1	This is an additional G9 post in the team but will not result in an increase in funding as it will be funded from two existing G7 posts that are vacant and will remain vacant during the lifespan of the G9 post.
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)		
Permanent posts to be reevaluated		
Fixed-terms posts to be reevaluated		

4. Financial comments *Finance & Governance to complete.*

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

Cost centre GH.0940.001 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? Fixed Term to May 2021

What is expected start date? April 2020 Expected end date? May 2021

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

There is sufficient budget for a grade 9 post of £65,000 for a period of one year, which is to be funded from a combination of:-

- a) A vacant GLA 2237 post at Grade 7 for 0.5 FTE is budgeted at £28,000.
- b) An existing GLA 2238 post, grade 7 for 1.0 FTE with budget of £54,000 (staff seconded to OPS until mid 2021)

Note that there will be surplus budget of £17,000 (This is to be used to cover upgrade of a post in CO158)

4.1 HOPS approval is being sought for the following:

None.

5. Legal comments

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

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

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

- 5.3 After consultation with the Mayor and the Assembly, the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the “Staffing Protocol”), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority’s agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 6.1 of the Staffing Protocol says that *“Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service”*. Paragraph 6.2 of the Staffing Protocol says that *“These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly’s staffing committee (on behalf of the Assembly) in a six-monthly report”*. As set out above, the Assembly’s staffing committee is currently the GLA Oversight Committee.
- 5.5 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to create a temporary post as set out above. Paragraph 2 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.4 above in a six monthly report.
- 5.6 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.7 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years’ service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

This proposal requests the creation of a new fixed term G9 programme manager post in the Housing and Land Programme team. The post, if approved, will be advertised as widely as possible to ensure that it is open to a range of candidates who reflect the Londoners that the GLA serves. The programme team is a diverse and inclusive team and appointment to this post will seek to further enhance that.

7. Appendices: See further below.

8. Approval

	<i>Tick to indicate approval</i> ✓
Interim Executive Director <u>Rickardo Hyatt</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Rickardo Hyatt</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Dawn James Senior HR Adviser</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓ (Finance) ✓ Legal Louise Shaw
Corporate Management Team (CMT) This proposal was considered by CMT on 6 April 2020	

Appendix A Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Programme Support Officer Post</i>	G7	GLA 2237			See note 1 below.
<i>Programme Support Officer Post</i>	G7	GLA 2238			See note 2 below.
<i>Programme Manager – Data Analyst</i>	G9	See note 3.	April 2020	May 2021	See note 3 below.

- *Note 1: Grade 7: Programme Support Officer Post. GLA2237, 0.5 FTE. Current vacant since 9th March 2020. This is a permanent post in the programme team.*
- *Note 2: Grade 7: Programme Support Officer Post. GLA2238, 1 FTE. Vacant due to substantive post holder going on secondment to May 2021. This is a permanent post in the programme team.*
- *Note 3: Grade 9: Programme Manager Post, requested via this proposal for fixed term period to May 2021 to be funded from GLA2237 and part of GLA 2238. The proposed G9 post could be assigned GLA 2238 post as part of the establishment or a new temporary post created.*

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

Chart 1: Current substantive team structure – programme team.

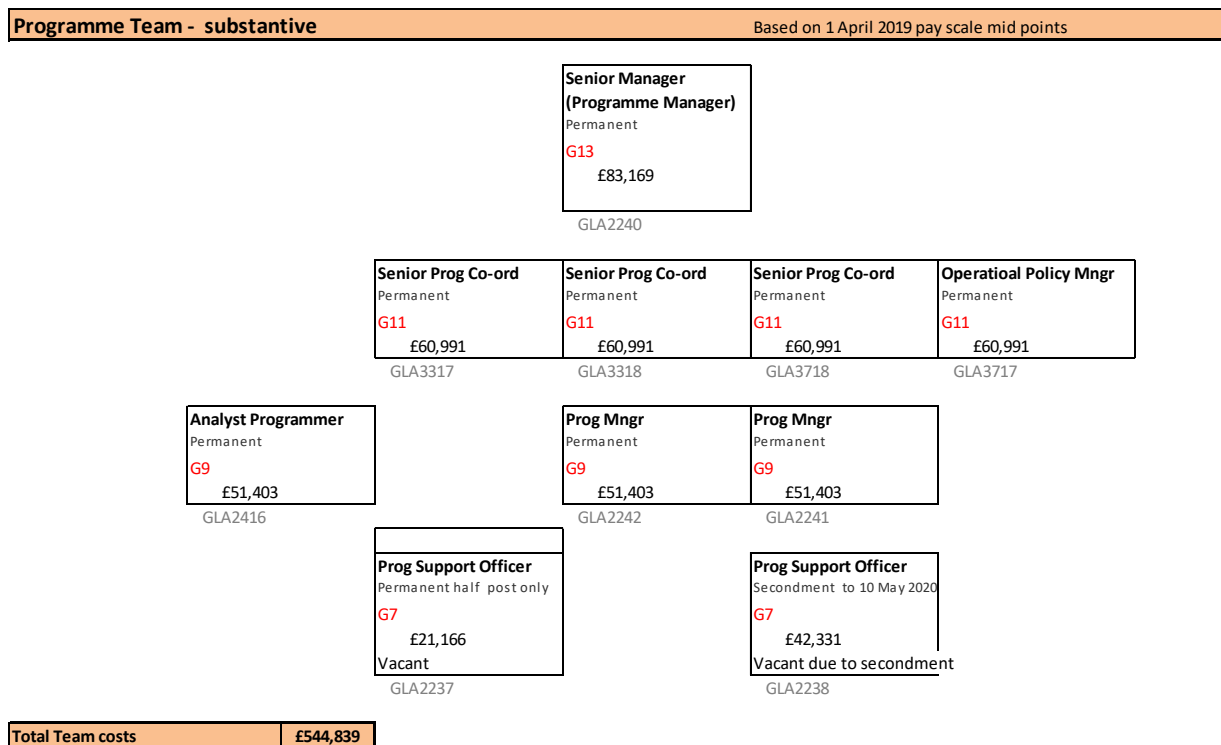
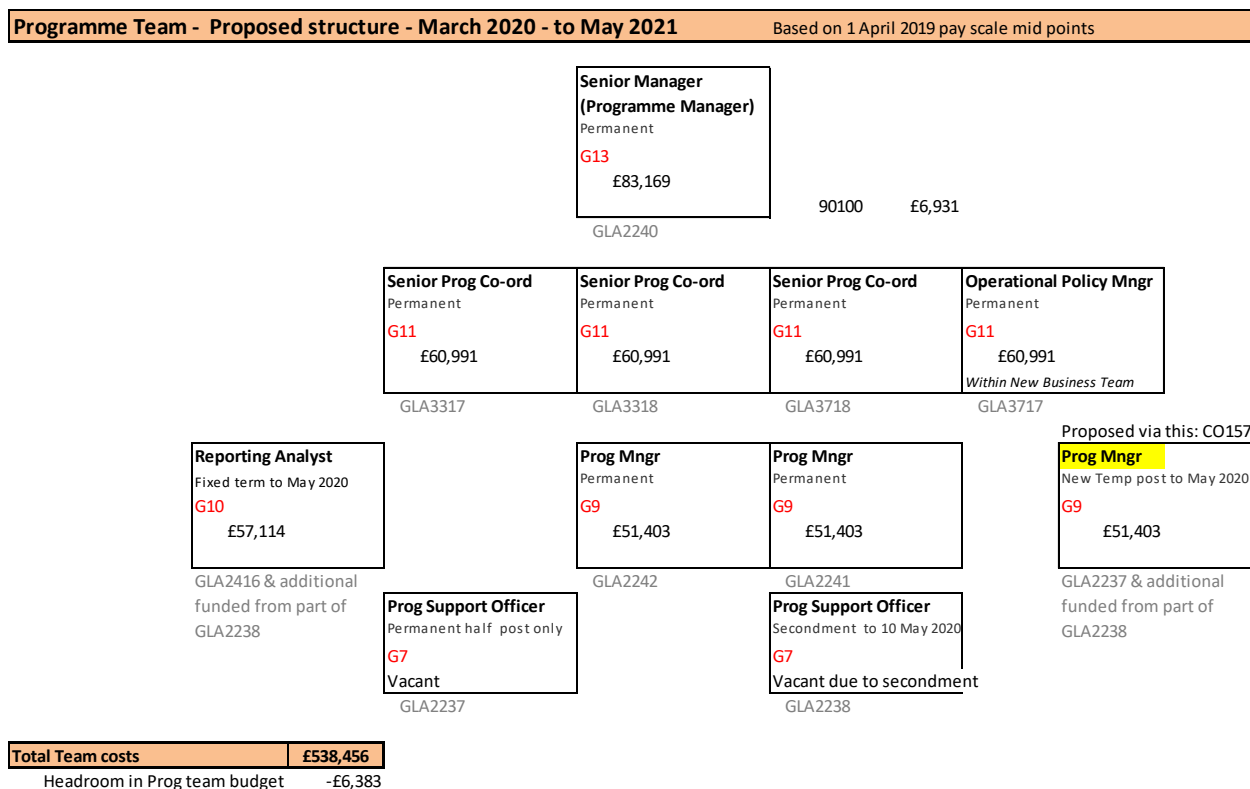


Chart 2: Proposed team structure – programme team.



Request for Head of Paid Service Decision CO-164

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:

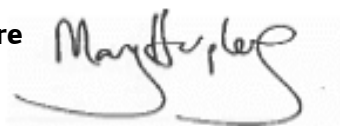
Extends the fixed term Senior Coordinator Serious Youth Violence post for 4 months to enable the GLA to continue to support the work of the VRU in establishing itself and delivering a community-led programme.

<i>Job title</i>	<i>Grade</i>
Senior Coordinator Serious Youth Violence	9

Head of Paid Service

The above proposal has my approval.

Signature



Date 06/07/2020

1. Staffing proposals

A. This CO form proposes an extension to the fixed term post of Senior Coordinator, Serious Youth Violence (maternity cover/ backfill) for 4 months. This post sits within the GLA Community Engagement team and supports the delivery of a portfolio of projects related to the VRU. B. The extension of this post will offer continuity in community-focused VRU projects for an interim period, while a new post is created within the VRU/ MOPAC.

C. Following increased community concerns about violence in London, the original post of Senior Coordinator, Serious Youth Violence was created as a fixed term post within the GLA. The purpose of the post is to ensure that the GLA's work in this area of policy and delivery is as coherent and as effective as possible, and to ensure alignment with existing work within MOPAC. This post was in existence before the creation of the VRU.

During the recruitment process for the post, the VRU was formed and the post became a key connector between the GLA and the VRU. The post was filled by employee on an internal secondment, who subsequently went on maternity leave in May 2019. There was a lag in recruiting maternity cover and when cover was recruited, a maternity cover/backfill post was created on a 9 month fixed-term basis from September 2019-May 2020.

D. The original post has been extended until September 2020. It is proposed that the additional post is also extended for a 4 month period so that both posts will come to an end in tandem.

E. The current postholder is working across a range of projects and the need for additional capacity has been identified to set up and deliver projects within the VRU's community programme in close collaboration with the GLA's Community and Skills Directorate.

2. Consultation

There has been informal consultation with affected staff, their line manager and the Executive Director for Communities and Skills, all of whom are supportive of the proposal.

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created		
Fixed-term posts to be extended	1	For four months
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

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

Yes

Is the post full or part time?

Full time

Is the post permanent or temporary?

Temporary

What is expected start date?

Expected end date?

September 2020

June 2020

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

- 4.1 The proposed extension of a Senior Community Engagement Coordinator post at Grade 9 for a 4-month period until September 2020 has costs equating to £21,000 (inclusive of on-costs).
- 4.2 The post will be funded via external income from the Violence Reduction Unit within Mayors Office for Policing and Crime. These costs will be managed within Community Engagement budget held within the Communities and Social Policy Unit. (GG.0280.002.001)

5. Legal comments

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

- 5.4 Paragraph 6.1 of the Staffing Protocol says that *“Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service”*. Paragraph 6.2 of the Staffing Protocol says that *“These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly’s staffing committee (on behalf of the Assembly) in a six-monthly report”*. As set out above, the Assembly’s staffing committee is currently the GLA Oversight Committee.
- 5.5 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to create a temporary post as set out above. Paragraph 2 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.4 above in a six monthly report.
- 5.6 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years’ service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.7 The HoPS has the power to make this decision.

6. Equalities considerations

7. Appendices

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

8. Approval

	Tick to indicate approval ✓
Executive Director Sarah Mulley/Halima Khan has reviewed and commented on this proposal.	✓
Assistant Director Tom Rahilly has reviewed and commented on his proposal.	✓
HR & OD Lead Officer Dianne Poyser has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on [DATE].	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
Senior Coordinator, Serious Youth Violence	G9	004295	June 2020	September 2020	extension
Post B					
Post C					
Etc.					

Request for Head of Paid Service Decision CO-167

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 one fixed term post (currently due to expire in July 2020) until March 2021 (as set out below) to:

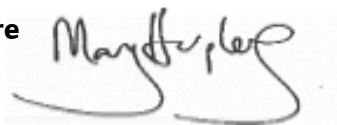
- deliver round two of the London Borough of Culture programme, as detailed in section 2.

Job Title	Grade	Funded until	Extension Duration
Borough Engagement Officer	G8 1.2 FTE (2 x 0.6 job share)	March 2021	8 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 06/07/2020

1. Staffing proposals

1. London Borough of Culture – round two

- 1.1 The Mayor launched London Borough of Culture (LBOC) in 2017 under cover of MD2107. It is a key commitment in his Culture Strategy, Culture for all Londoners, and aims to harness the power of creativity and culture to enhance Londoners' health, wellbeing and prospects, whilst showing that culture is for everyone.
- 1.2 In round one of the competition in February 2018, Waltham Forest was announced as the first title winner of London Borough of Culture for 2019, and Brent as London Borough of Culture for 2020. Six Cultural Impact Awards in six further boroughs, sharing a pot of £1m, were also awarded and are being delivered between 2019 and 2021.
- 1.3 In February 2019 the Mayor approved the budget and timetable for round two of the competition, under cover of MD2450. It launched in May 2019, with the awards announced in February 2020 for title winners Lewisham 2021 and Croydon 2023, and three Cultural Impact Awards.

2. Staffing proposals

- 2.1 Following the round two announcement, the London Borough of Culture team has moved from competition to delivery phase. From March 2020 to December 2022 the team will be working simultaneously with 12 boroughs, during the transition from round one to round two delivery.
- 2.2 Alongside this, there is the broader strategic development of the programme, including cross-policy collaborations (e.g. health and social care agenda, environment, young people) and industry partnership opportunities, sharing the learning and impacts of what has been achieved so far, reviewing the programme with options for future delivery and engaging with more boroughs to benefit and embed culture across London.
- 2.3 We are also now in unprecedented times with the Covid-19 pandemic and, consequently, Brent 2020's programme has been postponed to the autumn, with some events and activities rescheduled to take place in 2021. This has had a knock-on effect on Lewisham, whose programme will now take place in 2022 instead of 2021.
- 2.4 The core permanent staff team is made up of 1.8 staff. Four additional fixed-term posts were created under MD2450 to support the development of round two. One of these posts, the Borough Engagement Officer, is due to expire at the end of July 2020.
- 2.5 This paper seeks approval to extend the Borough Engagement Officer post until the end of March 2021, in order to sustain the current level of borough engagement and to support the new challenges that will be faced by boroughs and their cultural sector partners, as a consequence of the Covid-19 pandemic.
- 2.6 The reasons for this request are as follows:
 - 2.6.1 This is a new programme. When budgets were initially forecast, it was unclear how much support the boroughs would need to develop and deliver their programmes to the scale and quality required.
 - 2.6.2 At the Regeneration Committee (January 2020), the Assembly specifically asked what we were doing to reach the 10 boroughs that had not engaged in the process at all. This level of engagement requires a clear strategy and officer time to build and develop relationships in a meaningful way.

2.6.3 The full impact of Covid-19 on boroughs and the wider cultural sector is unknown, but we know that culture teams across London's local authorities will need additional support in these unprecedented times.

2.7 The post proposed for extension, the grade of that post and the duration of the extension are as follows:

Job Title	Grade	Funded until
Borough Engagement Officer	G8 1.2 FTE	March 2021

2.8 In addition to the London Borough of Culture programme, this post is currently providing back-fill capacity to a vacant post of Policy & Projects Officer (Boroughs). The additional staffing costs required for this extension can be provided for within the approved London Borough of Culture programme budget of £4.86m, along with some additional resource from the Culture and Creative Industries staffing budget which covers the current vacancy for the Policy & Projects Officer (Boroughs) until September 2020.

The table below outlines what is covered in the existing budgets.

Additional staffing costs to March 2021	Costs covered in 2020/2021 LBOC budget	Costs covered in 2020/2021 CCI staffing budget	Total
43,938.88	32,954.16	10,984.72	43,938.88

3. Purpose of role

- 3.1 The Borough Engagement Officer (BEO) will deliver the engagement programme for winning boroughs during the development period, through the delivery of workshops/advice sessions, facilitated introductions and partnership opportunities, roundtables, training and networking events, with funders, cultural and corporate partners.
- 3.2 The BEO is central to the Culture and Creative Industries (CCI) unit's engagement with borough culture teams. It will lead on stakeholder engagement with boroughs during the Covid-19 crisis and co-ordinate support and communication with boroughs across the CCI, as part of the Covid-19 emergency response. It will also represent the GLA at the London Culture Forum and act as a conduit between the CCI and London Councils. This will have a wider positive impact which should also result in stronger relationships and benefit future bids to the programme.
- 3.3 The BEO will also support non-winners and non-engaged boroughs to build meaningful relationships and connections, support them in realising their ambitions and encourage them to bid for future rounds.
- 3.4 Without this post extension, there will be limited support available to winning boroughs, which will impact on quality of delivery and the broader borough engagement will not be possible.

4. Consultation

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

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

5. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	1.2	Extension of existing post
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)	1.2	
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

6. 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 Approval is being sought for the extension of the grade 8 Borough Engagement Officer post (1.2 FTE 2x 0.6FTE job share arrangement) for a period of 8 months to the 31 March 2021 to deliver round 2 of the London Borough of Culture Programme.

- 4.2 The estimated costs of this proposed extension equate to approximately £44,000 and will be funded by a combination of programme budget, specifically the London Borough of Culture Programme budget for 20-21 (£33,000) and savings made within the main Culture & Creative Industries staffing budget through holding a vacant post (£11,000).
- 4.3 As this post is recruited 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.

7. Legal comments

- 7.1 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)).
- 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 GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 7.4 Paragraph 6.1 of the Staffing Protocol says that *"Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service"*. Paragraph 6.2 of the Staffing Protocol says that *"These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee (on behalf of the Assembly) in a six-monthly report"*. As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 7.5 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to create a temporary post as set out above. Paragraph 4 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 7.4 above in a six monthly report.
- 7.6 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.

7.7 The HoPS has the power to make this decision.

8. Equalities considerations

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

9. 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>Shonagh Manson</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Dianne Poyser</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on [DATE].	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	8	GLA4168 and GLA4410 as job share	1.8.19	31.7.20	Extension
<i>Post B</i>					
<i>Post C</i>					
<i>Etc.</i>					

Appendix B

Structure chart showing reporting lines and post reference numbers

Request for Head of Paid Service Decision CO-172

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

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

Decision Required

That the Head of Paid Service approves the:

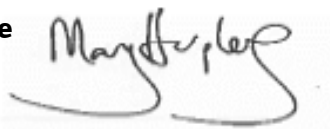
- *Re-evaluation of an existing permanent post (as set out below) with a revised job description;*

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Digital Communications Officer (1.0 FTE)	8	Permanent – Re- evaluation, proposed new grade 6 (indicative)

Head of Paid Service

The above proposal has my approval.

Signature



Date 07/07/2020

1. Staffing proposals

Digital Communications Officer

The Communications Team has taken on a greater importance within the Secretariat in the past 18 months, emerging from Scrutiny as a discrete – though fully aligned – unit.

The objective of the team is to engage Londoners and political decision makers and to inform them of the essential work the Assembly does in order to deliver greater influence and to help ensure the survival of the Assembly.

In so doing the team is delivering a plan to increase the Assembly's public affairs, media and – crucially – its social media profile. The latter is key to underpinning the increase in public awareness of the Assembly.

At the same time, social media outputs while framed within digital channels (Twitter, Facebook etc) are just one channel within a wider communications mix and that mix forms part of the strategic thinking of the team and its leaders. As such the Digital Communications Officer role is not a strategic role, rather it forms one part of the overarching strategy, working to the campaign objectives decided on by the Head of Team, the Public Affairs Manager and the Communications Officers. This role supports those wider objectives. In addition, elements of the role have been removed as unnecessary because they are carried out by other members of the team or the wider Secretariat team (see below). Furthermore, the role is no longer required to be accountable to the Head of Communications and will be matrix-managed by the two (Grade 8) communications officers.

As such, for all the reasons set out above, it is proposed to revise the job description for the Digital Communications Officer role and re-evaluate the grade of the role.

Please see below the elements that have been removed from the previous JD:

1. Work with Assembly Members and other staff in the Secretariat to develop, plan and deliver integrated impact strategies for the work of London Assembly Committees.
2. Develop and implement external communications plans to maximise the impact of the work of the London Assembly and its Committees, including events, speeches, press articles, websites, visual channels and emerging technologies, taking full advantage of the opportunities offered by digital engagement.
3. Respond to media and events enquiries and coordinate requests for interviews and speaking opportunities with Assembly Members.
4. Provide support and advice to the Chair, Deputy Chair and Assembly Members on the external relations aspects of their Assembly responsibilities

2. Consultation

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created		
Fixed-terms posts to be (deleted)		
Net total of posts created / deleted		
Permanent posts to be re-evaluated	1	Grade 6 (indicative) Digital Communications Officer
Fixed-terms posts to be re-evaluated		

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

4. Financial comments

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

Cost centre Cost object Assembly & Secretariat
(if different):

Is posted 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?

4.2 This CO form is to approve the down grading of the External Communication Officer for reasons detailed above in this CO form. The total savings from grading this post to grade 6 including on costs at midpoint salary scale is approximately £15,000 per annum based on 2020-21 salary budgets. The post will sit within the Assembly and Communication team within the Assembly and Secretariat 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-making process.

5. Legal comments

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

6. Equalities considerations

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

7. Appendices

Appendix A – Current Job Description

Appendix B – New Job Description

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director Ed Williams has reviewed and commented on this proposal.	✓
Assistant Director Click and insert name has reviewed and commented on this proposal.	n/a
HR & OD Lead Officer Linda Laurent-Hughes has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 26 May 2020.	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Post A	Digital Communications Officer		TBA		Proposed re-evaluation in line with the revised job description

Request for Head of Paid Service Decision CO-174

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

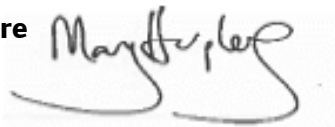
The extension of the existing fixed term BAME Internship posts:

<i>Job title</i>	<i>Grade</i>	<i>Duration of extension</i>
<i>Press & marketing BAME Internship x 2</i>	<i>1</i>	<i>6 months</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 06/07/2020

1. Staffing proposals

- 1.1 In 2019, we established a BAME Press & Marketing internship, targeting young BAME people exiting education to encourage them into PR careers and provide the necessary training. We offered an integrated communications opportunity within the Press Office and Marketing teams, where successful candidates can develop skills in marketing and digital as well as media. The scheme complements the Mayor's strong commitments on diversity and inclusion and the policies in the Mayor's Equality, Diversity & Inclusion strategy and the Diversity and Inclusion Action Standard.
- 1.2 We had more than 450 applications for the two roles and successfully recruited two female BAME interns who began their roles in September 2019, dividing their 11-month placement between the press team and marketing & digital teams.
- 1.3 We are currently recruiting for the second year of the scheme, to start in September 2020. Funding for this second year of the scheme was granted in the 2020/21 budget round. Shortlisted candidates will shortly commence the testing element of this recruitment process.
- 1.4 Our current interns are due to complete their placements at the end of July 2020.
- 1.5 Due to the unprecedented situation caused by the COVID-19 pandemic, our interns have had to adapt to a new and challenging learning environment, working from home. The lockdown has meant many of our planned training opportunities – for example, managing media events or visiting broadcast studios – have had to be curtailed. Despite this, both interns continue to produce excellent work and are valued members of our teams, providing much-needed additional resource during a period of intense and significantly increased workloads.
- 1.6 We are concerned that, with the internships coming to an end in a few weeks while the country is still in some form of lockdown and businesses across the board are furloughing staff and cutting jobs, our interns will struggle to find jobs.
- 1.7 Research by the Resolution Foundation has found that young people are being hit hardest by the economic fallout from the COVID crisis.
(<https://www.theguardian.com/society/2020/may/19/young-workers-jobs-covid-19-crisis-resolution-foundation-economic-fallout>)
- 1.8 As young BAME women who only graduated last year, both our interns are understandably extremely anxious about their job prospects and their futures during the current emergency.
- 1.9 To ensure these talented young BAME women have a fighting chance of successfully starting their careers in PR or marketing, **we are proposing to extend their fixed term contracts for six months.**
- 1.10 Given the pressures on both the Press and Marketing (Digi Comms) teams in responding to COVID-19 these extensions can provide welcomed additional capacity.
- 1.11 Funding: In 2019, MHCLG (Ministry of Housing, Communities & Local Government) funds were provided to the GLA for no-deal Brexit planning – £70,000 was allocated to the Press budget for additional comms support but it was not all spent in 2019-20. The remaining £43,000 will be added to the Press team's 2020-21 budget (this was placed into the Directorate programme reserve at year end). This is not subject to any stipulations from MHCLG. It is proposed that the extensions are funding from this budget.

- 1.12 Approval is sought to extend 2 fixed term Press & Marketing BAME Interns posts from end of July 2020 until end of January 2021. The interns' salary is currently £23,619 at grade 1 point 4 salary scale. The cost to the GLA would be approx. £29,000 (at midpoint salary scale including on costs) for 6 months. As such it can be accommodated within the funding in the Press Office budget set out above.

2. Consultation

This proposal is to extend a temporary staff post within a 2 year period (defined as being up to two years in duration) and therefore it is not necessary to formally consult with or inform the Chief of Staff (on behalf of the Mayor) or the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) about the proposal. However, this proposal must be reported by the Head of Paid Service (the "HoPS") to these persons in a six monthly report.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be extended	2	
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 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?

1/08/20

Expected end date?

31/01/21

- 4.1 This CO form is to approve the extension of 2 fixed term BAME Internship posts working in the External Relations' Press and Marketing teams. The extensions from 1st August 2020 to 31 January 2021 will be at a total cost of £29,000 including on costs at grade 1 midpoint salary scale based on 2020-21 salary budgets. This cost is to be funded from the unspent funding from MHCLG provided to the GLA for no-deal Brexit planning as outlined in paragraph 1.11 above. The 2 intern posts will sit within the Press team that is part of External Relations Unit within the Strategy and Communication directorate.
- 4.2 The GLA may become liable for redundancy costs if the post holders have on-going continuous service from a local authority or equivalent body. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 6.1 of the Staffing Protocol says that *"Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service"*. Paragraph 6.2 of the Staffing Protocol says that *"These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee (on behalf of the Assembly) in a six-monthly report"*. As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to create a temporary post as set out above. Paragraph 2 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.4 above in a six monthly report.
- 5.6 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is

further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.

5.7 The HoPS has the power to make this decision.

6. Equalities considerations

See Section 1 , above.

7. Appendices

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

8. Approval

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

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	1		03/09/2019	31/07/20	Extension
<i>Post B</i>	1		03/09/2019	31/07/20	Extension

Appendix B – The Learning Profile for these posts is attached.

Request for Head of Paid Service Decision CO-176

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 Chief Officer:

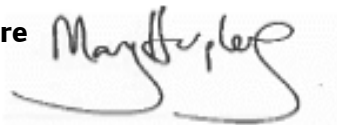
Approves the creation of a fixed term, part time role to focus on the delivery of the Planning Team's digital transformation projects.

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Planning Data and Innovation Lead	11	1 year

Head of Paid Service

The above proposal has my approval.

Signature



Date 06/07/2020

1. Staffing proposals

This paper proposes the creation of a part-time fixed-term post to lead on the delivery of digital transformation projects in the Planning Team. Until now, these responsibilities have been delivered by the former Planning Change Manager role, and this was due to be considered for a regrade to reflect the increase in responsibilities across the role. The proposal now, for a period of twelve months, is to split the oversight of the digital transformation projects and the other responsibilities of the post, leading to the creation of this part time role.

2. Consultation

This proposal impacts one member of staff who has been consulted under the Management of Change policy and has no objections.

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	0.3	
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

G0310

Cost object

(if different):

GP.0310.01

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

Yes

Is the post full or part time?

Part time

Is the post permanent or temporary?

Temporary

What is expected start date?

29/06/20

Expected end date?

28/06/21

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

- 4.1 Approval is being sought for the creation of a fixed term, part time role to focus on the delivery of the Planning Team's digital transformation projects, specifically a 'Planning Data & Innovation Lead' – Grade 11 at 0.3FTE for a period of 1 year.
- 4.2 The cost of this proposal at Grade 11 – 0.3 FTE as proposed equates to approximately £23,000 for the 1-year duration, inclusive of on-costs and will be funded via Planning income generated in year via the units Pre-Planning Application services (PPA). Based upon the estimated start date of the 29 June 2020, costs will span two financial-years as follows (subject to change depending on exact start date):
- 2020-21 - £17,000
 - 2021-22 - £6,000
- 4.3 As the 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 GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 6.1 of the Staffing Protocol says that *"Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service"*. Paragraph 6.2 of the Staffing Protocol says that *"These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee (on behalf of the Assembly)"*.

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

- 5.5 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to create a temporary post as set out above. Paragraph 2 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.4 above in a six monthly report.
- 5.6 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.7 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.

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

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

Appendix A

Details of all affected posts

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

Appendix B

Structure chart showing reporting lines and post reference numbers

Request for Head of Paid Service Decision CO-189

Decision Required

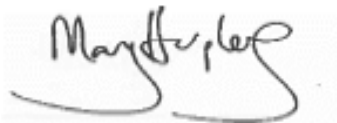
That the Head of Paid Service:

Approves the proposal to add additional capacity to the post of Head of the Creative Team within External Relations by increasing the FTE of the post from 0.6 FTE to 1.0 FTE from 11 July 2020 until the end of May 2021 to address COVID-19 associated issues as set out below.

Head of Paid Service

The above proposal has my approval.

Signature:



Date: 23/07/2020

1. Staffing proposals

A. *Business case for increasing the FTE of the post of Head of the Creative Team which has been endorsed by the AD External Relations and the ED Strategy & Comms*

In response to the COVID-19 pandemic External Relations, like the world, has had to adapt to the changing dynamics that COVID-19 presents in order to deliver timely and relevant communication to all Londoners.

Our shift to digital/social first communications has revealed the need for greater creative leadership and collaboration between the ER Creative Team, the ER Digital Communications Team and the Mayor's Office.

For a twelve-week period (to 10 July 2020) the Head of the Creative Team has been full-time in order to provide greater creative leadership and collaboration across External Relations especially between the Creative Team, Digi Comms, Marketing and the Mayor's Office. This change was needed in response to new working patterns and the increased pace of communications brought about by COVID-19. It was agreed with the Mayor's Office Social lead that this would present a great opportunity for us to work closer together as well as to create better content for Londoners.

Key achievements in the last 12 weeks:

- During the last twelve weeks we have produced and **delivered various campaigns in record time**. To name a few Pay it forward Campaign, London Together and Face Covering film. The Head of the Creative Team is able to contribute more fully to the creative process alongside team adding additional value to the proposals which are submitted for review to the Mayor's office. The Head of the Creative Team being full-time has been crucial in being able to deliver key campaigns given the pace of work currently. This will become increasingly important as we have recently relaunched #LondonIsOpen again at very short notice given the fast pace of change associated with the COVID-19 pandemic. As an example, the Head of the Creative Team was able to lead the Creative Team to deliver a video which will be seen on 4OD (Channel 4). The team were given one day to share ideas for Mayor's Office approval with production being delivered in under two weeks.
- Provided **creative leadership** with regards to the Mayor of London brand full-time in and out of working hours in order to meet our ever-changing deadlines. The Head of the Creative Team now also has better creative visibility and input in social content.
- **Improvements to the Digi Comms and Creative design support process**. A review has been conducted during this period to review the content design. This has highlighted the need for a series of more engaging templates which will enable the Creative Team's input to have a much more significant impact on the quality of the digi comms outputs. This piece of creative work will be undertaken over the coming weeks by the team.
- A new weekly "Ways of working" **collaboration** meeting has been put in place with Creative, Marketing and Mayor's Social Lead to flag and share issues that arise. This meeting is very productive as we resolve any issues in a quick and timely manner and provide our teams with the support and clarity they need to do their jobs. The Head of the Creative Team also has weekly 121s with Head of Marketing & Campaigns & Mayors Social Lead.

In summary, the additional leadership capacity provided by the Head of the Creative Team moving to full time in this very busy period has proved successful. COVID-19 provides External Relations with an opportunity to review and re-shape our department to better reflect the new communication needs required to communicate to Londoners in a more effective way. With this in mind it is crucial that the brand guardian be involved in shaping that vision.

However, COVID-19 also presents External Relations with a communication challenge, the pace of change has increased, and it is not likely to slow down. Our messaging needs to hit a complex balance of promoting the health of Londoners alongside social, environmental and economic drivers. In times of challenge for the city it is evermore vital that our communication is clear, relevant and engaging and responsive to the need to shift the tone and messaging.

As these shifts occur the organisation will need brand and creative leadership available and at hand to respond in a timely and relevant manner. This has been proven essential during the 12-week period. It is therefore proposed that the Head of the Creative Team is full-time until the end of May 2021.

The additional capacity will enable the Head of the Creative Team to provide leadership focus on the following important areas of work:

- Continue to provide timely creative leadership and feedback in the context of the constantly moving nature of the pandemic, enabling the Head of the Creative Team to continue to contribute fully to the creative process. This more senior level creative engagement with the Mayor's office is driving higher quality output and increasing satisfaction within the Mayor's office with the quality of the creative content.
- Provide brand and creative leadership on the public health messaging alongside hero marketing campaigns working closely with the Head of Marketing Campaigns, the Head of Media and the Mayor's office.
- The Head of the Creative Team is also able to contribute fully to a new strategic campaign working group established across the comms team as we continue the work recommended by Bloomberg Associates to improve coordination and be more aligned and strategic in our communication planning.
- Lead the prioritisation of Creative Team's time as policy teams start delivering new policies in response to the pandemic.
- The ability to provide creative leadership on Digi comms output on a daily basis ensuring brand consistency is in place as well as utilising the skills of both the Creative and Digi Comms teams.
- Review current briefing process in-line with our new communication environment.
- Review the current video content process with Marketing & Mayor's Social Lead and put forward a new proposal for video content creation.
- Review how creative work is commissioned across the GLA.

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

This proposal was developed by the Head of the Creative Team and has been discussed and agreed with the AD External Relations and the ED Strategy & Communications.

2. Consultation

This proposal has been endorsed by the ED for Strategy & Communications. This proposal is to increase the FTE of a post from 0.6 FTE to 1.0 FTE until the end May 2021. Therefore, it is not necessary to formally consult with or inform the Chief of Staff (on behalf of the Mayor) or the

Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) about the proposal.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	Change from 0.6 FTE to 1.0 FTE	Increase of 0.4 FTE for a 46 weeks period. (this is a temporary increase to a part-time permanent post – not a post creation)
Permanent posts to be (deleted)		
Fixed-term posts to be created		
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)	+0.4	for a 46 weeks period
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

No

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

Cost centre

Cost object

Brand Staffing - GB.0480.002

(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 (for 46 weeks 13 July 2020 to 28 May 2021)
10.5 months

Is the post permanent or temporary?

Post is 0.6 FTE permanently however to be full time for 10 and a half months

What is expected start date?

13 July 2020

Expected end date?

28 May 2021

- 4.1 This CO form is to approve making the Head of Creative (post number 003843) full time from 0.6 FTE for 10 and a half months. The cost of increasing this grade 13 post by 0.4 FTE so it is full time for 10.5 months will be £37,000 at midpoint salary costs including on costs at 2020-21 salary budget. The cost will be spread across two financial years as follows:
- 2020-21 – 8.5 months £30,000
2021-22 – 2 months £7,000
- 4.2 This will be funded from a combination of an eight month vacant part-time (0.4 FTE) grade 6 post (£12,000) and none pay Branding (£5,000) and Marketing (£20,000) budgets from 2020-21 and 2021-22 budget.
- 4.3 The post is held in External Relations Brand team within Strategy and Communications directorate and will continue to report to the AD External Relations.
- 4.4 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 contained within the External Affairs budget

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service (the "HoPS") may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 The Staffing Protocol does not refer to any process that needs to be followed when changing the FTE of a post. However, it has been determined (by mutual consent) that such proposals should be approved by the HoPS via a Chief Officer Form. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to change the FTE of the post set out above.
- 5.5 If the proposals set out in this Chief Officer Form result in any change to the terms and conditions of employment of existing GLA employees, then the GLA will need to follow a proper process in order to make such changes.
- 5.6 The HoPS has the power to make this decision.

6. Equalities considerations

None arising

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

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Head of Creative</i>	13	003519	13/7/20	28/5/21	Temporary increase in hours for 46 weeks. 0.6 FTE increasing to 1.0 FTE

Request for Head of Paid Service Decision CO190

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:

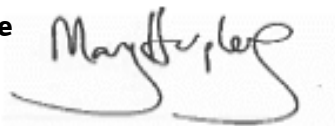
Approves the creation of a fixed term post (as set out below) to support the GLA's leadership and delivery of the Mayor's vision for the Thames Estuary Production Corridor, working in partnership with the Thames Estuary Production Corridor Partners Board, and supporting infrastructure and job creation in East London. This post will be funded in full by an external grant from the Ministry of Housing, Communities and Local Government.

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Policy Officer – Thames Estuary Production Corridor	Proposed 8	19 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 23/07/2020

1. Staffing proposals

This paper proposes the creation of a fixed-term post for nineteen months. A grant of £350,000 has been received from the Ministry of Housing, Communities and Local Government (MHCLG) to develop the Thames Estuary Production Corridor and the post will be funded in full by this grant.

The Policy Officer will support the GLA's leadership and delivery of the Mayor's vision for the Thames Estuary Production Corridor, working in partnership with the Thames Estuary Production Corridor Partners Board and the Thames Estuary Envoy and Growth Board. The post will coordinate Thames Estuary Production Corridor activity on behalf of the GLA's Culture and Creative Industries, Regeneration and Planning teams, who work closely together on this project.

Principal accountabilities for the post are set out below:

- Provide project management to deliver the Thames Estuary Production Corridor programme.
- Support master planning and feasibility research, prepare contract specifications and oversee reporting on MHCLG grant, following MHCLG's template for monitoring and evaluation.
- Assist in maintaining and monitoring projects and programme financial information.
- Co-ordinate internal and external working groups including the Thames Estuary Production Corridor Partners group, liaison with London boroughs and relevant Creative Enterprise Zones, and liaison with the Thames Estuary Growth Board, the South East LEP, Kent County Council and Essex County Council.
- Co-ordinate engagement with key creative production stakeholders and key creative production industry bodies.
- Undertake research and analysis to support the development of policy and projects to progress the Thames Estuary Production Corridor action plan.
- Develop a proposal for a formalised governance structure.
- Lead and co-ordinate communications and promotion activities, liaising with London & Partners, and support Creative Estuary brand development to help develop a strong brand and identity.

The Thames Estuary region includes some of the most deprived areas of East London. The economic impact of COVID-19 has been felt hardest in London, where the creative sector stands to lose up to £16.3bn a year GVA and 151,000 jobs. After London, the South East's creative sector has been the next hardest hit in the country.

As London and the South East recover from the impact of COVID-19, this activity and grant will support vital economic development planning. The funding and the post will help to sustain an important Estuary wide partnership. The GLA will manage this budget and work in partnership with the Thames Estuary Production Corridor Partners Board, including member London boroughs and Local London, to understand the impact of the COVID-19 pandemic on the creative production sector in the Estuary and to develop its action plan to provide resilience to the sector. Funding will be used to:

- develop the evidence base and rationale for future investment in the Corridor, in order to reinforce and future-proof the existing cross-boundary partnership; and
- deliver on the potential of the Corridor to be the UK's largest concentration of creative production.

The Thames Estuary Production Corridor is the ambitious shared vision of East London, South Essex and North Kent to create a world-class hub of cultural and creative production along the Thames Estuary. It was launched by the Mayor of London in 2017 in partnership with the London Economic

Action Partnership, the South East Local Enterprise Partnership (South East LEP) and the South East Creative Economy Network (SECEN).

The vision builds on the area's manufacturing legacy to develop a series of large scale, state-of-the-art production centres. These will promote innovation and increase productivity, deliver local jobs and skills development and support the rapid growth of the creative economy. The programme delivers on the Mayor's Culture Strategy and Cultural Infrastructure Plan by helping to protect and grow infrastructure for cultural production.

In 2019 the GLA published 'From Vision to Action' which identified three priorities:

- building the Thames Estuary Production Corridor identity, through programme, strategic communications and developing pan-Estuary higher and further education networks;
- securing investment in large-scale clusters and smaller local projects to develop creative production capacity; and
- growing the Thames Estuary, by securing alignment in plan and policy development in collaboration with the new Thames Estuary Growth Board, central government and local partners.

In 2020, the Thames Estuary Growth Board included Thames Estuary Production Corridor as a key strategic project it will support in its Action Plan (to be published 21 July 2020).

2. Consultation

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	1.0	
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)	1.0	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

Finance & Governance to complete.

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

Cost centre	G0250	Cost object (if different):	GG.0250.018
Is post to be externally funded, in part or full (if yes, include details below)?	Yes		
Is the post full or part time?	Full time		
Is the post permanent or temporary?	Temporary		
What is expected start date?	01/09/20	Expected end date?	31/03/22

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 temporary/fixed-term Grade 8 post within the Culture and Creative Industries Unit. This post will be funded from the Thames Estuary Production Corridor project, for which we have received a grant of £350,000 from MHCLG and approved via MD2632.

4.2 For the duration of the post, the total cost equates to approximately £96,000 (inclusive of on-costs) and will span two financial-years as follows:

2020-21	01/09/20 – 31/03/21 (7 months)	£ 35,000
2021-22	01/04/21 – 31/03/22 (12 months)	£ 61,000
	Total estimated costs	£ 96,000

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 GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 6.1 of the Staffing Protocol says that *"Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service"*. Paragraph 6.2 of the Staffing Protocol says that *"These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee (on behalf of the Assembly) in a six-monthly report"*. As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to create a temporary post as set out above. Paragraph 2 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.4 above in a six monthly report.
- 5.6 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.7 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

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.

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

	Tick to indicate approval ✓
Executive Director <u>Phil Graham</u> has reviewed and commented on this proposal.	
Assistant Director <u>Shonagh Manson</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Alison Cubbins</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on [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
Policy Officer, Thames Estuary Production Corridor	Proposed grade 8		01/09/20	31/03/22	Creation

Appendix B

Structure chart showing reporting lines and post reference number

Blue: Permanent

Yellow: FTC

Red: Proposed post

