

Request for Head of Paid Service Decision CO-302

| Directorate | CO number | Job Title | Post number | Post start date | Existing post end date | New post end date | Grade | Requested by | Team | Budget available | Existing or new post | Comments to CMT |
|----------------|-----------|--------------------------|-------------|-----------------|------------------------|-------------------|-------|----------------|---|------------------|----------------------|--|
| Housing & Land | 302 | Programme Officer | N/A | 01/08/2021 | | N/A | 7 | Orkhan Ahmadov | Strategic Projects and Property (Royal Docks) | Yes | New | Minor restructure to Royal Docks Team support function. Support function requirements changed, less office day to day tasks of Business Support Officer (BSO) and more higher-level programme support tasks e.g. research, project performance monitoring of a Programme Officer. New post creation to replace 1 deleted BSO. Requires job evaluation. |
| Housing & Land | 302 | Business Support Officer | 003491 | 01/01/17 | Permanent | N/A | 5 | Orkhan Ahmadov | Strategic Projects and Property (Royal Docks) | Yes | Existing | Reduced need for two Business Support Officers (BSO), both BSOs will be put at risk and ringfenced for the new G7 |

| | | | | | | | | | | | | |
|----------------|-----|--------------------------|--------|----------|-----------|-----|---|----------------|---|-----|----------|--|
| | | | | | | | | | | | | Programme Officer role created above. One BSO post will be deleted |
| Housing & Land | 302 | Business Support Officer | 004238 | 18/02/19 | Permanent | N/A | 5 | Orkhan Ahmadov | Strategic Projects and Property (Royal Docks) | Yes | Existing | Reduced need for two Business Support Officers (BSO), both BSOs will be put at risk and ringfenced for the new G7 Programme Officer role created above. One BSO post will be deleted |

Request for Head of Paid Service Decision CO-302

Decision Required

That the Head of Paid Service:

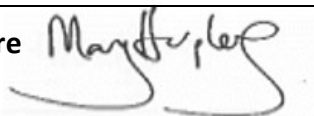
Approves the deletion of one of the Business Support Officer posts and creation of Programme Officer post within the Royal Docks Team

| <i>Job title</i> | <i>Grade</i> |
|---------------------------------|---------------------|
| <i>Programme Officer</i> | <i>7</i> |
| <i>Business Support Officer</i> | <i>5</i> |

Head of Paid Service

The above proposal has my approval.

Signature



Date 28/07/2021

1. Staffing proposals

The Royal Docks Team (RDT) is proposing a minor restructure, by the creation of a new Programme Officer post (please refer to Appendix C for Job Description) and the deletion of one (out of two) of the Business Support Officer (BSO) posts. The RDT expanded in 2019 with the view that two permanent BSO posts were needed to support the growing team with day-to-day project and operational office-based tasks. The team's needs have drastically changed since the pandemic, with a more hybrid model of working from home and office going forward and the repurposing of the Crystal as City Hall, meant that the day-to-day office functions have reduced.

The RDT is in the process of undertaking a number of key workstreams, namely the 10-year London Prosperity Board Research Study, the Monitoring & Evaluation Commission, and the Equalities Impact Assessment (EQIA). Each workstream is linked and the workflows that will come out of these will require additional resource in the team to manage the workstreams effectively. The RDT is at the stage where we now need to establish new systems in data collection, gathering research insights, project performance monitoring and activity towards capturing long-term impacts. In order to efficiently and effectively deliver these workstreams and satisfy the business needs, we are proposing the creation of Programme Officer post and the deletion of one of the current BSO posts. As our business needs have now changed, along with the reduced day to day office functions, one BSO post is sufficient going forward and this proposed new structure is fit for purpose long-term.

As these proposals set out a post deletion, consultation will take place in as set out in section 2. If the proposals are unchanged following consultation, both BSO post holders will be at risk of redundancy and ringfenced for the new Programme Officer post in line with the Organisational Change Process in a fair and transparent interview process. If both post holders chose to interview, the post will be offered to the highest scoring interviewee and the other interviewee will be assimilated into the remaining BSO post. If only one applies, the interviewee will need to meet the minimum criteria at interview to be offered the role as this is a ring-fenced interview. If neither interviewee is successful at interview, one of them will be at risk of redundancy.

The RDT will absorb the increase in salary and any redundancy from its corporate costs budget.

Approval in principal is sought by this CO pending the outcome of the consultation period.

2. Consultation

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

Formal consultation with staff and their representatives (Unison) is being undertaken in accordance with the GLA's Organisational Change Policy.

3. Table of changes

| Posts | FTEs | Notes |
|---|------|-------------------------------|
| Permanent posts to be created | 1 | Programme Officer role |
| Permanent posts to be (deleted) | 1 | Business Support Officer role |
| Fixed-term posts to be created | | |
| 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 GH.0960.004 Cost object (if different):

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

Is the post full or part time? Full time

Is the post permanent or temporary? Permanent

What is expected start date? 01/08/21 Expected end date? n/a

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

4.1 HOPS approval is being sought for the following:

Team: Royal Docks
WBS Code: GH.0940.004

Current Budget:

Pay costs are calculated using the actual spinal point of the post holder.

| Post No. | FTE | Job Title | Post Grade | Spinal point | 2021/22 Total Cost (Salary plus on-costs) £ |
|--------------|----------|--------------------------|------------|--------------|---|
| 3491 | 1 | Business Support Officer | 5 | 23 | 40,000 |
| Total | 1 | | | | 40,000 |

Proposed Budget:

Pay costs for the new post are calculated using the lowest spinal point of the grade.

| Post No. | FTE | Job Title | Post Grade | Spinal point | 2021/22 Total Cost (Salary plus on-costs) £ |
|--------------|----------|--|------------|--------------|---|
| 3491 | 0 | Business Support Officer (deleted post – budget used for new post below) | 5 | 23 | 0 |
| TBC | 1 | Programme Officer (new permanent post) | 7 | 31 | 50,000 |
| Total | 1 | | | | 50,000 |

The proposed changes will result in increased pay costs of £10,000 for 21/22.

The increased pay costs will be funded from the Royal Docks EZ delivery approved expenditure of £212.5m (MD2338).

5. Legal comments

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

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

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

6. Equalities considerations

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

7. Appendices

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

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

Appendix C: Programme Officer Job Description (to be evaluated)

8. Approval

| | |
|--|--|
| | <i>Tick to indicate approval</i> ✓ |
| Executive Director Rickardo Hyatt has reviewed and commented on this proposal. | ✓ |
| Assistant Director Simon Powell has reviewed and commented on this proposal. | ✓ |
| HR & OD Lead Officer Dawn James and Jane Todd has reviewed and commented on this proposal. | ✓ |
| Finance and Legal Finance and Legal have reviewed and commented on this proposal. | ✓ Suzanne Somers (Finance) Louise Shaw (Legal) |
| Corporate Management Team (CMT) This proposal was considered by CMT on 19 July 2021. | |

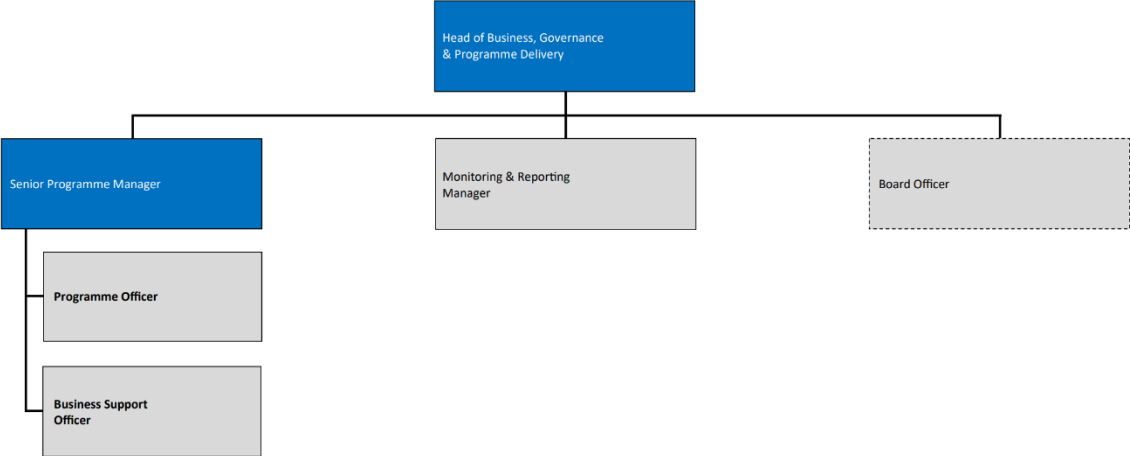
Appendix A

Details of all affected posts

| Post title | Post grade - current | Post grade - new | Post reference number | Start date | End date (fixed-term/deletions only) | Proposal: creation / deletion / regrade |
|---------------------------------|----------------------|------------------|--|------------|--------------------------------------|---|
| <i>Business Support Officer</i> | 5 | | 003491 or 004238 depending on which BSO is successful at interview | | | Deletion |
| <i>Programme Officer</i> | | 7 | | 01/08/2021 | | Creation |

Appendix B

Proposed structure chart showing reporting lines and post reference numbers



Appendix C

Programme Officer Job Description

Job description

| | |
|---------------------|--|
| Job title: | Programme Officer |
| Grade: | indicative G7 |
| Post number: | |
| Directorate: | Housing and Land |
| Unit: | Strategic Projects and Property – Royal Docks Team |

Job purpose

Reporting to the Senior Programme Manager, the Programme Officer will provide support with the implementation of programme management processes and monitoring of programmes and projects for the Royal Docks Team.

To assist the Senior Programme Manager with implementing the delivery of the Royal Docks Success Framework, establishing new systems in data collection and monitoring of project performance and activity towards capturing long-term impacts.

To assist with all aspects of programme administration and delivery including financial modelling exercises, managing input from legal and technical advisors, budget and risk management, and assist the teams with financial year-end processes as well as other relevant monitoring tasks.

Principal accountabilities

1. Support the Senior Programme Manager and Monitoring and Reporting Manager with implementing the Royal Docks Success Framework, establishing new systems in data collection and monitoring of project performance and activity towards capturing long-term impacts.
2. Support the delivery of programmes and projects within the Royal Docks EZ Delivery Plan through regular performance reporting and monitoring of project activity.
3. Monitor, track and report using software and data analysis tools on programme, project and financial information relating to spend, receipts, milestones, outputs and targets in line with corporate systems and procedures, checking appropriate approvals are in place and taking action to resolve any inaccuracies.

4. Assist the team with processing and preparation of financial documents, including reconciling actual income and expenditure with approved budget allocations, annual budget returns, year-end accounts, invoicing, and day to day financial payments in line with corporate procedures.
5. Assist the team with decisions, contracting, and managing and monitoring financial performance against contractual obligations and expected outcomes.
6. Liaise with the relevant GLA and LBN teams to ensure that necessary project output, financial data and processes are up to date and meet business requirements.
7. Support and establish relevant working groups internally and externally to contribute to the development of Royal Docks strategies, processes and programmes, ensuring that knowledge and learning is shared within the team.
8. Assist with the co-ordination of information and analysis to ensure up to date assessments of equalities impacts are taken into account when project teams are seeking endorsements and decisions, and more generally as appropriate.
9. Build excellent working relationships, both internally and externally, and represent the Royal Docks Team when collating data from external partners and stakeholders.
10. Provide expert analysis and reports for the planning of future programmes and projects to meet the Royal Docks EZ priorities.
11. Support the establishment of new data collection and analysis tools in order to produce reports and local systems that will assist the team to meet overall programme targets.
12. Produce reports that enable the team to meet targets, including reporting on any overspend against approvals and budgets and ensuring the teams maintain the integrity of data within OPS and other bespoke applications.
13. 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.
14. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-departmental and cross-organisational groups and project teams

Key Contacts

Accountable to: Senior Programme Manager

Accountable for: Resources allocated to the job

Person specification

Technical requirements/experience/qualifications:

1. Proficient in the use of appropriate IT systems and advanced experience of using Excel. Appropriate higher education qualification (e.g. BTEC, HNC, Degrees etc) or equivalent work-based experience.
2. Experience of supporting the delivery of a complex project or programme
3. An understanding of the GLA's commitment to equality and diversity.

Behavioural competencies

Building and managing relationships

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

Level 2 Indicators of effective performance

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

Stakeholder Focus

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

Level 2 indicators of effective performance

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

Communicating and Influencing

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

Level 2 indicators of effective performance

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

Planning and organising

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

Level 2 Indicators of effective performance

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

Research and analysis

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

Level 2 Indicators of effective performance

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

Problem solving

...is analysing and interpreting situations from a variety of view points and finding creative workable and timely solutions.

Level 2 indicators of effective performance

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

Responding to Pressure and Change

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

Level 2 indicators of effective performance

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

Organisational Awareness

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

Level 2 indicators of effective performance

- Challenges unethical behaviour
- Uses understanding of the GLA's complex partnership arrangements to deliver effectively
- Recognises how political changes and sensitivities impact on own and team's work
- Is aware of the changing needs of Londoners, anticipating resulting changes for work agendas
- Follows the GLA's position in the media and understands how it impacts on work

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

Request for Head of Paid Service Decision CO-307

| Directorate | CO number | Job Title | Post number | Post start date | Existing post end date | New post end date | Grade | Requested by | Team | Budget available | Existing or new post | Comments to CMT - state original start date and full period of newly extended FTC and any other relevant comments. |
|----------------------|-----------|--|-------------|-----------------|------------------------|-------------------|-------|-----------------------|---------------------|------------------|----------------------|--|
| Communities & Skills | CO-307 | Supervisory Economist, Complex analysis & Statistical publications | TBC | 20/07/2021 | N/A | N/A | 11 | Michelle Cuomo Boorer | Skills & Employment | YES | New | Post required to lead a team of economists and data analysts to provide analysis and advice on the AEB |
| Communities & Skills | CO-307 | Senior Project Officer | TBC | 20/07/2021 | N/A | N/A | 9 | Michelle Cuomo Boorer | Skills & Employment | YES | New | Post required to provide data analysis for complex and statistical publications |
| Communities & Skills | CO-307 | Economist | TBC | 20/07/2021 | N/A | N/A | 7 | Michelle Cuomo Boorer | Skills & Employment | YES | New | Post required to effectively delivery BAU Skills functionality of GLA OPS which is used to manage |

| | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|------------------------------------|
| | | | | | | | | | | | | over £300m of payments annually |
|--|--|--|--|--|--|--|--|--|--|--|--|------------------------------------|

Request for Head of Paid Service Decision CO-xxx

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

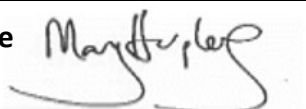
- *Creation of the following permanent posts:*

| Job title | Grade |
|--|--------------|
| Supervisory Economist, Complex analysis & Statistical publications | 11 |
| Senior Project Officer | 9 |
| Economist | 7 |

Head of Paid Service

The above proposal has my approval.

Signature



Date 28/07/2021

1. Staffing proposals

Introduction and background

- 1.1. In 2018, under cover of HOPS0280, 53 new positions were approved to create the Skills & Employment Unit. Since its establishment the remit, scope and size of the Unit has significantly increased. Following a formal consultation, the former European Social Fund (ESF) team was restructured into the Unit at the end of 2018 bringing with it a range of existing and new ESF responsibilities and funds, and additional funding has been received in relation to the AEB (circa £10m per annum AEB) and the National Skills Fund Level 3 entitlement (£22m in 21/22).
- 1.2. The Unit is now responsible for a total revenue budget of c£364m (57% of the GLA revenue spend) and total capital budget of £5m in 2021/22. This sum excludes the carry forward for ongoing programmes including AEB which continues into the 2021/22 year funded from previous budgets.
- 1.3. The Unit currently has an establishment of 92 Full Time Equivalents (FTEs) and exists to promote and deliver the Mayor's skills and employment policies and their associated delivery priorities.
- 1.4. In May 2021 the GLA Oversight Committee approved the creation of the three new posts in the Skills & Employment Unit outlined in the proposal below. This report is to formally establish the posts agreed via the Oversight process.

Proposal

- 1.5. The proposal is to create three new permanent Adult Education Budget funded posts across the Skills & Employment Funding Policy & Systems and Delivery – Central & West teams.

Funding Policy & Systems

- 1.6. The Funding, Policy & Systems (FP&S) team is responsible for establishing the systems that manage the flow of data and funding between Government, the GLA and providers of adult education and skills, including the rules and formulas that allocate funding. The team is also responsible also for managing the bidding processes.
- 1.7. The team currently consists of two strands, each headed up by a G11 manager (a Funding Systems Manager and a Funding Policy Manager). The scope of the team has increased significantly, and in May 2021, the Oversight Committee approved the proposed restructure which includes a third strand to be headed up by a new G11 Supervisory Economist, Complex analysis & Statistical publications.
- 1.8. The third strand is required to provide high quality economic information and advice to inform policy development and service delivery by the Skills & Employment Unit. Specifically, this will include the analysis of large and/or complex adult education data, ensuring it is statistically robust. This strand will lead the programme and external publication of the Mayor's Adult Education Budget Individual Learner Record (ILR) data and the Mayor's London Learner Survey results.
- 1.9. Through the GLA's 2021/22 budget setting process, the creation of four posts in the FP&S team was approved. All four posts will be fully funded by the AEB meaning no funding is required from the GLA. Two of the posts (G10 Principal Policy Officer GLA4658 and G8 Fixed Term Contract Senior Data Officer GLA4659) were established under cover of CO-254.
- 1.10. This report requests that the remaining two posts are created. The job descriptions were approved by the Oversight Committee in May 2021 and have been graded at the proposed grades so will therefore not need to go to the Job Evaluation panel:
 - G11 Supervisory Economist, Complex analysis & Statistical Publications – This post is required to lead a team of economists and data analysts which provide expert analysis and advice on the Adult Education Budget, the GLA's largest revenue stream, and other Skills and Employment data including ESF. The job description can be found at Appendix D.

- G7 Economist – This post is required to provide data analysis for complex and statistical publications. The job description can be found at Appendix E.

Delivery – Central & West

- 1.11. The Central & West (C&W) team is one of the three delivery teams within the Skills & Employment Unit. The Delivery teams are responsible for managing the programme delivery cycle through to contract completion, including contract and partner negotiations, quality assurance and contract management. The GLA Open Project System (GLA OPS) is used to manage provider grants and contracts. The Unit is a significant user of the GLA OPS platform which is now used to manage over £300m of payments each year. With some 500 projects registered since June 2019, there is a need for an additional G9 post to effectively deliver the business-as-usual functionality of the system who will work with the G10 Principal Project Officer who oversees GLA OPS for the Unit.
- 1.12. This role was also approved by the GLA Oversight Committee in May 2021.

2. Consultation

- 2.1. In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (“the Staffing Protocol”), formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) is not required for this proposal as fewer than five posts are affected. However, these roles were included in a wider, proposed restructure of the Skills & Employment Unit and were approved by the Oversight Committee in May 2021.
- 2.2. The Head of Paid Service is required to inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) about any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. This decision is not considered to be contentious.

3. Table of changes

| Posts | FTEs | Notes |
|-----------------------------------|----------|-----------------------------|
| Permanent posts to be created | 3 | 1 x G11 1 x G9 1 x G7 |
| Permanent posts to be (deleted) | | |
| Fixed-term posts to be created | | |
| Fixed-terms posts to be (deleted) | | |
| Net total of posts created | 3 | |

| | | |
|----------------------------------|--|--|
| Permanent posts to be regraded | | |
| Fixed-terms posts to be regraded | | |

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

4. Financial comments

Finance & Governance to complete.

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

Cost centre **GE0384** Cost object **GE.0384.001**
(if different):

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

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

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

What is expected start date? **20/07/21** Expected end date? **N/A**

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

- 4.1 The total cost of creating the following posts; Economist –(1FTE @ Grade 7 for 9 months until Mar 2022), Senior Project Officer – (1FTE @ Grade 9 for 9 months until Mar 2022) and Supervisory Economist (1FTE @ Grade 11 for 9 months until Mar 2022) amounts to £154,000 including the £6,000 corporate overhead charge per person per annum.
- 4.2 These costs will be incurred over two financial years; £154,000, in 2021/22 and £199,000 in 2022/23 and the total salary cost is £353,000. The newly created posts will be externally funded from the Adult Education Budget.
- 4.3 The table below lists the costs associated with each post, calculated at the base point of the grades including on-costs and annual corporate overheads charge.

| Months | | | 9 | 9 | 12 | 12 | |
|------------------------|-------|-----|-----------------|---------------------------|-----------------|---------------------------|-----------------|
| Post | Grade | FTE | 2021/22 salary | Corporate overhead charge | 2022/23 salary | Corporate overhead charge | Total |
| Supervisory Economist | 11 | 1 | £56,000 | £5,000 | £73,000 | £6,000 | £140,000 |
| Senior Project Officer | 9 | 1 | £47,000 | £5,000 | £61,000 | £6,000 | £119,000 |
| Economist | 7 | 1 | £36,000 | £5,000 | £47,000 | £6,000 | £94,000 |
| Total | | | £139,000 | £15,000 | £181,000 | £18,000 | £353,000 |

As these posts are permanent contracts, the GLA may become liable for redundancy and/or pension capital costs if the appointees have on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated but in the event such costs do arise they will be subject to further approval.

5. Legal comments

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

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

5.8 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

Appendix D: G11 Supervisory Economist, Complex analysis & Statistical Publications JD

Appendix E: G7 Economist JD

8. Approval

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

Appendix A

Details of all affected posts

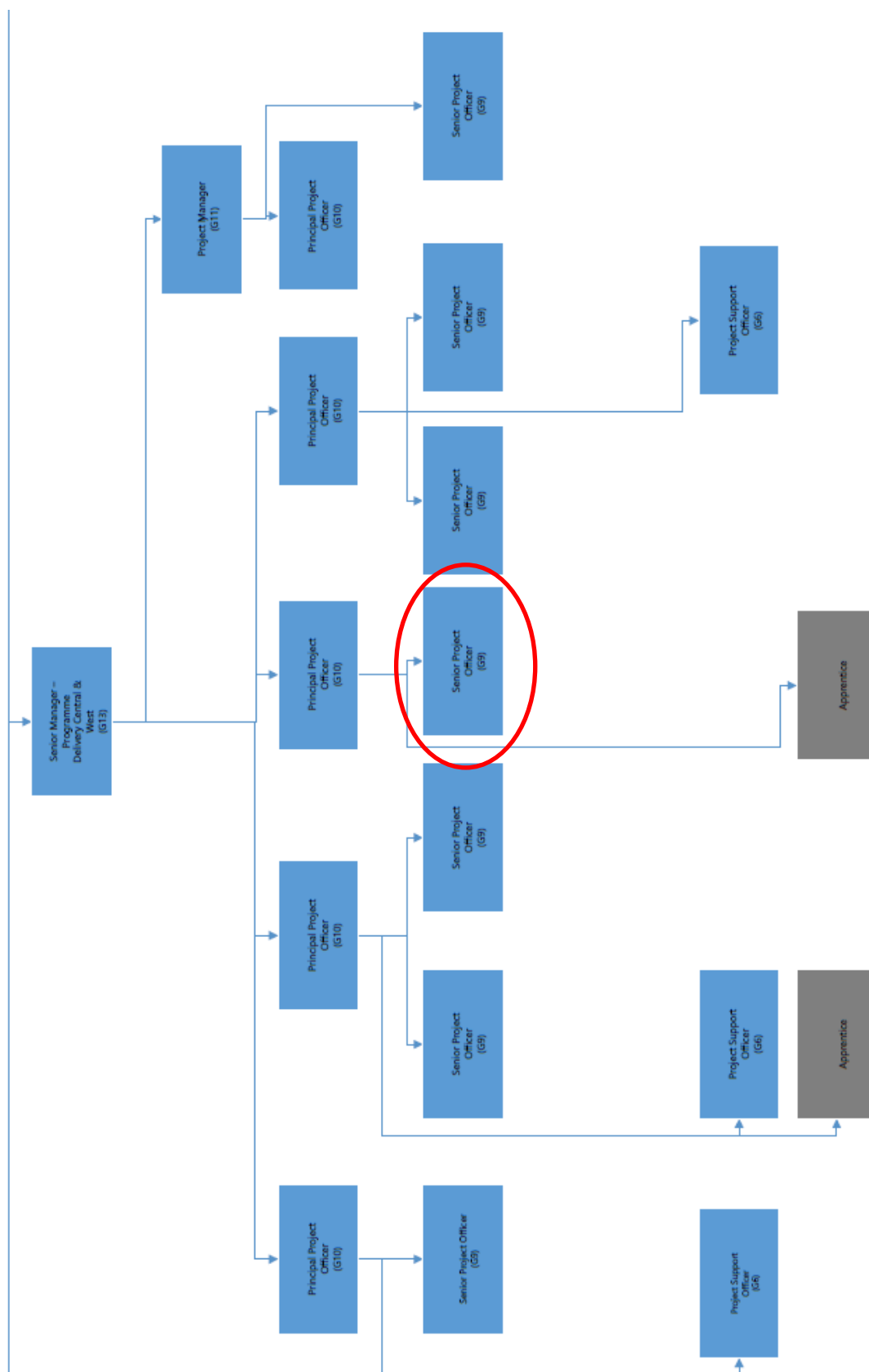
| Post title | Post grade - current | Post grade - new | Post reference number | Start date | End date (fixed-term/deletions only) | Proposal: creation / deletion / regrade |
|---|----------------------|------------------|-----------------------|------------|--------------------------------------|---|
| <i>Supervisory Economist, Complex analysis & Statistical publications</i> | N/A | 11 | TBC | 20/07/2021 | N/A | Creation |
| <i>Senior Project Officer</i> | N/A | 9 | TBC | 20/07/2021 | N/A | Creation |
| <i>Economist</i> | N/A | 7 | TBC | 20/07/2021 | N/A | Creation |

Structure chart showing reporting lines and proposed posts in red.

```

graph TD
    G13[Senior Manager - Funding Policy & Systems (G13)] --> G11_FPM[Funding Policy Manager (G11)]
    G13 --> G11_FSM[Funding Systems Manager (G11)]
    G13 --> G11_TBQ[Supervisory Economist, Complex Analysis & Statistical Publications (G11 - TBQ)]
    
    G11_FPM --> G10_PPO1[Principal Policy Officer (G10)]
    G11_FPM --> G8_SPO1[Senior Policy Officer (G8)]
    G11_FPM --> G8_SPO2[Senior Policy Officer (G8)]
    G11_FPM --> G6_PSO1[Project Support Officer (G6)]
    
    G11_FSM --> G10_PPO2[Principal Policy Officer (G10)]
    G11_FSM --> G8_SDA1[Senior Data Analyst (G8)]
    G11_FSM --> G8_SDA2[Senior Data Analyst (G8)]
    G11_FSM --> G7_DA[Data Analyst (G7)]
    G11_FSM --> G6_PSO2[Project Support Officer (G6)]
    
    G11_TBQ --> G9_SE[Senior Economist (G9)]
    G11_TBQ --> G8_SDA3[Senior Data Analyst (G8)]
    G11_TBQ --> G7_E[Economist (G7)]
  
```

Delivery – Central & West



Request for Head of Paid Service Decision CO-308

| Directorate | CO number | Job Title | Post number | Post start date | Existing post end date | New post end date | Grade | Requested by | Team | Budget available | Existing or new post | Comments to CMT |
|------------------------|-----------|---|-------------|-----------------|------------------------|-------------------|-------|------------------|--------------------|------------------|----------------------|--|
| Communities and Skills | CO308 | Senior Policy and Project Officer (active citizenship and democratic participation) | | 01/09/21 | N/A | Permanent | 8 | Janaki Mahadevan | Social Integration | Yes | New | Post required to: Deliver active citizenship and democratic participation workstream. Meet manifesto commitments on voting rights. Build on Citizenship and Integration Initiative work to increase voter registration rates in London, with a particular focus on under-represented groups |

Request for Head of Paid Service Decision CO-308

Decision Required

That the Head of Paid Service:

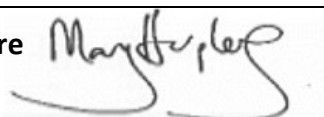
Approves the creation of the following post:

| <i>Job title</i> | <i>Grade</i> |
|---|---------------------|
| <i>Senior Policy and Projects Officer (active citizenship and democratic participation)</i> | <i>8</i> |

Head of Paid Service

The above proposal has my approval.

Signature



Date 28/07/2021

1. Staffing proposals

To create the following permanent post:

Senior Policy and Projects Officer 1FTE

This post will be GLA-funded and was approved in the 2021/22 budget.

The post holder will lead on delivering Mayoral manifesto commitments on extending voting rights for foreign nationals who live, work and pay tax in London and to 16 and 17-year-olds, and focus on increasing registration rates of groups underrepresented on the electoral register.

Through the Citizenship and Integration Initiative (CII), the GLA has established a programme of work to increase voter registration rates in London with a particular focus on under-represented groups. This has been achieved through co-ordinated activity with the London Voter Registration Strategic Partnership and delivery of two successful London Voter Registration Weeks (LVRW).

We are seeking approval for the creation of the permanent G8 post, agreed in the 2021/22 budget, to lead on a broader programme focused on active citizenship and democratic engagement once current CII secondment arrangements end. This work requires specialist expertise, legal knowledge and established relationships with statutory bodies, local councils and civil society organisations.

The GLA has a unique role in leading cross-sector collaboration on democratic participation in London. Through the expertise and networks of the current CII secondee, the GLA has established itself as a credible and committed partner in the democratic participation space.

This post will be required to:

- Develop and maintain effective relationships with partners across local and central government, independent organisations, civil society, grassroot and community-led organisations
- Lead the commissioning and oversight of work to achieve the programme's key objectives
- Commission and manage research to improve the quality of data and intelligence to inform future activity and support the aims of the work programme
- Support the wider Communities and Social Policy Unit in programmes which advocate for under-represented groups
- Advise and coordinate GLA and Mayoral activity on related advocacy, including responding to changes in the democratic process
- Advise and support delivery of GLA-wide participation work, in collaboration with other policy teams, and as part of the recovery programme

2. Consultation

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

3. Table of changes

| Posts | FTEs | Notes |
|---|------|-------|
| Permanent posts to be created | 1 | |
| 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) | 1 | |
| Permanent posts to be regraded | 0 | |
| Fixed-terms posts to be regraded | 0 | |

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

4. Financial comments

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 The proposed creation of a permanent Senior Policy and Projects Officer post at Grade 8 (1 FTE), amounts to £54,000 per annum.

- 4.2 The annual cost will be funded from the staffing budget allocated to the Communities and Social Policy Unit under the 'Robust Safety Net' Mission.

5. Legal comments

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

6. Equalities considerations

The post is intended to deliver on the aims of the Social Integration team which specifically focus on active citizenship and democratic participation. It therefore includes the following goals:

- Londoners understand the complexity of and are involved in local and London-wide decision making

- Londoners benefit from the impact of reduced inequality and discrimination and a fairer justice and democratic system
- Londoners feel they have control and are hopeful about their future and the future of their city
- London maintains its international status as a diverse, inclusive, open city and democracy
- Londoners have increased trust in the democratic system and institutions
- A decrease in apathy and disenfranchisement

These goals explicitly seek to strengthen equality in London and work with London's communities and organisations representing them to ensure inclusive practices. The programme specifically focuses on removing barriers to democratic participation, including for those with protected characteristics under the Equality Act 2010.

7. Appendices

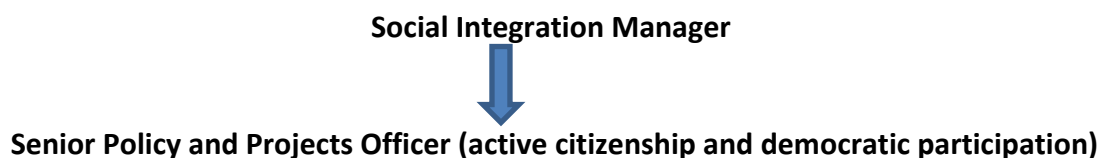
Appendix A

Details of all affected posts

| Post title | Post grade - new | Post reference number | Start date | Proposal: creation / deletion / regrade |
|---------------|------------------|-----------------------|------------|---|
| <i>Post A</i> | 8 | | 01/09/21 | Creation |

Appendix B

Structure chart



8. Approval

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

Request for Head of Paid Service Decision CO-310

| Directorate | CO number | Job Title | Post number | Post start date | Existing post end date | New post end date | Grade | Requested by | Team | Budget available | Existing or new post | Comments to CMT - state original start date and full period of newly extended FTC and any other relevant comments. |
|-----------------------|-----------|---------------|-------------|-----------------|------------------------|-------------------|-------|---------------|------|------------------|----------------------|---|
| Team London and Sport | CO310 | Regional Lead | GLA4552 | 01/09/2021 | 31 August 2024 | | 9 | Alice Wilcock | TBC | Yes | Existing | Post will be moved from Team London and Sport to the Skills & Employment Unit to support implementation of Careers Hubs. Post is funded by Skills Unit budget. Re-evaluate G9 to G10 after re-evaluation process. |
| Team London and Sport | CO310 | Network Lead | GLA5446 | | 31 August 2024 | | 8 | Alice Wilcock | TBC | Yes | Existing | Post will be moved from Team London and Sport to the Skills & |

| | | | | | | | | | | | | |
|-----------------------|-------|-------------------------|---------|------------|----------------|--|---|---------------|-----|-----|----------|---|
| | | | | | | | | | | | | Employment Unit to support implementation of Careers Hubs. Post is funded by Skills Unit budget. Re-evaluate G8 to G9 after re-evaluation process. |
| Team London and Sport | CO310 | Network Lead | GLA5516 | 01/09/2021 | 31 August 2021 | | 8 | Alice Wilcock | TBC | Yes | Existing | Post will be deleted from the organisation. |
| Team London and Sport | CO310 | Network Lead | GLA5194 | 01/09/2021 | 31 August 2021 | | 8 | Alice Wilcock | TBC | Yes | Existing | Post will be deleted from the organisation. |
| Team London and Sport | CO310 | Project Support Officer | | 01/09/2021 | 31 August 2024 | | 6 | Alice Wilcock | TBC | Yes | New | Post will be created in the Skills & Employment Unit to support implementation of Careers Hubs. Post is co-funded by GLA Skills Unit and external funder. Re-evaluate G8 to G6. |

Request for Head of Paid Service Decision CO-310

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:

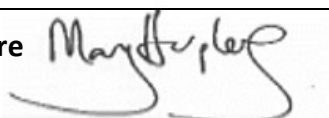
1. Moving two existing posts from Team London and Sport to the Skills & Employment Unit – Does not require HOPS approval. However, needs to happen in tandem with the other requests
2. The deletion of two Grade 8 posts from Team London and Sport
3. The creation of a three year fixed-term Grade 6 post in the Skills & Employment Unit
4. The re-evaluation of the two posts below in the Skills & Employment Unit.

| Post title | Post grade - current | Post grade - new | Proposal: creation / deletion / re-evaluate |
|-------------------------|----------------------|------------------|---|
| Regional Lead | 9 | 10 | Re-evaluate (and change in job title) |
| Network Lead | 8 | 9 | Re-evaluate (and change in job title) |
| Network Lead | 8 | | Deletion |
| Network Lead | 8 | | Deletion |
| Project Support Officer | N/A | 6 | Creation |

Head of Paid Service

The above proposal has my approval.

Signature



Date 28/07/2021

1. Staffing proposals

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

With the launch of the Careers Hubs, we are changing the way we manage the programme so that more funding is directly given to delivery partners and therefore there is less involvement required from the GLA in terms of programme delivery. This means that fewer roles are required at the GLA and we are therefore recommending the deletion of the two Grade 8 Network Lead posts. These posts are currently vacant.

Approval is sought to move the management of the London Enterprise Adviser Network (LEAN) and Careers Hubs from Team London and Sport to the Skills & Employment Unit. As a careers programme, this will better align the work of the LEAN and Careers Hubs with the wider Skills & Employment work.

With the movement of these programmes, we are also seeking approval to transfer the programme staff from Team London and Sport to the Skills & Employment Unit.

This Chief Officer form is specifically regarding these posts.

We propose:

- the deletion of two G8 posts (GLA3083 and GLA3084) from Team London and Sport
- the movement of the existing G9 Regional Lead (GLA3920) and G8 Network Lead (GLA3253) posts from Team London and Sport to the East and South Delivery Team within the Skills & Employment Unit. In addition, these posts have been reviewed against other similar posts in the Skills & Employment Unit and as a result, this form seeks approval to re-evaluate both posts and change their job titles to give parity with existing posts in the Skills & Employment Unit.
- the creation of a three-year fixed term G6 post in the East and South Delivery Team within the Skills and Employment Unit.

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

The posts will support the delivery of the London Enterprise Adviser Network (LEAN) and Careers Hubs. The launch of Careers Hubs and extension of the LEAN has been a key element of the Mayor's support for improving careers provision and continues to deliver several objectives set out in the Skills for Londoners Strategy, Careers for Londoners Action Plan and the Good Work for All mission.

Going forward, the core GLA staff required to manage the LEAN and Careers Hubs consist of:

- the Principal Project Officer (existing Regional Lead post) who oversees and manages the programme and leads on aspects of the GLA's careers education strategy and relationships
- the Senior Project Officer (existing Network Lead post) who manages projects and partners to ensure the successful delivery of the Careers Hubs and LEAN
- the Project Support Officer who will support the administration and coordination of the programme and its external partners

Since the Regional Lead and Network Lead posts were first created the requirements of both posts has changed considerably. The LEAN has expanded greatly, and this year Careers Hubs will be launched across London meaning that there is much more contract, stakeholder and project management required of the posts, including:

- to reflect the greater impact of the LEAN and Careers Hubs, the Principal Project Officer (existing Regional Lead) will be expected to build and manage relationships with key senior stakeholders in the careers sector on behalf of the GLA and take a lead role in developing the GLA's careers offer for schools and colleges.
- to reflect the changing needs of the LEAN and Careers Hubs, the Senior Project Officer (existing Network Lead) will be expected to manage additional external income through developing procurement documentation and providing support throughout the procurement process, working closely with TfL Legal, Finance and Procurement Colleagues, on the procurement and management of new delivery partners. This will increase the impact of the LEAN and Careers Hubs.

As set out above, the duties are a continuous requirement of the posts that were not initially envisaged when the posts were created. This is mainly due to the increased scale of the LEAN this year and the importance of careers education for young people as we support young Londoners to recover from the impact of the COVID-19 pandemic. By 2024 the expansion of the programme will allow all mainstream secondary schools, FE colleges, alternative provision institutions and special schools in London to be part of a Careers Hub. For this purpose, £11.5m of funding has been confirmed, which includes £5.9m external funding from the Careers & Enterprise Company, £4m European Social Fund and £1.6m GLA funding. It is now clear that the scope of these posts has widened from the responsibilities that were initially foreseen.

The newly created Project Support Officer will be a Grade 6 to be in line with other Grade 6 Project Support Officer roles in the Skills & Employment Unit. This will allow the Project Support Officer to work across Skills programmes where necessary.

2. Consultation

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

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

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 to re-evaluate two posts as set out above.

3. Table of changes

| Posts | FTEs | Notes |
|---|------|---|
| Permanent posts to be created | 0 | |
| Permanent posts to be (deleted) | 0 | |
| Fixed-term posts to be created | 1 | |
| Fixed-terms posts to be (deleted) | 2 | GLA3083 GLA3084 |
| Net total of posts created / (deleted) | -1 | |
| Permanent posts to be re-evaluated | 0 | |
| Fixed-terms posts to be re-evaluated | 2 | Re-evaluate GLA3920 to G10 Re-evaluate GLA3253 to G9 |

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

4. Financial comments

Finance & Governance to complete.

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

Cost centre Cost object
(if different):

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

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date?

Expected end date?

30/08/2024

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

- 4.1 Approval is being sought to restructure the LEAN Programme staffing. These changes include: 2x deletions (GLA3083 and GLA3084 - both Grade 8 posts), 1x creation (Grade 6) and the regrading 2x existing posts (GLA3253 from a Grade 8 to Grade 9, and GLA3920 from a Grade 9 to Grade 10).
- 4.2 The new restructured LEAN programme staffing budget requirement is £0.172m per annum for a total of 3 posts (shown below). Of this requirement £0.012m is to be funded via external income from the Careers and Enterprise Company (CEC). The remaining £0.160m is to be funded via the LEAN Programme budget.

| Post | Grade | FTE | Cost per Annum | Income per Annum | Cost to the GLA per Annum |
|-------------------------|-------|-----|-----------------|------------------|---------------------------|
| Regional Lead | 10 | 1 | £68,000 | | £68,000 |
| Network Lead | 9 | 1 | £61,000 | | £61,000 |
| Project Support Officer | 6 | 1 | £43,000 | (£12,000) | £31,000 |
| Total Costs | | | £172,000 | (£12,000) | £160,000 |

As external funding forms only a small part of the Project Support Office role, the £6k corporate overhead charge has not been applied in this case.

- 4.3 As this proposal includes the deletion of posts on the GLA establishment, redundancy and pension costs may become payable by the GLA. At this stage, such costs cannot yet be quantified as staff affected will be going through the Authority's Management of Change and Recruitment & Selection procedures. In the event these costs become payable, they will be contained within the Authority's existing revenue budget provision and will be subject to further approval via the Authority's decision-making process.

5. Legal comments

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

- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 The proposal to delete two Network Lead posts and create one Project Support Officer post as set out in this Chief Officer Form does not fall within the definition of a 'major restructure' contained within the Staffing Protocol so does not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.6 However, paragraph 5.3 of the Staffing Protocol states that *"The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them"*. Paragraph 2 confirms that these persons have been informed of the proposal set out above. The proposal is not considered to be contentious.
- 5.7 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 to re-evaluate two posts as 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.
- 5.8 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 posts set out above.
- 5.9 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.
- 5.10 The GLA should follow its Organisational Change Policy in dealing with this restructure. If any employees are made redundant, the GLA's Compensation Payments Policy may apply.
- 5.11 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant post.

5.12 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.

5.13 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: Revised Job Description

Appendix A

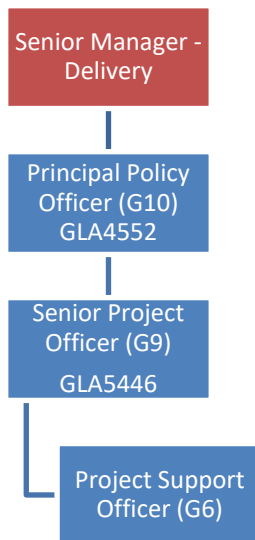
Details of all affected posts

| Post title | Post grade - current | Post grade - new | Post reference number | Start date | End date (fixed-term/deletions only) | Proposal: creation / deletion / re-evaluate |
|-------------------------|----------------------|------------------|-----------------------|------------------|--------------------------------------|---|
| Regional Lead | 9 | 10 | GLA3920 | 1 September 2021 | 31 August 2024 | Re-evaluate |
| Network Lead | 8 | 9 | GLA3253 | 1 September 2021 | 31 August 2024 | Re-evaluate |
| Network Lead | 8 | N/A | GLA3083 | | 31 August 2021 | Deletion |
| Network Lead | 8 | N/A | GLA3084 | | 31 August 2021 | Deletion |
| Project Support Officer | N/A | 6 | | 1 September 2021 | 31 August 2024 | Creation |

Appendix B

Structure chart showing reporting lines and post reference numbers

The Grade 10 Principal Project Officer will report to the Senior Manager – Delivery in the Skills & Employment Unit's East and South Delivery Team. The Grade 9 Senior Project Officer post will report to the Grade 10 Principal Project Officer post and the Grade 6 Project Support Officer post will report to the Grade 9 Senior Project Officer. This structure is proposed to ensure parity with other posts and structures in the Skills & Employment Unit but may change subject to the outcome of the consultation on line management structures at the GLA.



8. Approval

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

Request for Head of Paid Service Decision CO-312

| Directorate | CO number | Job Title | Post number | Post start date | Existing post end date | New post end date | Grade | Requested by | Team | Budget available | Existing or new post | Comments to CMT - state original start date and full period of newly extended FTC and any other relevant comments. |
|-------------|-----------|------------------------------------|-------------|-----------------|------------------------|-------------------|-------|----------------|---|------------------|----------------------|---|
| Good Growth | | Business Administration Apprentice | | Sept 2021 | | Dec 2022 | | Lisa Fairmaner | London Plan and Growth Strategies (Good Growth, Planning) | Yes | New | Seeking to offer two apprenticeships rather than one due to the calibre of applicants and what the enhanced capacity would contribute |

Request for Head of Paid Service Decision CO-312

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

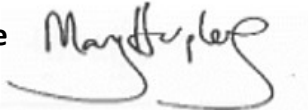
That the Head of Paid Service:

Approves the creation of one additional apprentice post.

Head of Paid Service

The above proposal has my approval.

Signature



Date 28/07/2021

1. Staffing proposals

The Planning service within Good Growth applied for one Business Administration Apprentice in the current 2021 intake. This is the first time a Business Administration Apprentice has been sought for the London Plan and Growth Strategies side of the Planning service. The documentation accompanying this is set out in Annex C.

The recruitment process concluded with interviews on Friday 2 July 2021. During this process it was clear that the calibre of candidates was significantly higher than we had anticipated when the original decision was made to secure an apprentice. It became clear that the range of work the apprentice would be able to assist with was significantly broader than first envisaged and therefore there was potential for a much broader offer from team i.e we would be able to provide a work programme and learning and development for two apprentices rather than just one.

Through this process we have identified three candidates who would be appointable. We are seeking to take on two apprentices rather than one, making offers in order of preference as per the interview scoring. This would be very positive in terms of the contribution to the team and in terms of creating a further opportunity for a candidate should they want to take up the offer. The first post was approved under CO form [CO-294] and this CO form seeks approval for the second post (see Appendix D).

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 | One apprenticeship post additional to the apprenticeship post already within the structure |
| Fixed-terms posts to be (deleted) | | |
| Net total of posts created / (deleted) | 1 | |
| Permanent posts to be regraded | | |
| Fixed-terms posts to be regraded | | |

4. Financial comments

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

Cost centre

GP.0310.0305

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?

Part time as approximately 20% of time is learning

Is the post permanent or temporary?

temporary

What is expected start date?

Sept 2021

Expected end date?

Dec 2022

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

- 4.1 This report seeks approval for the creation of a 15-month fixed term apprenticeship post for the London Plan and Growth Strategies team.
- 4.2 The estimated cost of the post is £ 32,000 (£ 26,000 per annum) and will span 21-22 and 22-23 financial years. This cost will be funded from programme budget created by London Plan programme budget in place.

| | 2021-22 | 2022-23 | Total |
|-----------------------------------|----------|----------|----------|
| 1 FTE post, at London Living Wage | £ 15,000 | £ 17,000 | £ 32,000 |

5. Legal comments

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

An important consideration in this has been the extent to which the team represents the community and the commitment of the team to improve the pipeline of people involved in planning as well as the range of voices informing our work both internally and externally.

Appointing two candidates rather than one would enable better representation and a wider range of life experience to bear on this work.

7. Appendices

Appendix A: Details of all affected posts

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

Appendix C: 2021 GLA Advanced Apprentice questionnaire

Appendix D: Previous approved CO report [CO-294]

8. Approval

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

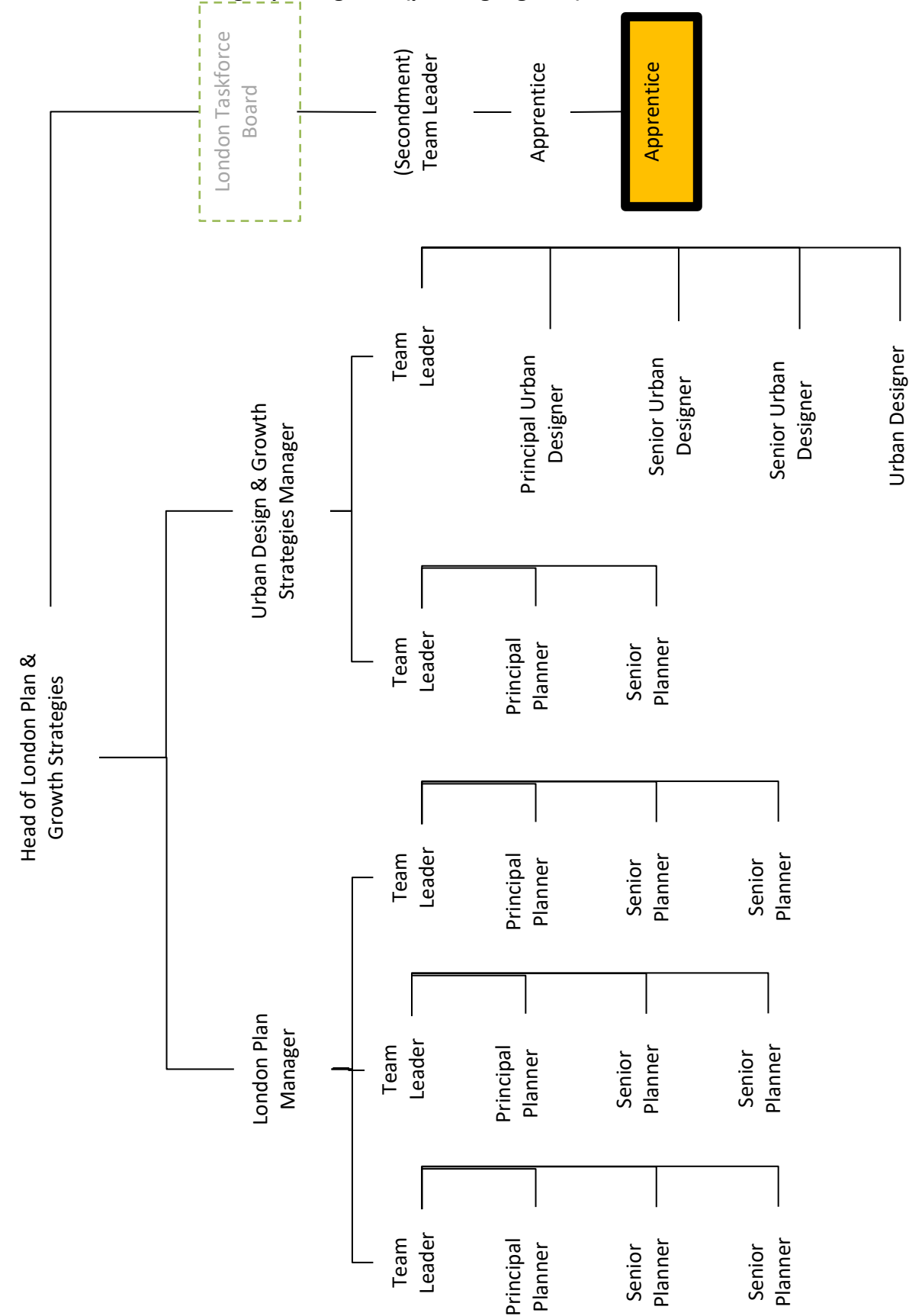
Appendix A

Details of all affected posts

| Post title | Post grade - current | Post grade - new | Post reference number | Start date | End date (fixed- term/deletions only) | Proposal: creation / deletion / regrade |
|--|-------------------------|------------------------|-----------------------------|---------------|---|--|
| Business Administration Apprentice | N/A | | | Sept 2021 | Dec 2022 | Creation |

Appendix B

Structure chart showing reporting lines (post highlighted)



Appendix C

2021 GLA Advanced and Higher Apprentice questionnaire

Please refer to the [apprenticeship guidelines](#) before completing this questionnaire

| Name of the Unit | Contact person (for the expression of interest) |
|--|---|
| Planning | Lisa Fairmaner |
| Directorate | Line manager(s) allocated to manage an apprentice. Please provide name(s), role(s) and grade(s). |
| Good Growth | Jack Maizels Team Leader (London Taskforce) Grade 10 |
| Bidding for (please tick all that apply): <input checked="" type="checkbox"/> Advanced Apprentice (Level 3 in Business Admin, 15 months' placement paid LLW; Sept 2021-Dec 2022) <input type="checkbox"/> Higher Apprentice (Level 4 in Project Management, 24 months' placement paid at Grade 1; June 2021-June 2023). | |

Does your team have prior experience of hosting work placements, interns, trainees or apprentices?

YES - What's been the learning from these placements that you would like to incorporate into the apprenticeship?

NO - What is your interest in hosting an apprentice?

Yes.

It is crucial to have a structured role, learning and objectives established from the outset. This needs to be a structured programme with specific responsibilities accompanied by clear learning goals so those responsibilities can increase over time in a supported way.

It is also important to ensure that the person line managing has the capacity and skills to ensure learning from the apprenticeship through a combination of line management, mentoring, shadowing and coaching. This is clearly included as a specific area of work for the line manager within their performance management plan to ensure it is appropriately planned and prioritised.

There also needs to be a clear relationship with other colleagues in the team so the collective knowledge of the team can benefit them and the wider team can support their development, learning and opportunities.

There needs to be clear mechanisms in place for feedback from the line manager and other colleagues to the apprentice, but also from the apprentice to other colleagues including the line manager, to get the most out of the opportunity.

The responsibilities and development of the apprentice should evolve in line with this feedback where possible to ensure the apprentice is getting a well-rounded opportunity that also matches their emerging skills and interests.

ADVANCED APPRENTICE APPLICATION (complete ONLY if bidding for an Advanced Apprentice)

To maximise the advanced apprentices' long term career prospects, the following principles need to be incorporated into their work placement.

- ✓ An apprentice is likely to need much more face to face (in person rather than remote) interaction and guidance and an apprentice may need to work on site more than existing staff members.
- ✓ This means adequate support for and whilst working onsite, including regular attendance on site by the apprentice's manager is vital. Attendance on-site might need to extend to other members of the hosting team.
- ✓ An apprentice is provided with a wide range of opportunities within the Unit and beyond to get involved in a range of tasks and projects, as well as to build relationships and gain work experience.
- ✓ There is a clear development path for the apprentice which is linked to the job requirements for the entry level roles within the Unit.
- ✓ An apprentice is provided with on-going, consistent line management support, including effective performance management and help with meeting the apprenticeship standard

Please provide information how your team would address the above principles.

The Taskforce Secretariat is a 'micro-team', drawing on and coordinating inputs from colleagues right across the GLA family. This is a great opportunity to understand how the organisation works, meet people from right across the organisation, and manage the input of a wide range of participants into a single process. There will also be considerable exposure to wider stakeholders in organisations and government across London and beyond.

The timescales of the apprenticeship broadly match that of the Taskforce enabling participation from the inception, scoping and design phase right through to the reporting phase and winding the Taskforce up. There is an opportunity to develop skills and experience along this timescale and take on more responsibility and initiative as the Taskforce moves through various stages. There is also an opportunity to support other teams during quieter periods (such as the final reporting phase) on related but different work to broaden learning and use of transferrable skills even further.

The apprentice would be the sole report to a team leader-level line manager. This arrangement will ensure there is the appropriate capacity and opportunity for a tailored programme of development and learning, including the achievement of the apprenticeship qualification, performance management and the dedicated support to make the most of this opportunity. As this is a fixed term for both the apprentice and the line manager, there will be mutual learning opportunities such as reverse mentoring, helping to further develop the apprentice's leadership, assertiveness and communication skills.

HIGHER APPRENTICE APPLICATION (complete ONLY if bidding for a Higher Apprentice)

To maximise the higher apprentices' long-term career prospects, the following principles need to be incorporated into their work placement.

- ✓ An apprentice is provided with a wide range of opportunities within the Unit and beyond to get involved in and be exposed to all stages of the project management life cycle
- ✓ There is a clear development path for the apprentice which is linked to the job requirements for their role
- ✓ An apprentice is provided with on-going, consistent line management support, including effective performance management and help with the qualification progress

Please provide information how your team would address the above principles.

Please review the generic job description for the GLA [Advanced Apprentice](#) or [Higher Apprentice](#), which will be used to advertise the GLA apprenticeships and to set out the core GLA apprentice tasks and responsibilities. To help advertise the specific apprenticeship opportunity within your team, please could you provide:

- ✓ a more detailed outline of tasks, projects and responsibilities you would like to allocate to your apprentice;
- ✓ a short overview (1-2 paragraphs) of your team.

Please aim for a maximum word count of 400 in this section, which will be used to promote the apprenticeship opportunity to the candidates.

This is a unique opportunity at the heart of the debate about the future of London.

The GLA Planning Team is looking to set up a 'Taskforce' or similar programme to consider the future of London in a post-Covid world. This will include open consultation and engagement with a wide range of stakeholders and members of the public to seek their views; investigation and evidence gathering; and a reporting process.

The Taskforce is planned to start after the Mayoral elections in May 2021 and is expected to run for 12-18 months in total.

The London Taskforce Secretariat will be made up of a Grade 10 Team Leader-level secondee and the apprentice. However, it will draw on the expertise and inputs from colleagues right across the GLA family, as well as other representatives and participants from across London and beyond. The Secretariat sits in the Planning team, alongside teams responsible for the London Plan and planning guidance, Opportunity Areas across London, and responding to the London boroughs on their planning policies. There is likely to be a Taskforce Steering Group or Board to provide structure and guidance to the Taskforce comprising senior representatives of the GLA and TfL.

The London Taskforce is at the earliest stages of consideration and the specific scope of the Taskforce has yet to be developed. However, key work that the apprentice will undertake will include:


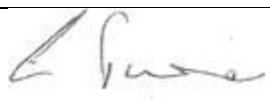
- Helping to organise and run events, communications and meetings. This will include circulating invitations, information and papers, arranging venues and similar, managing attendance and answering queries about events and meetings and similar tasks.
- Managing programme documentation, collating documents and information.
- Undertaking straight-forward information requests.
- Managing the programme of events and meetings including calendar management, agenda preparation and minute taking.
- Liaising with participants from across the GLA and TfL and external participants to schedule deadlines and reminders, receive and collate documentation, confirm attendance and follow up as necessary.
- Working with communications leads to keep the website up to date.
- Proof-reading, document checking and data entry and checking.
- Preparing figures and graphs, presentations, annexes and schedules.
- From time to time, and in the latter stages of the Taskforce, the apprentice may also undertake the tasks referred to above for other members of the team involved in the preparation of and consultation on London Plan Guidance and Opportunity Area Planning Frameworks, preparation of evidence base documents and data and other areas of work as relevant.

We will work closely with the apprentice to shape the role over the course of the Taskforce to make the most of their emerging skills and areas of particular interest.

By bidding to host an apprentice, you are committing to the following activity as a **line manager of an apprentice:**

Attending apprentice managers' briefing on the apprentice selection process
 Attending the Apprentice Assessment Centre and team interviews
 Selecting a successful candidate following team interviews

Attending a managers' briefing
 Attending monthly meetings with other apprentice managers to share progress and good practice
 Attending other GLA manager training if you are new to management
 Providing ongoing supervision to the apprentice throughout the placement
 Regular working **within office environments** specifically to spend face to face time with your apprentice
 Providing development opportunities and support, including on the qualification progress.

| | | | |
|--|---|------------------------|---|
| Name/Signed (allocated apprentice line manager) <i>I confirm I am committing to dates and apprentice manager responsibilities as set out above.</i> | Lisa Fairmaner (on behalf of Jack Maizels) | Date 31/03/2021 |  |
| Name/Signed (Assistant Director/Head of Unit) <i>I confirm I support this expression of interest to host a GLA apprentice in my Unit, and I will ensure that adequate management and team support will be provided.</i> | Lucinda Turner | Date 7/6/21 |  |