

Request for Head of Paid Service Decision CO-283

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	CO283	Senior Manager Programme Delivery Central and West	GLA3549	N/A	N/A	N/A	13	Michelle Cuomo Boorer	Programme Delivery Central and West	Yes - Adult Education Budget	Re-evaluation	Adult Education Budget
Communities & Skills	CO283	Senior Manager Programme Delivery East and South	GLA3607	N/A	N/A	N/A	13	Michelle Cuomo Boorer	Programme Delivery East and South	Yes - Adult Education Budget	Re-evaluation	Adult Education Budget
Communities & Skills	CO283	Senior Manager Funding Policy and Systems	GLA3502	N/A	N/A	N/A	13	Michelle Cuomo Boorer	Funding Policy and Systems	Yes - Adult Education Budget	Re-valuation	Adult Education Budget

Communities & Skills	CO283	Senior Manager Strategy and Relationships	GLA3610	N/A	N/A	N/A	13	Michelle Cuomo Boorer	Strategy and Relationships	Yes - Adult Education Budget	Re-evaluation	Adult Education Budget
Communities & Skills	CO283	Senior Manager, Programmes, Governance & Compliance	GLA3611	N/A	N/A	N/A	13	Michelle Cuomo Boorer	Programmes, Governance & Compliance	Yes - Adult Education Budget	Re-evaluation	Adult Education Budget
Communities & Skills	CO283	Programme Office Manager	GLA3985	N/A	N/A	N/A	12	Michelle Cuomo Boorer	Programmes, Governance & Compliance	Yes - Adult Education Budget	Re-evaluation	Adult Education Budget

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:

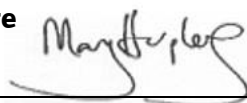
Approves the re-evaluation of the following posts in the Skills & Employment Unit:

Post Number	Job title	Current Grade	Proposed new Grade
GLA3549	Senior Manager Programme Delivery Central and West	12	13
GLA3607	Senior Manager Programme Delivery East and South	12	13
GLA3502	Senior Manager Funding Policy and Systems	12	13
GLA3610	Senior Manager Strategy, Policy and Relationships	12	13
GLA3611	Senior Manager, Programmes, Governance & Compliance	12	13
GLA3985	Programme Office Manager	11	12

Head of Paid Service

The above proposal has my approval.

Signature



Date 10/06/2021

1. Staffing proposals

- 1.1. In 2018, under cover of HOPS0280, 53 new posts 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 Skills & Employment Unit will also deliver the *Good Work for All Londoners* mission (£5.3m GLA core revenue and £5m capital funding in 2021/22) which will play a crucial role in supporting vulnerable groups who are more likely to have lost their jobs and seen larger falls in income.
- 1.4. The Unit currently has an establishment of 92 Full Time Equivalent (FTEs) and a further 4 post creations are being submitted as part of the Oversight process following the GLA Budget approval.
- 1.5. The financial impact of the re-evaluation of these posts would be a c£68k increase in year one. This can be accommodated within the AEB management and administration (M&A) budget and there will be no impact on the GLA core budget.
- 1.6. Due to the growth of the team, the level of responsibility held by the Senior Management team has in turn significantly increased, necessitating the re-evaluations set out below:

Posts

- 1.1. *G12 Funding, Policy & Systems Senior Manager* post is re-evaluated to a proposed G13 due to the increased scope and size of the FP&S team outlined below.
 - 1.1.1 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 for managing the bidding processes.
 - 1.1.2 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 the proposed restructure includes a third strand to be headed up by a new G11 Supervisory Economist, Complex analysis & Statistical publications.
 - 1.1.3 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.
 - 1.1.4 The third strand proposed above brings with it a wider scope to the team and another three members of staff.
 - 1.1.5 The revised job description for approval can be found at Appendix A.
- 1.2. *Senior Manager posts for the East & South and Central & West* teams are re-evaluated to a proposed G13.
 - 1.2.1 There are three Senior Managers responsible for the delivery of this budget, each with the same level of responsibility and accountability. Currently the Senior Manager, Cross-Region delivery team role is G13 whereas the Senior Manager roles for the East & South and Central & West delivery teams are G12.
 - 1.2.2 The posts are responsible for of c£364m (57% of the GLA revenue spend) and total capital budget of £5m in 2021/22.
 - 1.2.3 The updated job descriptions can be found at Appendix B.
- 1.3. *Senior Manager Strategy, Policy & Relationships* post re-evaluated to a proposed G13.

1.3.1 The Strategy, Policy & Relationships team has grown significantly in size and responsibility since the Unit was established in 2018 and now consists of 17 posts. This team leads on all the policy development in relation to the AEB as well as continued implementation of the Mayor's skills and employment manifestos and more recently leading the strategic development and implementation of the Mayor's Good Work and Digital Access Recovery Missions. This includes:

- Commissioning and managing an extensive research and analysis programme to support the development of policy and strategy relating to the AEB on an annual basis.
- Developing the policy and evidence base to support the development of the commissioned aspects of the AEB
- Leading the annual policy consultation and engagement activity relating to the AEB with providers, businesses, boroughs and communities
- Developing the programme areas relating to the Good Work and Digital Access missions working in collaboration with a range of partners to design a programme package of support, including:
- Scoping the project options, programme design, programme output, KPIs and outcomes
- Extensive external engagement with a range of internal and external stakeholders to refine the project scope for each project area
- Reporting to the Recovery Board, its sub-groups and managing the relationship with relevant Board members

1.4.1 1.3.2 The updated job description can be found at Appendix C

1.4. *Senior Manager Programmes, Governance & Compliance* post is re-evaluated to a proposed G13.

1.4.2 When the Unit was first established in preparation for the delegated AEB, a small governance team was set up to ensure robust decision-making processes were in place. Since then, the team has expanded to become the Programmes, Governance & Compliance team. The team now covers all corporate functions, programme management, financial management and compliance as well as preparing for new functions such as responsible commissioning.

1.4.3 The updated job description can be found at Appendix D

1.5. The *Programme Office Manager* post has evolved to include additional responsibility, particularly regarding financial management.

1.5.1 The GLA Financial Regulations state that it is the Assistant Director / Head of Unit's responsibility to, within their area, be the cost centre holder, control income and expenditure, monitor financial performance and make accurate forecasts for future expenditure. Due to the size and complexity of the AEB budget (a third of the GLA's annual revenue budget), the current postholder has been trusted with increased responsibility and now directly supports the Assistant Director on all the above areas. To date this had been rewarded through a recognition payment but as this work will be ongoing it is proposed to formalise this through re-evaluating the post and, subject to the outcome of the re-evaluation, re-grading it to a G12.

1.5.2 The updated job description can be found at Appendix E

2. Consultation

This proposal is to re-evaluate 6 posts 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
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Permanent posts to be created	N/A	
Permanent posts to be (deleted)	N/A	
Fixed-term posts to be created	N/A	
Fixed-terms posts to be (deleted)	N/A	
Net total of posts created / (deleted)		
Permanent posts to be re-evaluated	6	
Fixed-terms posts to be regraded	N/A	

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 Approval is being sought to regrade; 5x G12 posts to G13; and 1xG11 post to G12. The total cost for these regrades amounts to £68,000. Below is a breakdown of the costs associated with each post, calculated at the mid-point of the new proposed grades including on-costs.

Job Title	Post number	Current Grade	Proposed New Grade	FTE	Net Cost
Senior Manager Programme Delivery Central and West	GLA3549	12	13	1	£12,000
Senior Manager Programme Delivery East and South	GLA3607	12	13	1	£10,000
Senior Manager Funding Policy and Systems	GLA3502	12	13	1	£10,000
Senior Manager Strategy and Relationships	GLA3610	12	13	1	£10,000
Senior Manager, Programmes, Governance & Compliance	GLA3611	12	13	1	£10,000
Programme Office Manager	GLA3985	11	12	1	£16,000
Total					£68,000

- 4.2 These costs will be funded from the Adult Education Budget (AEB) held within the Skills and Employment Unit.

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[s] 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

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

7. Appendices

Appendix A: Details of all affected posts

Appendix B: Skills & Employment Org Chart.

Appendix C: Senior Manager Funding, Policy & Systems job description

Appendix D: Senior Manager roles for the East & South and Central & West job description

Appendix E: Senior Manager Strategy, Policy & Relationships job description

Appendix F: Senior Manager Programmes, Governance & Compliance job description

Appendix G: Programme Office Manager job description

Titles of any other Appendices

8. Approval

	Tick to indicate approval ✓
Executive Director Click and insert name has reviewed and commented on this proposal.	
Assistant Director Michelle Cuomo Boorer has reviewed and commented on this proposal.	
HR & OD Lead Officer Click and insert name 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 / re-evaluation
Senior Manager Programme Delivery Central and West	12	13	GLA3549	01/04/2018	N/A	Re-evaluate
Senior Manager Programme Delivery East and South	12	13	GLA3607	01/04/2018	N/A	Re-evaluate
Senior Manager Funding Policy and Systems	12	13	GLA3502	01/04/2018	N/A	Re-evaluate
Senior Manager Strategy and Relationships	12	13	GLA3610	01/04/2018	N/A	Re-evaluate

<i>Senior Manager, Programmes, Governance & Compliance</i>	12	13	GLA3611	01/04/2018	N/A	Re-evaluate
<i>Programme Office Manager</i>	11	12	GLA3985	01/01/2019	N/A	Re-evaluate

Request for Head of Paid Service Decision CO-292

Directorate	CO number	Job Title	Post number	Post start date	Existing post end date	New post end date	Grade	Requested by	Team	Budget available	Existing or new post	Comments to CMT - state original start date and full period of newly extended FTC and any other relevant comments.
Good Growth	CO-292	Principal Programme Officer	TBC - New	Recruitment will begin asap after approval by the Chief Officer (CO)	N/A	Permanent	10	Jamie Izzard	Economic Development	This post will fully be funded through BEIS Cluster Uplift Funding	New	<p>This post, along with the re-evaluation of post GLA2510 below, is designed to ensure strong leadership and successful delivery of the Mayor's business support offer.</p> <p>This post will support the wider remit of the London Business Hub delivery team. A G8 is currently receiving an honorarium to fill this need within the Enterprise Delivery team.</p>
Good Growth	CO-292	Project Manager	TBC - New	Recruitment will begin asap after approval by the Chief Officer (CO) and the Job Description (JD) is agreed by	N/A	31/03/22	9	Jamie Izzard	Economic Development	This post will fully be funded through BEIS Peer Networks Funding	New	<p>This post will enable delivery of London's delivery of the national peer Networks programme as part of the London Business Hub's 2021/22 activity.</p> <p>A G8 from the Economic Fairness team is currently delivering this work and this arrangement is due to end in June 2021.</p>

				the Job Evaluation Panel (JEP) (ideally Jul 22)								
Good Growth	CO-292	Project Manager (ERDF)	004358	24/12/2019 Extension of this post from 31/12/21	31 Dec 2021	30 Sept 2022	9	Jamie Izzard	Economic Development	This post will fully be funded by the European Regional Development Fund (ERDF)	Existing post request for extension	Post required to continue to manage this externally funded business support project.
Good Growth	CO-292	Project Support Officer	004359	24/12/2019 Extension of this post from 31/12/2	31 Dec 2021	Sept 2022	6	Jamie Izzard	Economic Development	This post will fully be funded by the European Regional Development Fund (ERDF)	Existing post request for extension	Post required to continue to support this externally funded business support project.
Good Growth	CO292	Senior Project Manager	GLA2510	This is a re-evaluation so the current post-holder will	N/A	N/A	11	Jamie Izzard	Economic Development	Yes	Existing	Post required to ensure strong leadership of Business Hub Programme Delivery as remit for the role is increased significantly as the LBH has expanded its service offer

				transfer to standard Grade 12pay arrangeme nts asap after the JD is agreed by the JEP.									Re-evaluation of existing Grade 11 post to Grade 12
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Request for Head of Paid Service Decision CO-

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 permanent post and one fixed term post within the Good Growth Unit, both fully funded by BEIS

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Principal Programme Officer	10	Permanent role
Project Manager	9	ASAP until 31 March 2022

- Approves the extension of two fixed-term posts, fully funded by the European Regional Development Fund (ERDF):

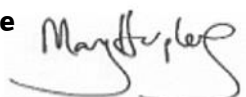
<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Project Manager	9	31 December 2021 until 30 Sept 2022 Full duration (April 2020 – Sept 2022)
Project Support Officer	6	31 December 2021 until 30 Sept 2022 Full duration (April 2020 – Sept 2022)

- Approves the re-evaluation of permanent Post No.2510 (Senior Project Manager, Grade 11) to Programme Delivery Lead (Grade 12) to take into consideration the additional responsibilities of this post subject to consideration by the GLA's Job Evaluation Panel.

Head of Paid Service

The above proposal has my approval.

Signature



Date 01/07/2021

1. Staffing proposals

- 1.1. This report sets out proposals for the creation and extension of the following posts within the Economic Development Team to support the London Business Support Hub (LBH) initiative. The LBH has been identified by the Mayor in his manifesto as a key vehicle through which he has pledged to *“further transform small business support in London”*. The following proposals will help ensure externally funded activity can be delivered. These proposals all relate to funding and activity that has been confirmed since the 2021/22 Budget setting process. All posts are fully funded by external grants.
- 1.2. The proposals cover:
 - 1.2.1. The creation of one new permanent Grade 10 post (Principal Programme Officer) fully funded by a grant from the Department of Business, Energy & Skills (BEIS). This grant is specifically ringfenced for London’s role as Lead for the South East Growth Hub Cluster, covering London, Hertfordshire, Essex, Kent and East Sussex. Whilst this funding is only confirmed for one year, BEIS have indicated that this approach will continue into future years, as per all other permanent Growth Hub funded posts. The Job description is based on a standard G10 PPO JD used across the organisation but with specific reference to the Cluster project. This post will have responsibility for line management of two members of staff.
 - 1.2.2. The creation of one new Fixed Term Grade 9 post (Project Manager) funded by a grant from BEIS. This grant is specifically ringfenced for the London Business Hub’s delivery of the national Peer Networks programme. To date, this post has been covered by an informal secondment from the Economic Fairness Team following an Expression of Interest process, but this arrangement is due to end in May 2021. The post will lead on the delivery of facilitated peer-to-peer support for 200 businesses across up to 10 different delivery partners during 2020/21. This post is proposed as a fixed term post as the programme is time limited and there is currently no indication as to whether this programme will be extended. The Job description is based on a standard G9 Project Manager JD used both within the ED and Skills teams.
 - 1.2.3. The extension of two current posts at Grade 9 (Project Manager) and Grade 6 (Project Support Officer) funded from the European Regional Development Fund (ERDF) in order to provide continued support to the London Business Hub through a project extension from January 2022 until September 2022. These two posts support the London Business Hub’s core ‘Hub & Spoke’ programme, which provides up to 12 hours of business support to established SMEs across five physical hubs in each of London’s sub-regions. Pending final approval of a Project Change Request (PCR) by the European Programmes Management Unit (EPMU), these extensions will be funded from existing ERDF project funds, covered by underspend under the current programme.
 - 1.2.4. A request to re-evaluate a Grade 11 post (Senior Project Manager; post no.2510) to a Grade 12 (Programme Delivery Lead) to reflect the changing remit of the post since its creation. This post has evolved from overseeing a small team of contract managers across ERDF and ESF projects and is now responsible for delivery of all business support activity delivered as part of the London Business Hub. This activity has been identified in the Mayor’s manifesto as a key area of activity, stating:

“Building on the new London Business Hub and its network of centres and advisors, I’ll work with boroughs and other partners to further transform small business support in London, with a single front door so business owners and aspiring entrepreneurs can easily access the right advice and support.”

- 1.2.5. The post will be instrumental in overseeing delivery of this activity, and implementing any changes pending the outcome of the planned Business Support Review. In addition, the post now leads on communication and engagement for the London Business Hub, a significant priority in cementing the Mayor’s pledge to deliver a single-entry point for business support across the capital.
- 1.3. The overall recommendations reflect current staffing requirements to maximise impact across all London Business Hub programmes, which are funded by external ringfenced grant. They also reflect the Mayor’s priorities for business support are an essential component of London’s COVID-19 recovery programme, supporting the economic foundation for ‘Business, Jobs & Growth’.

2. Background

- 2.1. The London Business Hub is one of 38 ‘Growth Hubs’ across England which were established to bring together public and private sector partners to promote, co-ordinate and deliver local business support and provide a mechanism for integrating national and local business support so it is easy for businesses to access. It operates primarily through business advisers located across five locations in London (currently the service is delivered online) and its online platform at www.businesshub.london.
- 2.2. The London Business Hub is primarily funded by grants from the Department for Business, Energy and Industrial Strategy (BEIS) in addition to £1.43m from the Mayor’s Strategic Investment Fund (SIF) and £1m or European Regional Structural Funds (ERDF). In addition to a core annual grant from BEIS (currently £0.8m), funding is often provided on an ad-hoc basis to deliver bespoke business support programmes, such as the national Peer Networks programme (0.315m in 2021/22), Growth Hub Clusters (£0.08m per year) and most recently, Brexit related support (£0.25m).
- 2.3. All BEIS grants for Growth Hubs must be spent in-year and are ringfenced as per the terms of the projects/programmes they relate. The current expectation is that Growth Hubs will remain the vehicle through which HM Government fund coordination of support to micro, small and medium sized businesses. Future funding beyond the current year remains unconfirmed and subject to the outcome of the LEP Review and the next Comprehensive Spending Review.

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 the proposals to create one permanent post and extend two fixed-term posts (such that the total duration of those posts is over two years) 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 proposal to create one fixed-term post is a proposal 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.

The proposal to re-evaluate the Senior Project Manager post is a proposal 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	1	Principal Programme Officer: Attached JD reflects existing GLA JD for PPO roles, amended only to reflect the area of work. Post fully funded from BEIS grant.
Permanent posts to be (deleted)	0	N/A
Fixed-term posts to be created	1	Project Manager: Attached JD reflects existing GLA JD for Project Manager roles, amended only to reflect the area of work. Post fully funded from BEIS grant.
Fixed-terms posts to be (deleted)	0	N/A
Fixed term posts to be extended	2	Project Manager and Project Support Officer: Extension required due to project extension. Both posts fully funded from ERDF.
Net total of posts created /extended (deleted)	4	
Permanent posts to be re-evaluated	1	Re-evaluation of Post No. 2510 (Senior Project Manager, Grade 11) to Programme Delivery Lead (Grade 12)
Fixed-terms posts to be regraded	0	

4. Financial comments

4.1 Approval is being sought for the following posts within the Economic Development unit;

Post type	Duration	Grade	Actual scale point	Post number	FTE	Cost
New (Principal Programme Officer)	Permanent	10	46	N/A	1.0	£74,000 pa including £6k support costs
New (Project Manager)	FTC 8 months ending 31/03/2022	9	41	N/A	1.0	£56,000 pa including £6k support costs
Extension (Project Manager)	FTC 10 months ending 30 th Sep 2022	9	42	GLA4358	1.0	£67,000 pa including £6k support costs
Extension (Project support officer)	FTC 10 months ending 30 th Sep 2022	6	26	GLA4359	0.86	£41,980 pa including £6k support costs
Re-evaluation (Programme Delivery Lead)	Permanent	11 to 12	54 to 56 (starting point on grade 12)	GLA2510	1.0	£10,000 additional costs pa
					Total	£248,980

All posts will be externally funded from ERDF and BEIS including the re-evaluation of the Programme Delivery Lead post, which will be funded from the Growth Hub budget in 2021-22 and, subject to annual grant confirmation, in future years (An additional £6,000 has been included for each post to account for annual support costs).

It should be noted, however, for the 2021-22 budget process, the GLA are no longer budgeting at the mid-point of the grade rather budgeting will be based on actual spinal point of the post-holder's current grade and in line with GLA policy, a post-holder who goes up a grade is to be budgeted for at the bottom of the scale of the new grade.

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

5. Legal comments

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

- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 The proposals to create one permanent post and extend two fixed-term posts (such that the total duration of those posts is over two years) as 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 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.
- 5.8 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to create one fixed-term post of less than two years in duration (which is a proposal to create a temporary post). Paragraph 2 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.7 above in a six monthly report.
- 5.9 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 the Senior Project Manager post 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.
- 5.10 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 Senior Project Manager post set out above.

- 5.11 If the proposal to re-evaluate the Senior Project Manager post set out in this Chief Officer Form results 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.
- 5.12 The HoPS has the power to make this decision.

6. Equalities considerations

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

7. Appendices

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

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

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Philip Graham</u> has reviewed and commented on this proposal.	✓
Assistant Director has reviewed and commented on this proposal.	N/A – reviewed by Phil Graham in absence of AD
HR & OD Lead Officer has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓ (finance)
Corporate Management Team (CMT) This proposal was considered by CMT on [DATE].	

Appendix A

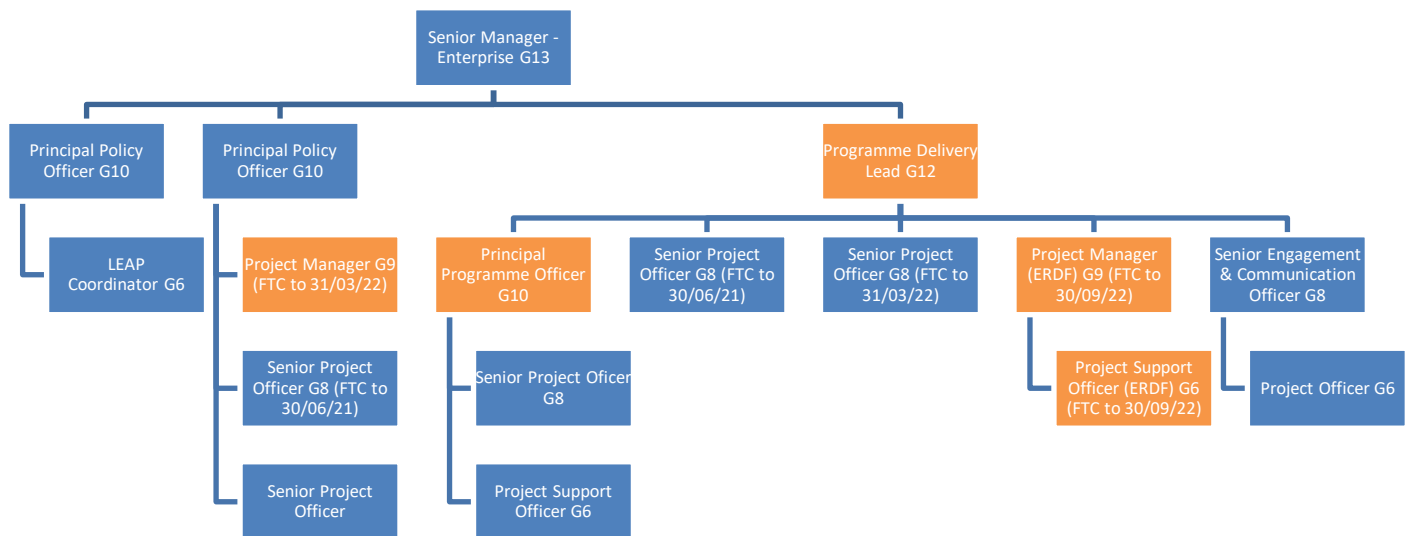
Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Principal Programme Officer	N/A	10	N/A	ASAP	31/03/22	Creation
Project Manager	N/A	9	N/A	ASAP	31/03/22	Creation (FTC)
Project Manager	9	N/A	004348	31/12/21	30/09/21	Extension (FTC)
Project Support Officer	6	N/A	004359	31/12/21	30/09/21	Extension (FTC)
Senior Project Manager	11	12	002510	Asap	N/A	Re-evaluation

Appendix B

Structure chart showing reporting lines and post reference numbers

Posts shown in orange are requested in this CO form



Request for Head of Paid Service Decision CO-295

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.
Resources	295	Business Accountant		ASAP		+ 1yr	8	Anna Casbolt	Finance	yes	New	This is needed to create capacity within the team to deliver the finance improvement programme. It will last for up to 1 year from its start. This is an existing job description.
Resources	295	Senior accountant		ASAP		+ 1yr	10	Anna Casbolt	Finance	yes	New	This is needed to create capacity within the team to deliver the finance improvement programme. It will last for up to 1 year from its start. This is an existing job description.
Resources	295	Technical Lead		ASAP		+ 1yr	12 (agency worker)	Anna Casbolt	Finance	yes	New	This is needed to create capacity within the team to deliver the finance improvement programme. It will last for up to 1 year from its start. This is a new post and job description.

Request for Head of Paid Service Decision CO-295

Decision Required

That the Head of Paid Service:

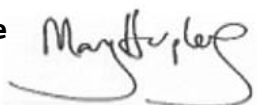
Approves the creation of three one-year fixed term 1.0 fte posts within Financial Services to deliver the finance improvement programme.

<i>Job title</i>	<i>Grade</i>
<i>Business Accountant</i>	<i>8</i>
<i>Senior Accountant</i>	<i>10</i>
<i>Technical Lead</i>	<i>12</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 01/07/2021

1. Staffing proposals

The three fixed terms posts are needed to create capacity within the team to deliver the finance improvement programme.

The GLA needs to implement technical system changes to unlock the potential of the SAP system. The GLA needs to work with TfL providers to ensure the technical infrastructure is put in place to support the overall change programme. Once the infrastructure is in place the GLA will need to undertake a process review to futureproof the processes. All the processes will be reviewed to improve effectiveness and efficiency of finance processes and procedures.

Some of this work will be carried out by current staff whose job descriptions cover this aspect of work. They will spend 100% of their time on this special project. Two of the additional posts (Senior Accountant and Business Accountant) will backfill the positions the current staff will leave temporarily vacant to ensure the day to day work of the Finance Unit is progressed alongside this special project.

The Financial Improvement Technical Lead post will be needed as there will be some specialist activity that needs to be delivered which focusses entirely on the technical system changes we need to make to unlock the potential of the SAP system. Strong experience in working with SAP is needed for this activity and current staff do not have the high level of expertise on SAP to deliver this aspect of the project. We will seek to engage an agency worker to provide this expertise. This is a new job description and will be subject to an evaluation. The indicative grading is grade 12.

The team has been informed of the need to deliver this project and the manager will assign the work to one Business Accountant and one Senior Accountant from the current team if no one from the team expresses a wish to take this work forward

Two of the newly created posts will be staffed via the GLA's Recruitment and Selection Process and will backfill current staff working on this special project.

2. Consultation

This proposal is to create three temporary staff posts (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	3	
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)		
Permanent posts to be regraded		

Fixed-terms posts to be regraded		
----------------------------------	--	--

4. Financial comments

3 fte posts to be created to deliver the finance improvement programme. Total cost is estimated at approximately £300k for 1 year's duration, to be funded from collaboration or transformation funding.

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

Cost centre

G0710

Cost object

(if different):

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

NO

Is the post full or part time?

Full time

Is the post permanent or temporary?

temporary

What is expected start date?

ASAP

Expected end date?

+1 year from start

Posts are to be used to create capacity to deliver the finance improvement programme.

4.2 This CO form requests the creation of three 1-year fixed term posts. The Technical Lead is grade 12 equivalent and will be filled by agency due to the specific skills required the costs for 1 year will be approximately £120k . The costs for the Business Accountant G8 and Senior Accountant G10 for 1 year will be £180k including oncosts.

4.3 The GLA may become liable for redundancy costs if the appointed 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 Mayor's Office

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 three temporary posts 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 proposal is to create 3 new fixed term contract posts which will be recruited in accordance with GLA’s Resourcing Policies and Procedures.

7. Appendices

Appendix A: Details of affected posts

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

Appendix C: New Job Description Finance Improvement Technical Lead

8. Approval

	Tick to indicate approval ✓
Executive Director <u>David Gallie</u> has reviewed and commented on this proposal.	
Assistant Director <u>Anna Casbolt</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Jane Todd / Dawn James</u> have 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 21 June 2021.	

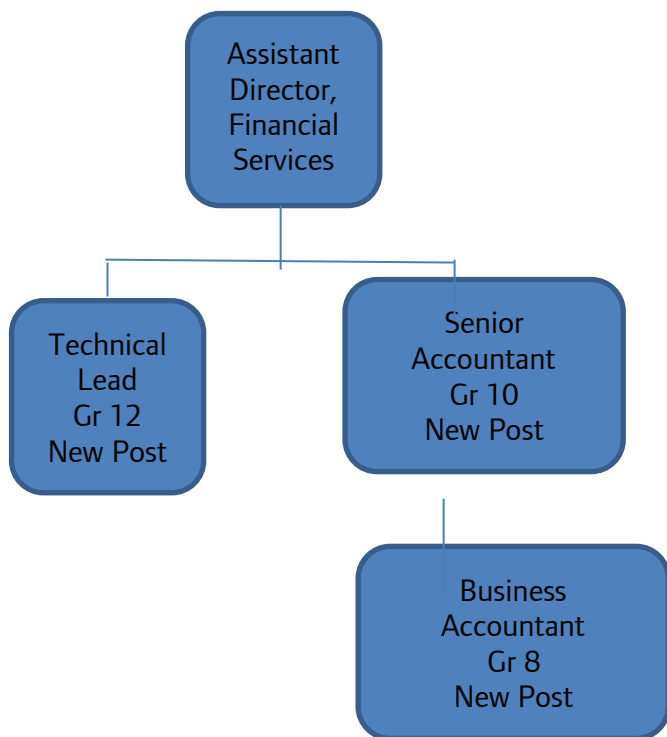
Appendix A

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>Senior accountant</i>		Grade 10		ASAP	1 year	Creation
<i>Business Accountant</i>		Grade 8		ASAP	1 year	Creation
<i>Technical Lead</i>		Grade 12 indicative		ASAP	1 year	Creation (agency post)

Appendix B

Structure chart for Finance Improvement Programme



Appendix C Job Description

Job title: Finance Improvement Programme Technical Lead

Grade: N/A

Post number:

Directorate: Resources

Unit: Financial Services

Job purpose

To lead the systems development aspects of the Finance Improvement Programme, with a particular focus on the way in which SAP can be developed to provide an enhanced infrastructure. To act as the translator between the identified needs of the business and the outsourced SAP provider, TfL

Principal accountabilities

1. Lead in the identification of system development options to enhance the delivery of financial reporting within the GLA. Translating business requirements into deliverable system developments.
2. Lead in the identification of system development options to enhance the delivery of planning, budgeting and forecasting within the GLA. Translating business requirements into deliverable system developments.
3. Liaising with stakeholders to understand business needs from a number of business areas and taking these into account when designing system solutions.
4. Presenting proposed system solutions to the programme steering board in a manner which is accessible to those who are not experts in SAP. Maintaining and presenting other project governance submissions as required.
5. Leading the development of implementation programmes for all system enhancements, working with the GLA's SAP provider, Transport for London, as well as the finance and non-finance user community.
6. Developing and executing detailed test procedures to ensure that system developments meet success criteria. Overseeing the auditable sign off of system deliverables.
7. Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities.
8. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary cross-department and cross-organisational groups and project teams.

Key relationships

Accountable to:	Assistant Director, Financial Services
Accountable for:	Development budget Delivery of systems enhancement programme
Principal contacts:	Finance Business Partners Financial Services SMEs Improvement Programme Steering Board Transport for London systems team

Person specification

Technical requirements/experience/qualifications

1. Substantial experience of implementing SAP system for financial reporting and planning, budgeting and forecasting.
2. Significant experience of working with in-house teams to deliver system and process improvements.
3. Significant experience of working in a project governance environment.
4. Significant experience of providing training or instruction to team members on process and system enhancements.

Behavioural competencies

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 3 indicators of effective performance

- Understands diverse stakeholder needs and tailors team deliverables accordingly
- Is a role model to others, encouraging them to think of Londoners first
- Manages stakeholder expectations, so they are high but realistic
- Removes barriers to understanding the needs of diverse stakeholders, including hard to reach groups
- Focuses own and team's efforts on delivering a quality and committed

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 3 indicators of effective performance

- Encourages and supports teams in engaging in transparent and inclusive communication
- Influences others and gains buy-in using compelling, well thought through arguments
- Negotiates effectively to deliver GLA priorities
- Synthesises the complex viewpoints of others, recognises where compromise is necessary and brokers agreement
- Advocates positively for the GLA both within and outside the organisation

Managing and Developing Performance

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

Level 3 indicators of effective performance

- Motivates and Inspires others to perform at their best, recognising and valuing their work and encouraging them to learn and reflect
- Sets clear direction and expectations and enables others to interpret competing priorities
- Agrees and monitors challenging, achievable performance objectives in line with GLA priorities
- Manages performance issues effectively to avoid adverse impact on team morale and performance

- Promotes a positive team culture that respects diversity and deals with barriers to inclusion

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 3 indicators of effective performance

- Monitors allocation of resources, anticipating changing requirements that may impact work delivery
- Ensures evaluation processes are in place to measure project benefits
- Gains buy-in and commitment to project delivery from diverse stakeholders
- Implements quality measures to ensure directorate output is of a high standard
- Translates political vision into action plans and deliverables

Problem Solving

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

Level 3 indicators of effective performance

- Clarifies ambiguous problems, questioning assumptions to reach a fuller understanding
- Actively challenges the status quo to find new ways of doing things, looking for good practice
- Seeks and incorporates diverse perspectives to help produce workable strategies to address complex issues
- Initiates consultation on opportunities to improve work processes
- Supports the organisation to implement innovative suggestions

Research and Analysis

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

Level 3 indicators of effective performance

- Expands networks to gain new information sources for research and policy development
- Identifies and implements methods to ensure intelligence is of a high quality
- Encourages others to analyse data from different angles, using multiple perspectives to identify connections and new insights
- Tailors research investment in line with likely impact for Londoners and policy priorities
- Retains a bigger picture view, ensuring research recommendations are appropriate and practical for the GLA and its stakeholders

Reasonable adjustment

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

Request for Head of Paid Service Decision CO 298

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.
Resources	CO298	Head of Governance & Performance	003877	ASAP	N/A	Permanent	14	Enver Enver, AD Group Finance & Performance	Group Finance & Performance	Yes	Existing (regrading of existing post)	Reflects move to shared service with OPDC as well as significant capacity pressures with the GLA governance & performance function
Resources	CO298	Senior Governance & Performance Manager	TBC	ASAP	N/A	Permanent	12	Enver Enver, AD Group Finance & Performance e	Group Finance & Performance	Yes	New post	As above

Request for Head of Paid Service Decision CO-298

Decision Required

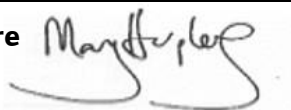
That the Head of Paid Service approves:

- a regrading of the existing Grade 12 Senior Governance Manager post in the Group Finance & Performance Unit to a Grade 14 Head of Governance & Performance role, reflecting the fact that the requirements of the role have been at a Grade 14 level since January 2020. Additionally, the team will in the future deliver a shared service for OPDC and there is a need for strengthened senior manager oversight
- the creation of a new Grade 12 Senior Governance & Performance Manager post in the Group Finance & Performance Unit, reflecting the need for additional resource to support delivery of the shared service

Head of Paid Service

The above proposal has my approval.

Signature



Date 01/07/2021

1. Staffing proposals

Since autumn 2019, the GLA's Senior Governance Manager (Grade 12) has been seconded to OPDC for three-fifths of their time, acting as OPDC's Head of Governance & Organisational Performance (Grade 14).

This arrangement has delivered benefits in terms of cost savings, alignment of approaches and the sharing of best practice. There is therefore a clear case for cementing the principle that senior governance and performance support is provided to OPDC by the GLA – rather than it recruiting to a fulltime senior role in OPDC to provide that function.

In order to ensure the arrangement is sustainable over the medium to long-term, it is necessary to move away from the current secondment model to a shared service model. Further, additional capacity is needed, and it is now necessary to recognise the increase in seniority and responsibilities this implies for the existing GLA Senior Governance Manager role.

In respect of the latter, this flows from the fact the role will, through the shared service model, hold responsibilities as the OPDC's lead for governance and performance and play a full part in its top management team. It recognises also the evolution of the role at the GLA, with significant responsibilities in governance and performance management and as a member of the Senior Leadership Team. The proposal, therefore, is to regrade the role from a Grade 12 Senior Governance Manager to a Grade 14 Head of Governance & Performance. The current incumbent has been undertaking the accountabilities of a Grade 14 Head of Governance & Performance since January 2020 and this regrade is to ensure that we are appropriately grading the work which is already being undertaken and is required by both organisations.

To be sustainable, the GLA Group Finance & Performance Team will need bolstering with additional staff resource – noting that, given OPDC will not recruit to a performance and governance post, there is a net zero change in head count across the two organisations. It is proposed this is in the form of a Grade 12 Senior Governance & Performance Manager, who will be able to support and deputise for the Head of Governance & Performance across both GLA and OPDC work.

It is not proposed at this stage changes are made to the other governance and performance roles across the two organisations. This will, however, be kept under review.

Given the scale of the changes, consultation with the GLA Oversight Committee is not required on the above changes to posts. Consultation is required, however, to implement the shared service model. Subject to a Mayoral Decision, this will be progressed once this CO Form has been approved.

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 normally required for this proposal as fewer than five posts in one unit are being created or deleted. Notwithstanding the fact that formal consultation is not normally required, these persons have been consulted in any event in accordance with paragraph 5.4 of the Staffing Protocol. The Head of Paid Service (the "HoPS") has taken their views into consideration when making this decision

3. Table of changes

Posts	FTEs	Notes
-------	------	-------

Permanent posts to be created	1	Across the GLA and OPDC, the change in headcount is net zero.
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	Across the GLA and OPDC, the change in headcount is net zero.
Permanent posts to be regraded	1	
Fixed-terms posts to be regraded	0	

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)?

50% recharge to
OPDC

Is the post full or part time?

Full Time

Is the post permanent or temporary?

Permanent

What is expected start date?

Immediately
(G14)
September
(G12)

Expected end date?

N/A

Supplementary finance information

4.1 HOPS approval is being sought for the following:

- a regrading of the current grade 12 Senior Governance Manager post to a grade 14 Head of Governance and Performance post
- The creation of a new grade 12 Senior Governance and Performance Manager post.

4.2 The regrading of the grade 12 post to grade 14 increases the cost by £14k. The creation of a grade 12 role increases cost by £86k - total cost increase of £100k. A 50% recharge of both roles to OPDC amounts to a recharge of £97k. The net cost to the GLA is therefore £3k.

- 4.3 The proposed structure saves the recruitment of a grade 14 role within OPDC; a saving of £108k. Given the £97k recharge from the GLA for the shared service, there is a net saving of £11k for OPDC. The overall saving to the GLA Group is therefore £8k (factoring in the spinal point of the current grade 12).
- 4.4 The costs will be funded from the Governance and Performance budget. Although the post is not in the establishment and there is a small increase (£3k) in the Governance and Performance costs, it is headcount neutral across the GLA Group and creates a net saving of £8k.

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 normally 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). However, paragraph 2 confirms that these persons have in any event been consulted on this proposal in accordance with paragraph 5.4 of the Staffing Protocol and the HoPS has taken their views into consideration when making this decision.
- 5.6 The HoPS has the power to make this decision.

6. Equalities considerations

- 6.1 There are no equalities considerations arising. Recruitment to the new G12 post will be subject to recruitment practices to support diversity and inclusion at the GLA.

7. Appendices

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

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

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>David Gallie</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Enver Enver</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Laura Heywood</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 21 June 2021	

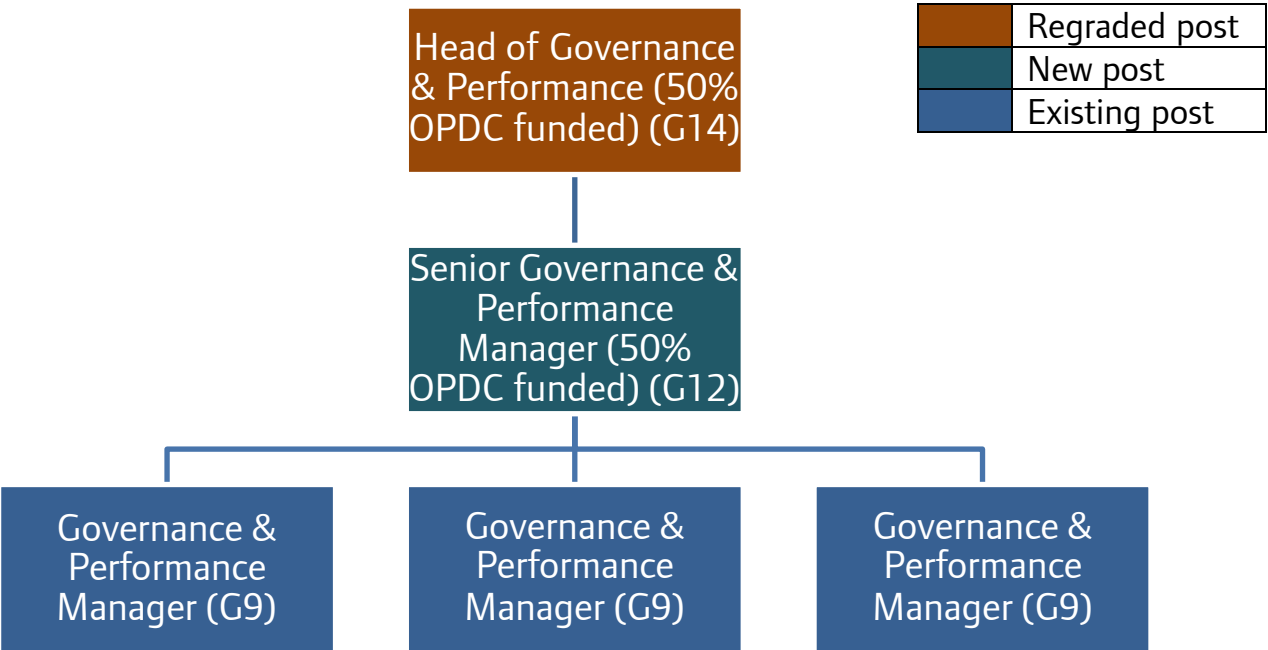
Appendix A

Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Senior Governance Manager	12	14 (Head of Governance & Performance)	003877	ASAP	N/A - permanent	Regrade
Senior Governance & Performance Manager	N/A	12		ASAP	N/A – permanent	Creations

Appendix B

Proposed GLA structure chart



Request for Head of Paid Service Decision CO-300

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

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

Decision Required

That the Head of Paid Service:

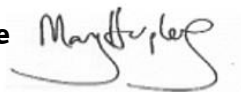
Approves the creation of the following fixed-term post in the City Intelligence Unit, funded externally:

- Data Scientist (High Street Data Service), grade 8 (fixed-term post – 1 year)

Head of Paid Service

The above proposal has my approval.

Signature



Date 01/07/2021

1. Staffing proposals

Background and reasons why the role is required

- 1.1 Both Central London and the 600 local High Streets will play a major role in London's recovery over the coming months and years. Access to data on the health and performance of these high streets and town centres, at all times of the day and night, will be vital in supporting their re-opening, recovery and renewal.
- 1.2 In response, the GLA has been developing the High Streets Data Service, which includes:
 - Access to jointly purchased, regularly updated data showing footfall & spend.
 - Context information brought together into one place - including cultural, environmental, planning, and business information, such as floorspace, vacancy rates and land ownership.
 - Online tools to explore the information and answer common questions, particularly aimed at non-data scientists.
 - Support from specialist analysts to dig into questions in more depth, share examples across the Partners and support Partners' staff.
- 1.3 The Data Service will be supported and funded by the High Streets Data Partnership, consisting of the GLA, Boroughs, other public bodies and local organisations. The partnership will work collectively to determine data needs, negotiate access to public and private sources of data, and pool resources to support each other. The partnership will enable: **knowledge sharing** – the use of data to identify trends and measure impacts of projects; **capacity building** – confidence and capable use of data and analysis; and a **London-wide** picture of the health of High Streets and programme outcomes. The partnership will support the aims of the High Streets for All recovery mission, the implementation and monitoring of the London Plan and Borough Local Plans, and the aims of London's BIDs.
- 1.4 During the development work, it has become clear that analysis, creating insights, building reusable tools and answering questions from the Boroughs or other local partners is as important as jointly purchasing the raw data. The proposal is to combine expertise from High Street specialists with **a full-time data scientist to provide a dedicated resource (funded externally from Borough subscriptions)**.
- 1.5 The postholder will report to the Senior Manager - City Data in the City Intelligence Unit.

2. Consultation

- 2.1 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.
- 2.2 The existing staff from the City Intelligence Unit who have been developing the Data Service have been consulted and are fully supportive. The relevant policy teams including Regeneration, Planning and Culture have all been consulted and are fully supportive.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	-	-
Permanent posts to be (deleted)	-	-
Fixed-term posts to be created/ extended	1	To run for 12 months from appointment – 100% funded externally
Fixed-terms posts to be (deleted)	-	-
Net total of posts created / (deleted)	1	
Permanent posts to be regraded	-	-
Fixed-terms posts to be regraded	-	-

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

4. Financial comments

4.1 Cost Centre: P/2001/GG.0220.003.003

Funded by: subscriptions to the High Street Data Partnership from Boroughs (NOTE: at least 8 Boroughs have confirmed at £20,000 each and discussions are ongoing with the others).

Temporary for 1 year

Expected Start date: August 2021

Expected End date: July 2022

4.2 The cost of this full-time grade 8 post is approximately £64,000 including on costs at mid-point salary scale which will span 2 financial years. An additional £6,000 contribution will be made to Corporate Services.

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 posts 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

- 6.1 Recruitment will be in accordance with the GLA's Resourcing Policy and Procedure.

7. Appendices

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

Appendix B: JD Data Scientist (HSDS)

Appendix C: City Data Team Org Chart

8. Approval

	Tick to indicate approval ✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Jeremy Skinner</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>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 21 June 2021.	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Data Scientist (HSDS)</i>	8	New post	August 2021	July 2022	creation

Appendix B

Job Description

Job title:	Data Scientist (High Street Data Service)	
Grade:	8	Post number: GLAxxxx
Directorate:	Strategy and Communications	
Unit:	Intelligence Unit	

Job purpose

1) To support the work of the Intelligence Unit and the wider GLA by developing algorithms and statistical techniques to large, complex datasets - discovering new information, solving problems and constructing compelling data narratives.

2) To help provide high quality information and advice to inform the development of policy and service delivery by the members of the High Street Data Partnership, including GLA, Boroughs and other local organisations. to further develop the Partnership's reputation as an authoritative and well-regarded source of reliable information and data on these issues.

3) An important part of the role will be to identify and experiment with new data sets as needed to support delivery of data science projects, and to share this knowledge with the team or with the public.

Principal accountabilities

1. Provide data science expertise and deliver new insights for the High Street Data Partnership
2. Play an active role in algorithm design and development for analytical work undertaken by the High Street Data Partnership
3. Work in partnership with London Boroughs, other cities and specialist SMEs on data science projects to innovate in the use of data to address post-COVID recovery and adaptation of the High Streets
4. Produce simple front ends that allow users to interact with algorithms, results and visualisations in a way that adds value to the organisation. Work with developers on more fully featured interactive tools
5. Assist local experts from Economic Development, Planning, Regeneration and Cultural backgrounds by understanding and translating their needs to an actionable data science projects
6. Actively contribute to and participate in London's open data community, by publishing new data, finding new uses for datasets, gathering user needs and promoting the work of the High Street Data Partnership
7. Develop reproducible processes for regularly updated data sets
8. Speak to both technical and non-technical audiences within the GLA and its partners about the applications of data science in government

9. Share knowledge and provide active support for the wider team of analysts within the GLA about coding, data science tools/techniques and best practices
10. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.
11. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams.
12. Manage any staff and/or resources allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards

Key contacts

Accountable to:	Senior Manager – City Data
Accountable for:	Resources allocated to the job, to include specialist software, hardware and data
Principal contacts:	Specialist GIS, research and IT staff in the GLA and London Boroughs; a range of international, national and London organisations; government and commercial data providers

PERSON SPECIFICATION

Technical requirements/experience/qualifications

1. Ability to understand business problems and to address them using data characterised by high-volume, high dimensionality and from multiple sources.
2. Experience using predictive, statistical, or other mathematical techniques including supervised and unsupervised machine learning (including the ability to determine the best technique to solve a particular problem).
3. An excellent grasp of standard statistical techniques for data analysis and exploration, such as regression and cluster analysis, and as well as experience using these techniques to solve real-world problems in a work environment.
4. Strong proficiency in applying statistical techniques and machine learning algorithms using a variety of software/codebases e.g. R, Python to build reproducible processes.
5. Ability to identify and effectively communicate data stories using data visualisation techniques
6. Ability to quickly research and learn new programming/modelling tools and techniques
7. Experience/knowledge about infrastructure for big data and data science analysis
8. A postgraduate degree in a quantitative field strongly related to data science, i.e. one that involves applied mathematics/statistics and coding or equivalent professional experience.
9. An interest in spatial analysis would be an advantage

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.

Why is it important?

Having good working relationships with colleagues and effective alliances with external partners will help create an organisation people want to work with, enabling more effective delivery of the organisation's strategic priorities.

Level 2

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

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.

Why is it important?

Stakeholders are anyone (internal or external) on whom our work impacts. We need to manage their expectations, respond to their aspirations and use diverse views to shape our work and deliver our vision for London.

Level 1

- Listens to understand requirements without making assumptions
- Demonstrates an enthusiastic and 'can do attitude' to all requests
- Provides timely, accurate and personalised responses
- Provides a polite and helpful first point of contact for stakeholders
- Learns from feedback to improve personal service to others

MANAGING AND DEVELOPING PERFORMANCE –

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

Why is it important?

We want to perform at the highest standard to deliver the GLA's objectives. This means encouraging everyone to use their skills and knowledge in the most effective way and develop to their full potential.

Level 1

- Keeps up to date with new processes and information in own role
- Seeks opportunities to develop, taking responsibility for own personal development plan
- Takes a methodical and consistent approach to completing work in line with personal objectives
- Seeks clarity on objectives, ensuring a good understanding of expectations
- Openly shares constructive feedback, supporting the delivery of own and others' work

Planning and Organisation –

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

Why is it important?

Success is measured by results. We will be judged by our ability to turn ideas and opportunities into concrete actions, working in partnership with others to deliver clear outcomes for Londoners in priority areas.

Level 2

- 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

Problem Solving –

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

Why is it important?

Our work involves breaking new ground. We need to understand the challenges the GLA, the GLA Group and other partners face and respond innovatively with new ideas and ways of working together.

Level 2

- 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

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.

Why is it important?

The GLA has a strong reputation as a hub for London-related research. Quality information and insight will help us develop and substantiate robust policy and decisions which will lead to tangible benefits for Londoners.

Level 2

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

Responding to Pressure and Change

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

Why is it important?

We operate in a challenging social, economic and political context that is constantly changing. We need to respond to this positively and resiliently to ensure we continue to meet the needs and expectations of Londoners.

Level 2

- 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

Working Patterns

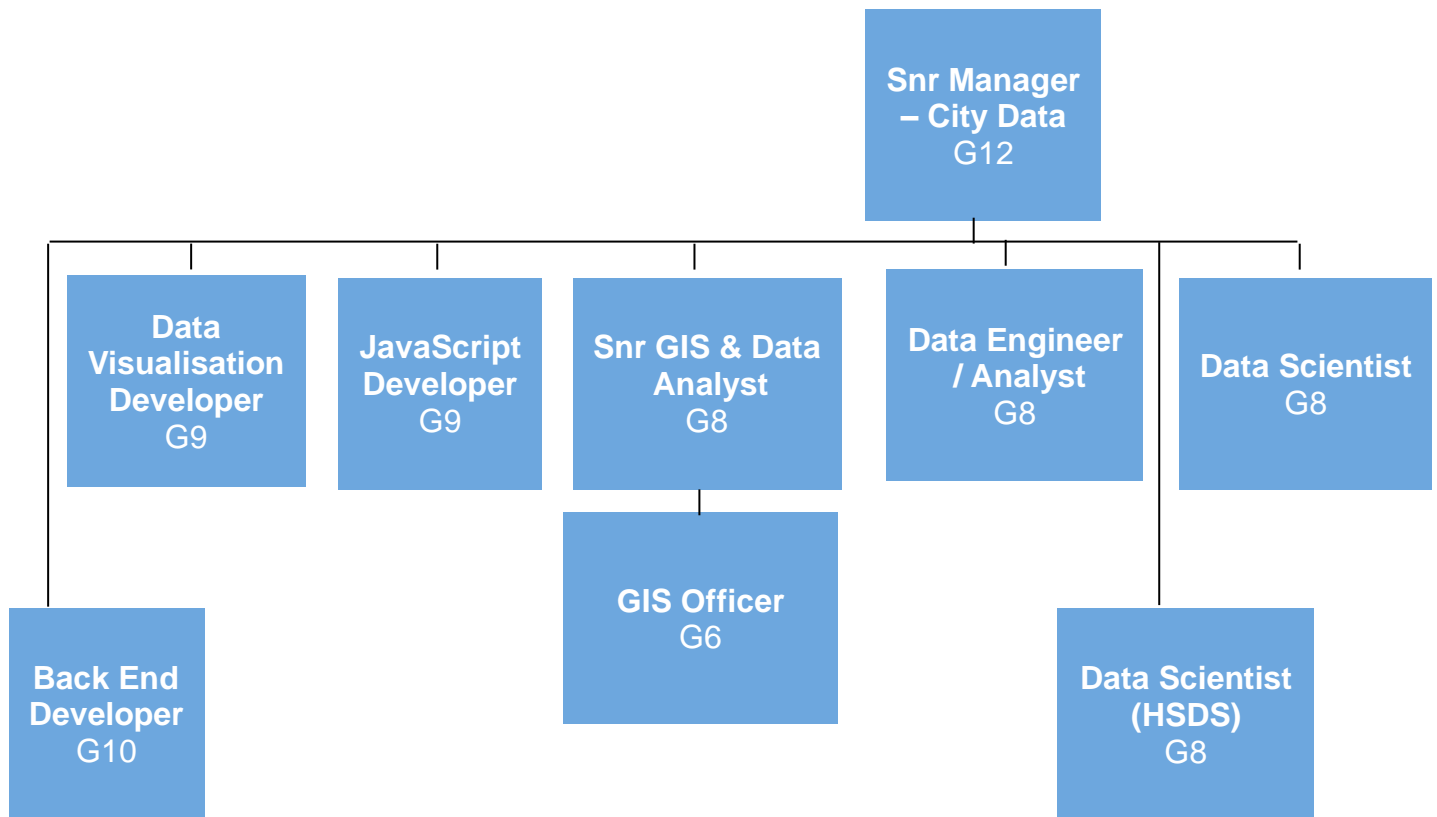
This post does not require any unusual work patterns.

Reasonable adjustment

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

Appendix C

City Data Team Org Chart



Request for Head of Paid Service Decision CO 301

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:

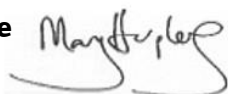
Approves the extension of the following fixed-term posts to lead the programme and vote-counting workstream requirements for the 2024 Mayor of London and London Assembly elections.

Job title	Grade	End date of current fixed term	New end date	Extension length
Senior Elections Programme Manager	11	31/8/21	31/08/2024	3 years
Senior Project Manager: Elections	11	31/8/21	31/08/2024	3 years

Head of Paid Service

The above proposal has my approval.

Signature



Date 01/07/2021

1. Staffing proposals

Executive summary

1.1 This form requests approval for the extension of two fixed-term posts until the end of August 2024 to manage the successful delivery of the 2024 Mayor of London and London Assembly elections, including ownership of the overall programme management and leading the delivery of the vote-counting workstream on behalf of the Greater London Returning Officer (GLRO).

1.2 The two posts proposed to be extended, Senior Elections Programme Manager and Senior Project Manager: Elections (previously approved under STAF 933 and STAF 1020 respectively), will report directly to the Deputy Greater London Returning Officer (DGLRO). These posts are currently filled by personnel on fixed term contracts which are due to end in August 2021.

Background

1.3 The two posts proposed for extension were originally approved via STAF 933 and STAF 1020 as a dedicated resource to manage the overall elections programme and lead the delivery of the most significant project contract, the vote-counting workstream. The original recruitment process took place in 2018 to allow for 24 months of planning and ensure appointment of postholders with relevant specialist knowledge and experience to deliver the elections.

1.4 Due to the COVID-19 pandemic, the 2020 elections were postponed by 12 months. That postponement created a need for a one-year extension of the posts, which was agreed by CO 171 in May 2020.

1.5 With the 2021 election successfully delivered and the next election only three years away, continuity in these posts is important to mitigate high levels of risk associated with elections. The DGLRO currently expects to have less capacity for election-related work than was the case during 2017 and 2018, due to his current interim responsibilities for the Economic Development Unit.

1.6 However, given the 2021 experience of both post-holders and the proposal that their hours be reduced over the next 18 months, this can be managed at a reasonable cost, as under normal circumstances, new fixed-term posts would have been advertised in 2022. This also avoids the uncertainty of a further recruitment exercise in a specialised area; given the unique and unprecedented circumstance of the requirement to organise an election within three, rather than four years. Accordingly, this sets no precedent in respect of 2028.

1.7 It is therefore proposed that the Senior Elections Programme Manager post-holder works part time (2.5 days per week) from September 2021 to November 2022; at which point it is anticipated that the post will revert to full-time. These arrangements will be reviewed and revised if appropriate during 2022-23.

1.8 The Senior Project Manager's post will remain full-time; but the role will be split - as is the case now - between digital and technology projects; and elections work. The TG team confirm that there is budget until April 2023 for this post; at which point it may either be extended, or the post-holder would switch to full time election work.

Detail of roles and responsibilities

Senior Elections Programme Manager

Grade 11

Proposed extension of 3 years (August 2021 – August 2024 (2.5 days a week from Sep 2021 to 31 November 2022))

Responsible for strategic development and implementation of the overall project across multiple workstreams, including monitoring milestone targets across supplier contracts, establishing good working relationships with

relevant external stakeholders and providing guidance on election rules to ensure that the elections are delivered successfully.

**Senior Project Manager
Grade 11**

Proposed extension of 3 years (August 2021 – August 2024 (50% on election work from 1 September to 31 November 22))

Responsible for the management of the complex vote-counting workstream to ensure that the contracted suppliers successfully deliver the required services for the elections, including provision of technical advice to the GLRO, monitoring project risks, logistical coordination across count centre technology and overseeing extensive large-scale testing of services.

2. Consultation

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

2.2 Consultation has been undertaken with relevant staff.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	2	1x G11 for 3 years 1 x G11 for 3 years
Fixed-terms posts to be (deleted)		
Net total of posts created	2	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

Finance & Governance to complete.

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

Cost centre Cost object

GK.0110.010 (Elections)

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

No

Is the post full or part time?

Both part time from September 2021 to November 22, full time from 1 December 2022 to 31 August 2024

Is the post permanent or temporary?

Temporary

What is expected start date?

Senior Elections Programme Manager – 1 September 2021
Senior Project Manager – 1 September 2021

Expected end date?

Senior Elections Programme Manager – 31 August 2024
Senior Project Manager – 31 August 2024

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

- 4.1 Approval is sought to extend two fixed-term posts below to manage the successful delivery of the 2024 Mayor of London and London Assembly elections. The total cost of this will be approximately £367,000 at spinal point salary scale including on costs for the duration of the extension of these posts. The costs for the two posts, although both Grade 11, differ because the current post holders are on different spinal points.
- 4.2 The budget to fund these posts will be primarily from the Elections budgets; with a contribution from the TG budget in respect of the SPM post; which has been budgeted for until April 2023. The posts will sit within the Elections team and the costs will span financial years as shown below.

Job title	Grade	End date of current fixed term	New end date	Extension length	2021-22 £k (1 September 2021 to March 2022, 7 months)	2022-23 £k	2023-24 £k	2024-25 £k (1 April 2024 to 31 August 2024, 5 month)	Total Budge Requ £k
Senior Elections Programme Manager (Part time 2.5 days per week 1 Sep 2021 to 31 November 2022)	11	31 August 2021	31 August 2024	36 months	22	26 (0.5 FTE till 31 Nov 2022) plus 26 (full time 1 Dec 22 to 31 March 2023)	78	32.5	184.5
Senior Project Manager (Part time 2.5 days per week 1 Sep 2021 to 31 November 2022)	11	31 August 2021	31 August 2024	36 months	22	25 (0.5 FTE till 31 Nov 2022) plus 25 (full time 1 Dec 22 to 31 March 2023)	78	32.5	182.5
Total cost £k					44	102	156	50	367

4.3 The GLA will become liable for redundancy costs as the post holders will have on-going continuous service for more than two years at the GLA. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process.

5. Legal comments

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

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

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

5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed

approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).

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

6. Equalities considerations

No equalities issues have been identified.

7. Appendices

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

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

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 Alex Conway 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].	

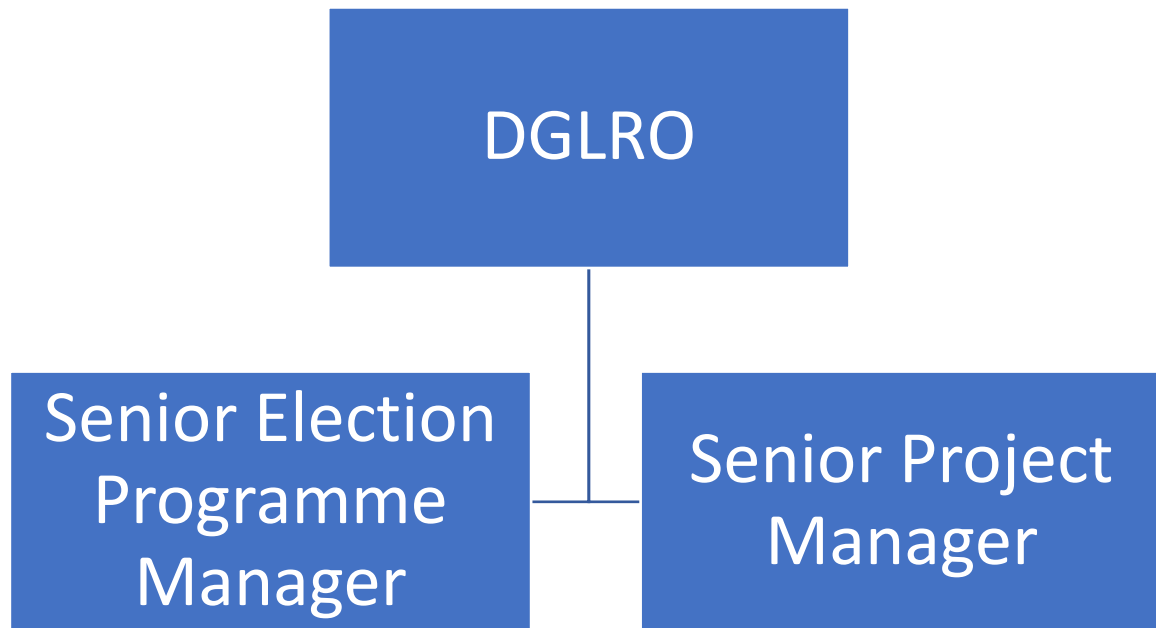
Appendix A

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
Senior Elections Programme Manager	11	003834	01 June 2018	Current end date: 31 August 2021	Contract extension (three years) to 31 August 2024
Senior Project Manager	11	003911	01 September 2018	Current end date: 31 August 2024	Contract extension (three years) to 31 August 2024

Appendix B

Structure chart showing reporting lines and post reference numbers



Request for Head of Paid Service Decision CO-303

GREATERLONDONAUTHORITY

Request for Head of Paid Service Decision CO-303

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:

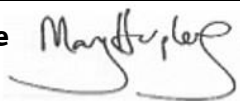
Approves the ...

- Deletion of the Comms Executive post (grade 6)
- Addition of a 0.4 FTE to existing 0.6 FTE Senior Marketing Officer post (grade 8)
- Regrade of Senior Marketing Officer post (grade 8) to ER Strategy and Planning Lead post (grade 10)

Head of Paid Service

The above proposal has my approval.

Signature



Date 01/07/2021

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.

COVID-19 has re-ordered Londoners' priorities. As well as a public health crisis, the pandemic has had a devastating impact on the economy, and Londoners are most concerned with protecting jobs and economic growth. After combatting the direct health and economic impacts of COVID-19, Londoners' priorities remain largely the same—policing and crime, housing, homelessness, and air quality. We must listen to and engage with diverse groups, particularly those whose voices are heard less often, including our most vulnerable, who have been impacted most by this pandemic.

In light of this, a new External Relations strategy has been devised, to respond with a clear vision, supported by strategic aims to ensure we are serving all Londoners whilst being mindful of their ever changing and diverse needs. This draws on the need to ensure that we are delivering value for Londoners, with streamlined budgets; increasing internal efficiency through greater integration, strategic planning, robust measurement, evaluation and optimisation is more critical now than ever before. Ensuring the continuation of the strategy and planning function in External Relations is vital for achieving ER's mission and vision, as well as ensuring the Marketing Campaigns function is adequately resourced to deliver against the integrated strategic plans.

Deletion of the Comms Executive post (grade 6)

The Communications Exec role has been vacant since November 2020, as the person previously in the role was offered a development opportunity and seconded into another role. During this time, the role was not backfilled in part because of the extended recruitment pipeline and duties of the role were redistributed throughout the Marketing Campaigns team on an interim basis which also gave the benefit of improved resilience in the completion of these tasks. In April 2021, the post was vacated permanently, and the Communications Exec role has not been re-recruited for. The redistributed work will be mainstreamed across the team and this role will be permanently deleted.

Regrade of Senior Marketing Officer post (grade 8) to Senior Strategic Communications Manager post (grade 10)

A Planning and Strategy Lead role was a trial role created at grade 10 in August 2019, in response to the need to drive greater integration throughout the External Relations Unit and to support all GLA teams with longer lead strategic communications planning. This was delivered initially for 6 months, and then further extended following extremely positive feedback from the Mayor's office, ER staff and wider GLA policy-comms staff.

The creation of the trial role has changed internal processes, with all integrated communication briefs from across the whole of the GLA coming into a centralised function under strategic communications (rather than historically through to the marketing campaigns team). This has enabled us to drive much more effective integrated strategic communications planning and has facilitated critical co-ordination, both internally and externally, throughout the pandemic. It is vital these processes are able to continue with the permanent regrade of an existing SMO (grade 8) to the grade 10 role.

In order to drive greater consistency within the External Relations function, the role should be renamed Senior Strategic Communications Manager, aligning the job title with other Grade 10 managers in the unit (i.e., Senior Marketing Manager, Senior Digital Communications Manager).

This post is currently vacant, and the regraded post will be recruited to in accordance with normal GLA practice once this CO form is approved.

Addition of a 0.4 FTE to existing 0.6 FTE Senior Marketing Officer post (grade 8)

The 0.6 FTE Senior Marketing Officer role was originally created as a part-time role. The substantive post holder has requested the opportunity to work full time, and given the need to effectively communicate with, and engage Londoners through targeted Marketing Campaigns is greater than ever before in light of the recovery programme, the re-allocation of staff budget from the deleted Communications Executive role would deliver great impact here.

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

The development of these proposals aligns with the strategic objectives set out in the ER strategy and the changes are supported by the Executive Director, Strategy & Communications, the Assistant Director, External Relations, the Head of Marketing Campaigns and the Senior Marketing Manager.

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.

Consultation has been undertaken with relevant staff in the External Relations Unit.

The Mayor's office is supportive of these changes.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	0.4	0.4FTE added to the existing 0.6FTE Senior Marketing Officer post
Permanent posts to be (deleted)	1	1 x Comms Executive (grade 6)
Fixed-term posts to be created		
Fixed-terms posts to be (deleted)		
Net total of posts created	-0.6	Reduction of 0.6 FTE
Permanent posts to be regraded	1	Regrade from grade 8 to grade 10, Senior Marketing Officer becomes Senior Strategic Communications Manager
Fixed-terms posts to be regraded		

4. Financial comments

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

Cost centre

s

Cost object

(if different):

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

s

Is the post full or part time?

s

Is the post permanent or temporary?

s

What is expected start date?
date?

s

Expected end

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

4.1 x

4.2 x

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 HoPS has the power to make this decision.

6. Equalities considerations

There are no equalities issues arising.

7. Appendices

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

8. Approval

	<i>Tick to indicate approval</i> <input checked="" type="checkbox"/>
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	<input checked="" type="checkbox"/>
Assistant Director <u>Emma Strain</u> has reviewed and commented on this proposal.	<input checked="" type="checkbox"/>
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	<input checked="" type="checkbox"/>
Finance and Legal <u>Finance and Legal</u> have reviewed and commented on this proposal.	
Corporate Management Team (CMT) This proposal was considered by CMT on 21 June 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
Comms Executive	grade 6		3862			Deletion
Senior Marketing Officer	Grade 8		4154	01/07/21		Create 0.4 FTE added to the current 0.6 FTE post
Senior Marketing Officer becomes Senior Strategic Communications Manager	Grade 8	Grade 10	1804	01/07/21		Regrade from grade 8 to grade 10