

Request for Head of Paid Service Decision CO-160

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:

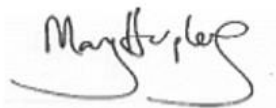
Approves the creation of the following two fixed-term posts in the Mayor's Office:

- Deputy to the Mayoral Director, Communications, grade 14 (fixed-term post - 1 year)
- Senior Digital Communications Officer, grade 8 (fixed-term post- 1 year)

Head of Paid Service

The above proposal has my approval.

Signature



Date 02/02/2021

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.*

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

The current coronavirus crisis is expected to run for a year. Therefore a new G14 Deputy to the Mayoral Director, Communications fixed-term post is proposed for creation because it is essential that our communication capacity is strengthened to ensure consistency and resilience at this time.

The current coronavirus crisis is expected to run for a year. Therefore, a new G8 Senior Digital Communications Officer fixed-term post is proposed for creation because it is essential that our communication capacity is strengthened on all platforms, including digital to ensure consistency and resilience at this time.

2. Consultation

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

This proposal is to create two 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.

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	2	1 New post – G14 Deputy to the Mayoral Director, Communications 1 New post – G8 Senior Digital Communications Officer
Fixed-terms posts to be (deleted)		

Net total of posts created / (deleted)	2	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

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

Cost centre **GO613** Cost object (if different): **GO613**

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? **2 Temporary for 1 year**

What is expected start date? **April 2020** Expected end date? **March 2021**

4.2 The total cost of the four roles is set out below.

Grade	Position	Tenure	Cost £
14	Deputy to the MD Communications	1 year FTC	119,000
8	Senior Digital Communications Officer	1 year FTC	64,000
			183,000

This expenditure will be funded from the Mayor's Office budget for 2020/21.

4.3 The GLA may become liable for redundancy costs if the post holders have on-going continuous service from a local authority or equivalent body. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process 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 two 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

No identified equalities issues arising.

7. Appendices

None

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director David Bellamy has reviewed and commented on this proposal.	✓
Assistant Director David Bellamy 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	Legal Kate Phelps Finance
Corporate Management Team (CMT) This proposal was considered by CMT on 6 April 2020	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	14		April 2020	March 2021	creation
<i>Post B</i>	8		April 2020	March 2021	creation
<i>Post C</i>					
<i>Etc.</i>					

Request for Head of Paid Service Decision CO-181

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:

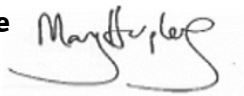
Approves the proposal to re-evaluate the current permanent grade 8 Senior Policy Officer for Technology post (the proposed new grade is grade 9).

<i>Job title</i>	<i>Current Grade</i>	<i>New Grade</i>
<i>Senior Policy Officer for Technology (Regeneration and Economic Development)</i>	<i>8</i>	<i>9</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 16/02/2021

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.

It is proposed that the current permanent Grade 8 Senior Policy Officer for Technology post is re-evaluated. The proposed new grade for the post is Grade 9. It is also proposed that the job title of the post is slightly changed to Principal Policy Officer for Technology.

The profile of technology policy at the GLA has grown significantly over recent years, with the Senior Policy Officer for Technology now leading on areas of policy and programme delivery which span the whole organisation. The scope and breadth, and therefore the management and budgetary responsibilities, of the post have expanded significantly over the past two years which is why it is proposed that the post now be re-evaluated. In particular:

Scope:

- The scope of the post has expanded to include programme management of a wide range of high profile Mayoral technology projects, including the Mayor's Civic Innovation Challenge, the GovTech London procurement tool, the Mayor's Technology Adoption Service, as well as the ongoing management of the Mayor's crowdfunding tool 'Pay it Forward'. The post therefore now requires greater strategic and organisational awareness, policy leadership and senior stakeholder management internally and externally.

Management:

- The post is responsible for the line management of one Grade 8 Delivery Officer, who oversees the execution of programmes developed by the postholder, in addition to several secondees from external partners and externally commissioned expertise.

Budget:

- The post is now responsible for a significant 'Technology Growth Programmes' budget. The post has managed the contracting and spending of c. £800,000 of budget, in addition to securing incoming value and partnerships in kind valuing c. £200,000.

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

Please see JD in Annex A which sets out how the remit of the post has changed since inception.

2. Consultation

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

3. Table of changes

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

Net total of posts created / (deleted)		
Permanent posts to be re-evaluated	1	
Fixed-terms posts to be re-evaluated		

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

4. Financial comments

This form proposes the regrade of an existing grade 8 Senior Policy Officer for Technology role to a grade 10 Principle Policy Officer for Technology role which will remain within the Regeneration and Economic Development Team.

The estimated cost of this regrade amounts to £12,000. This calculation is based upon mid-point salaries, on-costs and the corporate vacancy factor.

In the event where this post was to conclude, this change in grade means the GLA may become liable for accumulated redundancy costs if the post holder has 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.

There is provision within the Regeneration and Economic Development Team's budget to fund this proposal

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service (the "HoPS") may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
 - appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 8.1 of the Staffing Protocol says that *"For all matters or decisions that are not covered by sections 5, 6 and 7 above and which affect staff appointed by the HoPS, these must be dealt with or taken in accordance with the HoPS Scheme of Delegation (see below) and any other applicable policies and procedures"*. The proposal set out in this Chief Officer Form is not covered by sections 5, 6 and 7 of the Staffing Protocol which relate to Restructures – creating or deleting staff posts, Temporary staff posts and Terms and conditions respectively.

- 5.5 The HoPS is authorised to determine grades of staff in accordance with the job evaluation scheme for posts above the Assistant Director/Head of Unit level. However, paragraph 7.1 of the Staffing Protocol, Scheme of Delegation says that *“The AD of HR & OD is authorised to determine grades of staff in accordance with the job evaluation scheme for posts at the Assistant Director/Head of Unit level and below, subject to budget allocation being identified”*. It has been determined (by mutual consent) that the delegation referred to above should not currently be exercised and that the HoPS should approve all job re-evaluations. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to re-evaluate the post set out above.
- 5.6 If the proposals set out in this Chief Officer Form result in any change to the terms and conditions of employment of existing GLA employees, then the GLA will need to follow a proper process in order to make such changes.
- 5.7 The HoPS has the power to make this decision.

6. Equalities considerations

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

7. Appendices

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

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

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

Titles of any other Appendices

8. Approval

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

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / re- evaluation
<i>Senior Policy Officer for Technology</i>	8	000703			Re-evaluate to Grade 9
<i>Post B</i>					
<i>Post C</i>					
<i>Etc.</i>					

Appendix B

Structure chart showing reporting lines and post reference numbers

Request for Head of Paid Service Decision CO-182

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:

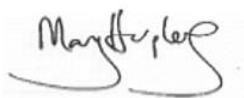
Approves the proposal to re-evaluate the current permanent grade 8 Senior Policy Officer for Life Sciences post (the proposed new grade is grade 9).

<i>Job title</i>	<i>Current Grade</i>	<i>New Grade</i>
<i>Senior Policy Officer for Life Sciences (Regeneration and Economic Development)</i>	8	9

Head of Paid Service

The above proposal has my approval.

Signature



Date 16/02/2021

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.

It is proposed that the current permanent Grade 8 Senior Policy Officer for Life Sciences role is re-evaluated. The proposed new grade for the post is Grade 9. It is also proposed that the job title of the post is slightly changed to Principal Policy Officer for Life Sciences.

The organisational need for a Principal Policy Officer in post to support the life sciences sector's growth and development has become all the more acute during the pandemic, including the criticality of the sector to supporting London's long term resilience.

The post holder has been consistently acting at a Grade 10 level for over a year, across each of the areas of accountability. In particular this is reflected in the following areas:

Stakeholder Management

- The post holder is required to manage complex stakeholder relationships across an ecosystem of partners which span a range of sectors including digital health, medical technology and biopharma and is comprised of a complex range of networks which span academic and R&D partners, health, adult and social care sector partners and delivery bodies, central and local Government, in addition to trade bodies, industry partners and funders. This complex stakeholder environment also spans a range of functional economic geographies across London and the wider South East.
- The post holder is required to drive collaboration at a senior level across the GLA family, including across Housing and Land, Planning, Regeneration, Health and the London Estates Delivery Unit, to support the sector's physical growth. This includes supporting cluster development at Imperial West, Whitechapel, and Sutton. Reflecting this the post holder has several board positions, including a seat on the Barts Life Sciences Board.

Leadership

- The post has included a requirement to step up to provide leadership to ensure the long-term sustainability of the MedCity business model in the absence of sufficient leadership from the CEO, and more recently the provision of high level support to MedCity's interim CEO. This has included leadership to enable continuity for the MedCity team.

Programme Management

- The post holder manages sizeable budgets, including a cumulative budget of over £2.5m requiring strong programme management skills.

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

Please see JD in Annex A which sets out how the remit of the post has changed since inception.

2. Consultation

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

3. Table of changes

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

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

4. Financial comments

This form proposes the regrade of an existing grade 8 Senior Policy Officer for Life Science role to a grade 10 Principle Policy Officer Life Science role which will remain within the Regeneration and Economic Development Team.

The estimated cost of this regrade amounts to £12,000. This calculation is based upon mid-point salaries, on-costs and the corporate vacancy factor.

In the event where this post was to conclude, this change in grade means the GLA may become liable for accumulated redundancy costs if the post holder/s has 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.

There is provision within the Regeneration and Economic Development Team's budget to fund this proposal

5. Legal comments

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

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

- 5.4 Paragraph 8.1 of the Staffing Protocol says that *“For all matters or decisions that are not covered by sections 5, 6 and 7 above and which affect staff appointed by the HoPS, these must be dealt with or taken in accordance with the HoPS Scheme of Delegation (see below) and any other applicable policies and procedures”*. The proposal set out in this Chief Officer Form is not covered by sections 5, 6 and 7 of the Staffing Protocol which relate to Restructures – creating or deleting staff posts, Temporary staff posts and Terms and conditions respectively.
- 5.5 The HoPS is authorised to determine grades of staff in accordance with the job evaluation scheme for posts above the Assistant Director/Head of Unit level. However, paragraph 7.1 of the Staffing Protocol, Scheme of Delegation says that *“The AD of HR & OD is authorised to determine grades of staff in accordance with the job evaluation scheme for posts at the Assistant Director/Head of Unit level and below, subject to budget allocation being identified”*. It has been determined (by mutual consent) that the delegation referred to above should not currently be exercised and that the HoPS should approve all job re-evaluations. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to re-evaluate the post set out above.
- 5.6 If the proposals set out in this Chief Officer Form result in any change to the terms and conditions of employment of existing GLA employees, then the GLA will need to follow a proper process in order to make such changes.
- 5.7 The HoPS has the power to make this decision.

6. Equalities considerations

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

7. Appendices

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

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

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

Titles of any other Appendices

8. Approval

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

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / re- evaluation
<i>Senior Policy Officer for Technology</i>	8	002565			Re-evaluate to grade 9
<i>Post B</i>					
<i>Post C</i>					
<i>Etc.</i>					

Appendix B

Structure chart showing reporting lines and post reference numbers

Request for Head of Paid Service Decision CO-230

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

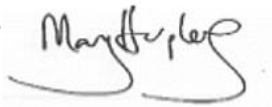
That the Head of Paid Service:

Approves the extension of an externally-funded fixed-term post 'Back End Developer' from 1st January 2021 to 31st March 2022 (15 months).

Head of Paid Service

The above proposal has my approval.

Signature



Date 15/02/2021

1. Staffing proposals

Background and reasons why the role is required

- 1.1 Sensor and 'Internet of Things' data is becoming increasingly important to help city authorities make informed decisions, whether it is monitoring the effectiveness of our investments to improve air quality or the 'busyness' of high streets during the Covid pandemic.
- 1.2 Sharing Cities EU funding allowed the GLA to employ a Back End Developer for 18 months to build a system to store, manage and share this new type of data, which is very different to the traditional statistics that cities have relied on. This post and the funding for it is due to end on 31st December 2020.
- 1.3 Through a partnership with the Digital Catapult, the GLA now has additional EU funding to further develop the system and work more closely with London Boroughs on practical use cases. It is therefore proposed to extend the post for a further 15 months (to 31st March 2022).
- 1.4 The postholder brings specialist expert knowledge into the GLA, providing strategic advice to other specialists and negotiating with London's wider public sector to create a number of secure, integrated data connections. The postholder will problem solve at a high level, working independently to scope their work and then develop new solutions and code. This work is in line with and supports the GLA's Digital, Data & Technology Strategy.
- 1.5 The postholder will report to the Senior Manager - City Data in the City Intelligence Unit.

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 The existing post holder has been consulted and is keen to be able to extend their time in the post so as to implement their development work. Internal policy teams (particularly Environment) have been consulted and approve extending the post. External partners, including London Councils, London Office of Technology & Innovation (LOTI) and Royal Borough of Greenwich, have also been consulted and very much support the extension of the post.

3. Table of changes

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

Fixed-term posts to be created/extended	0.8	Funding is available for 4days/week for the 15 months extension
Fixed-terms posts to be (deleted)	-	-
Net total of posts created / (deleted)	0.8	
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 CO approval is being sought for the extension a fixed-term Back End Developer post for 15 months from 1st January 2021 to 31st March 2022. The fixed term post was created by STAF1097 which is due to end on 31st December 2020. The cost of extending this part-time grade 10 post is approximately £73,000 including on costs at mid-point salary scale which will span 2 financial years.
- 4.2 Funding for this post will be provided by a grant from the European Institute of Innovation & Technology (EIT). The post will be financed from the City Data and GIS team budget.

5. Legal comments

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

(on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them". Paragraph 2 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.

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

5.8 The HoPS has the power to make this decision.

6. Equalities considerations

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 Back End Developer

Appendix C: City Data Team Org Chart

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Jeremy Skinner</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>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 15 December 2020.	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Back End Developer</i>	10	004144	1 st January 2021	31 st March 2022	Extension

Appendix B

Job Description

Job title:	Back-End Developer (data/web services)	
Grade:	10	Post number: GLA4144
Directorate:	Communities and Intelligence	
Unit:	Intelligence Unit	

Job purpose

This is a new role, where you will play an important part in shaping the direction of data management and sharing in the Intelligence Unit. You will work closely with the in-house front-end developers to produce innovative, customised web applications and with our data scientists to create effective data pipelines. In particular, you will develop advanced features for the London City DataStore.

Principal accountabilities

1. Work with the GLA's front-end developers to design, develop and implement tools and data stores for our more complex data sets to help professional users and the public to explore and use the GLA's data
2. Write clean well-documented and reusable code and carry out debugging and performance testing.
3. Explore and implement innovative uses of technology and keep abreast of new developments in server, database and back-end software
4. Develop and manage bespoke data interfaces to allow developers and data scientists from a broad range of organisations to innovate with London's data
5. With the GLA's data scientists and data engineers develop effective and robust data pipelines and automated processes
6. Support the specifying and deployment of development environments and liaise with GLA live team over live environments
7. Undertake all duties in accordance with the Data Protection Act 1988 and associated guidelines, and deal with sensitive information in a strictly confidential and professional manner.
8. Manage resources allocated in accordance with the Authority's policies and Code of Ethics and Standards.
9. Realise and promote the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.
10. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams

Key contacts

Accountable to:	GIS & Infrastructure Manager
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. A strong technical background evidenced by a qualification in Computer Science or equivalent professional experience
2. Expert knowledge of PostgreSQL / PostGIS
 - a. Set up new databases / schemas
 - b. Security and users
 - c. Back end processes
3. Experience of creating server side processes working closely with front-end developers and system admins
4. Expert user of Python, Java and Node (or similar)
5. Experience of using frameworks
6. Experience of developing, documenting and maintaining reusable and extendable cross platform web services/APIs
7. Ability to use multiple data formats including JSON and XML
8. Well written markdown documentation
9. Ability to adopt and sustain standard coding conventions to help others and increase reusability
10. Experience of using cloud based serverless architecture (both Windows and Linux server environments) to deliver data driven applications
11. Working with Git version control and modern development workflows
12. Experience of or interest in working with IoT data would be an advantage

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 2 - indicators of effective performance

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

Decision Making

... is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

Level 1 - indicators of effective performance

- Takes personal responsibility for own decisions
- Makes straightforward decisions to progress own work
- Asks others for input, recognising the benefit of more than one perspective
- Understands which decisions are within own area of responsibility and which to pass to others
- Understands the risks associated with decisions, informing others of these risks

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.

Level 2 - indicators of effective performance

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

Problem Solving

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

Level 2 - indicators of effective performance

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

Research and Analysis

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

Level 2 - indicators of effective performance

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

Building and Managing relationships

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

Level 1 - indicators of effective performance

- Builds rapport quickly with people at all levels and from different backgrounds
- Actively listens to others and is open to their ideas
- Identifies and resolves conflict between self and others
- Makes others feel comfortable and respected by being positive and friendly
- Shares information openly with colleagues within and outside own team

Working Patterns

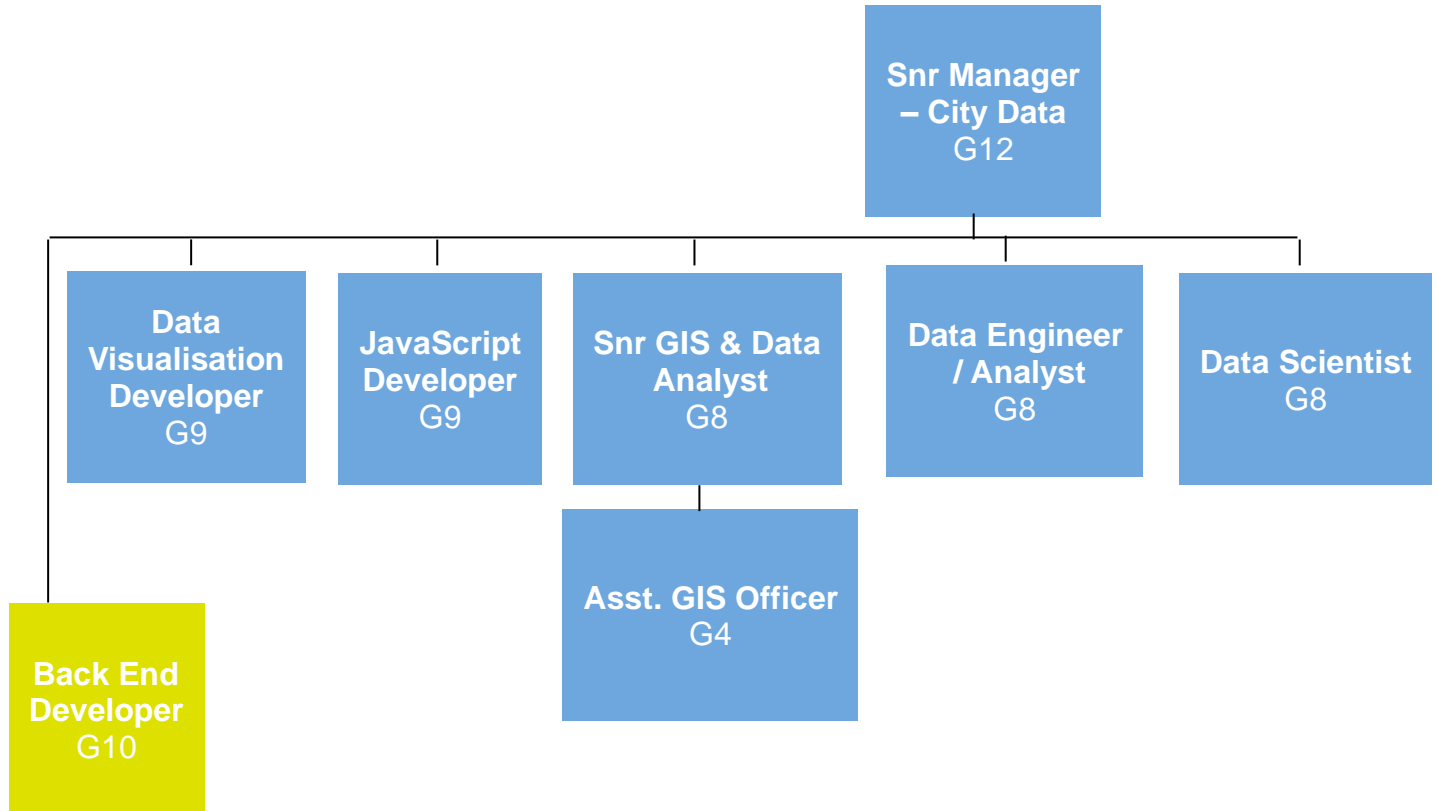
This post does not require any unusual work patterns.

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-235

Directorate	CO number	Job Title	Post number	Post start date	Existing post end date	New post end date	Grade	Requested by	Team	Budget available	Existing or new post	Comments to CMT - state original start date and full period of newly extended FTC and any other relevant comments.
Communities & Skills	CO-235	Strategy & Relationships Manager	TBC - New	Recruitment will begin asap after approval by the Chief Officer (CO) and the Job Description (JD) is agreed by the Job Evaluation Panel (JEP)	N/A	N/A	11	Michelle Cuomo Boorer	Skills & Employment	This post will fully be funded by the Adult Education Budget (AEB)	New	This post, along with the regrade of post no. 2017 below, are designed to ensure strong leadership of S&E Strategy & Relationships, including the AEB.
Communities & Skills	CO-235	Project Manager	TBC - New	The post will be filled permanently following approval by the CO.	N/A	N/A	11	Michelle Cuomo Boorer	Skills & Employment	This post will be fully funded by the Adult Education Budget (AEB)	New	A Grade 10 member of staff is currently receiving an honorarium to fill this need within the AEB Delivery team.

Communities & Skills	CO-235	Senior Project Officer (Grade 9)	TBC - New	Recruitment will begin asap following approval by the CO.	N/A	Dec 2023	9	Michelle Cuomo Boorer	Skills & Employment	This post will fully be funded by the European Social Fund (ESF)	New	Post required to lead on the development and delivery of projects and programmes managed by the S&E Programme Delivery Team.
Communities & Skills	CO-235	Programmes Officer	TBC - New	Recruitment will begin asap following approval by the CO and the JD is agreed by the JEP.		Dec 2023	8	Michelle Cuomo Boorer	Skills & Employment	This post will fully be funded by the European Social Fund (ESF)	New	Post required to ensure high-quality programme management, primarily on the ESF European-funded 2019-2023 programme.
Communities & Skills	CO-235	Strategy & Relationships Manager	No. 2017	This is a regrade so the current post-holder will transfer to standard Grade 11 pay arrangements asap after the JD is agreed by the JEP.	N/A	N/A	11	Michelle Cuomo Boorer	Skills & Employment	Yes	Existing	Post required to ensure strong leadership of S&E Strategy & Relationships. Regrade of existing Grade 10 post which currently attracts an honorarium.

Request for Head of Paid Service Decision CO-235

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 2 permanent posts within the Skills & Employment Unit, fully funded by the Adult Education Budget (AEB):

<i>Job title</i>	<i>Grade</i>
Strategy & Relationships Manager (Skills & Employment)*	11
Project Manager (Skills & Employment)	11

- Approves the creation of 2 GLA fixed-term posts, fully funded by the European Social Fund (ESF):

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Senior Project Officer	9	Until 31 Dec 2023
Programmes Officer*	8	Until 31 Dec 2023

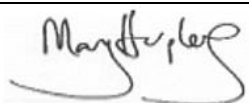
- Approves the regrading of permanent Post No. 2017 (Principal Policy Officer, Grade 10) to Strategy & Relationships Manager (Grade 11) to formalise current honorarium arrangements for the post-holder.

** The Job Descriptions for these posts are subject to consideration by the GLA's Job Evaluation Panel.*

Head of Paid Service

The above proposal has my approval.

Signature



Date 26/02/2021

1. Staffing proposals

- 1.1. This report sets out proposals for increasing the Skills & Employment Unit's staffing establishment as follows:
 - 1.1.1. One new permanent Grade 11 (Strategy & Relationships Manager) funded from the Adult Education Budget (AEB);
 - 1.1.2. One new permanent Grade 11 post (Project Manager) funded from the Adult Education Budget (AEB);
 - 1.1.3. Two new fixed term posts at Grade 8 (Programmes Officer) and Grade 9 (Senior Project Officer) funded from the European Social Fund (ESF); and
 - 1.1.4. A request to regrade a Grade 10 post (Principal Policy Officer; post no. 2017) to a Grade 11 (Strategy & Relationships Manager) which will formalise current honorarium arrangements for the post-holder.
- 1.2. In line with GLA plans to simplify pay arrangements, the request for two of the Grade 11 posts (the new Project Manager post and the re-evaluation of the Principal Policy Officer post (no. 2017) seeks to formalise current staffing arrangements for two Grade 10 posts that currently attract an honorarium up to a Grade 11.
- 1.3. The Grade 11 Strategy & Relationships Manager Job Description (JD) and the Grade 8 Programmes Officer JD need to be taken through the GLA's Job Evaluation Panel before recruitment can happen.
- 1.4. The overall recommendations reflect current staffing requirements (as identified by a recent Unit management review) to maximise impact across all Skills for Londoners (SfL) programmes. They also reflect the Mayor's priorities for London's COVID-19 recovery, as well as anticipating pressure on the GLA's core budget from the 2021/22 Financial Year as it responds to the pandemic.
- 1.5. Following the establishment review, our HR business partners advised that we should implement the Unit's new structure in two stages, starting with this first stage where we create posts that are needed quickly to meet current work demands.
- 1.6. If approved, the intention is to put these new posts in place, and recruit to them where necessary/possible, before the next stage which will review posts that:
 - 1.6.1. can be deleted from the GLA establishment; or
 - 1.6.2. can legitimately be funded from external funding sources (i.e. the AEB or ESF) to reduce pressure on the GLA core budget.
- 1.7. This should ensure a smooth transition to the new structure whilst providing minimum disruption or uncertainty within the team. The second stage will come through the Corporate Management Team (CMT) at the earliest opportunity depending on what consultation needs to take place first.

2. Consultation

The proposal is to create 4 new posts and re-evaluate 1 post within the Unit so there are no formal requirements to consult the London Assembly, staff groups or UNISON.

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

This proposal is also to re-evaluate one 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 that part of the proposal.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	2	<ul style="list-style-type: none"> - Grade 11 Strategy & Relationships Manager - Grade 11 post (Project Manager) <p>[Note: posts are fully funded from the AEB]</p>
Permanent posts to be (deleted)	0	N/A
Fixed-term posts to be created	2	<ul style="list-style-type: none"> - Grade 8 Programmes Officer (till 31 Dec 2023) - Grade 9 Senior Project Officer (till 31 Dec 2023) <p>[Note: posts are fully funded from the ESF]</p>
Fixed-terms posts to be (deleted)	0	N/A
Net total of posts created / (deleted)	4	
Permanent posts to be regraded	1	<ul style="list-style-type: none"> - Regrading of Post No. 2017 (Principal Policy Officer, Grade 10) to Strategy & Relationships Manager (Grade 11) to formalise current honorarium arrangements for the post-holder.
Fixed-terms posts to be regraded	0	

4. Financial comments

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

Cost centre

Various
(G0260;G0381;G0384)

Cost object

(if different):

GG.0260.001
GE.0381.012
GE.0384.001

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

Yes (AEB & ESF)

Is the post full or part time?

Full Time

Is the post permanent or temporary?

Mixture

What is expected start date?

N/A

Expected end date?

Below

- 4.1 The proposed creation of a permanent full time Strategy & Relationships Manager post at grade 11 has annual costs equating to circa £77,000 (including on costs, vacancy factor and the annual service charge of £6,000). This will be contained within the Adult Education Budget (GE.0384.001) held within the Skills and Employment Unit. The Adult Education budget is income funded via Department for Education (DfE).
- 4.2 The proposed creation of a permanent full time Project Manager post at grade 11 has annual costs equating to circa £77,000 (including on costs, vacancy factor and the annual service charge of £6,000). This will be contained within the Adult Education Budget (GE.0384.001) held within the Skills and Employment Unit. The Adult Education budget is income funded via Department for Education (DfE).
- 4.3 The proposed creation of a temporary full time Senior Project Officer post at grade 9 until 31 December 2023 has annual costs equating to circa £70,000, (including on costs and the annual service charge of £6,000). This will be contained within the ESF Delivery Team Budget (GG.0260.001) held within the Skills and Employment Unit. The ESF budget is income funded Based on the start date of 1st January 2021, the costs will span over four financial years as follows;
- 2020-21 - £18,000 (3 months)
2021-22 - £70,000
2022-23 - £70,000
2023-24 - £53,000 (9 months)
- 4.4 The proposed creation of a temporary full time Programmes Officer post at grade 8 until 31 December 2023 has annual costs equating to circa £65,000, (including on costs and the annual service charge of £6,000). This will be contained within the European Social Fund Budget (GG.0260.001) held within the Skills and Employment Unit. Based on the start date of 1st January 2021, the costs will span over four financial years as follows;
- 2020-21 - £16,000 (3 months)
2021-22 - £65,000
2022-23 - £65,000
2023-24 - £49,000 (9 months)
- 4.5 The proposed regrade of Principal Policy Officer post from a grade 10 to grade 11 has additional annual costs equating to circa £4,000. This will be contained within and funded by the Skills & Employment staffing budget (GE.0381.012) held within the Skills and Employment Unit.

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 first 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 In addition to above, the HoPS is authorised to determine grades of staff in accordance with the job evaluation scheme for posts above the Assistant Director/Head of Unit level. However, paragraph 7.1 of the Staffing Protocol, Scheme of Delegation says that *"The AD of HR & OD is authorised to determine grades of staff in accordance with the job evaluation scheme for posts at the Assistant Director/Head of Unit level and below, subject to budget allocation being identified"*. It has been determined (by mutual consent) that the delegation referred to above should not currently be exercised and that the HoPS should approve all job re-evaluations. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to re-evaluate the post set out above.
- 5.8 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 GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.10 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.

5.11 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

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

8. Approval

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

Appendix A

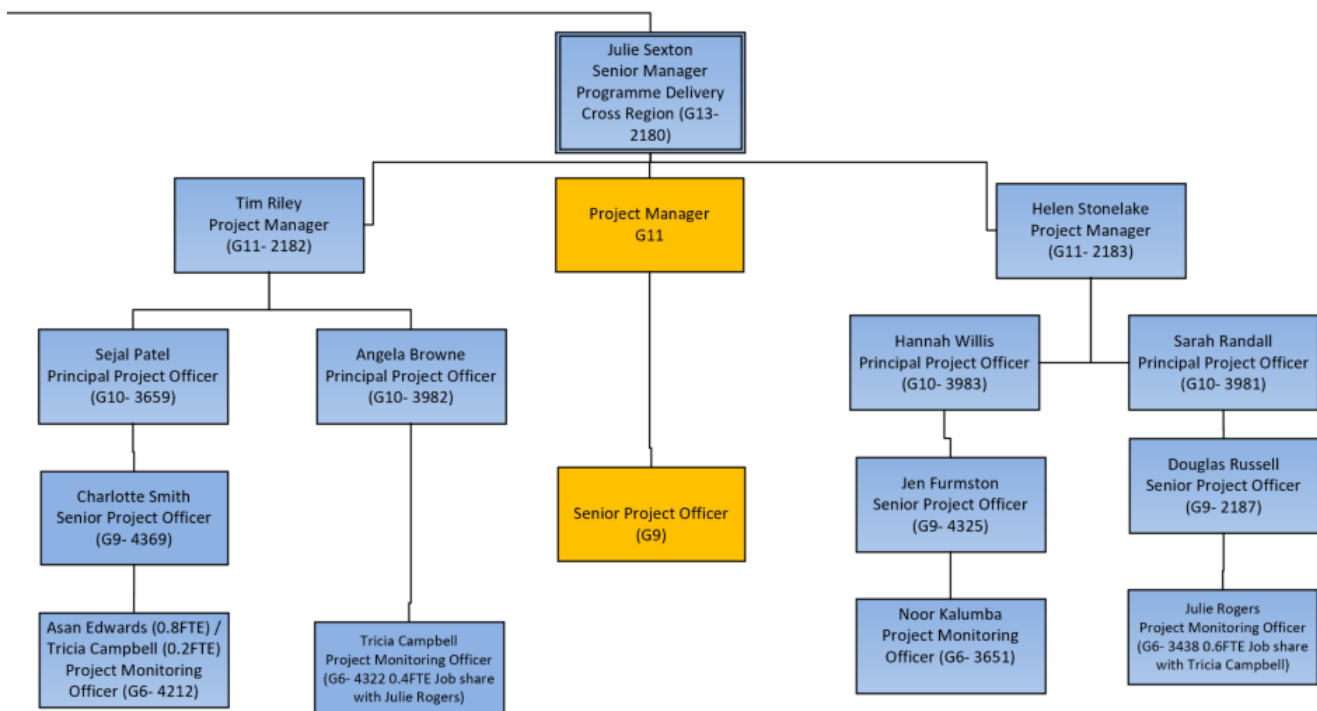
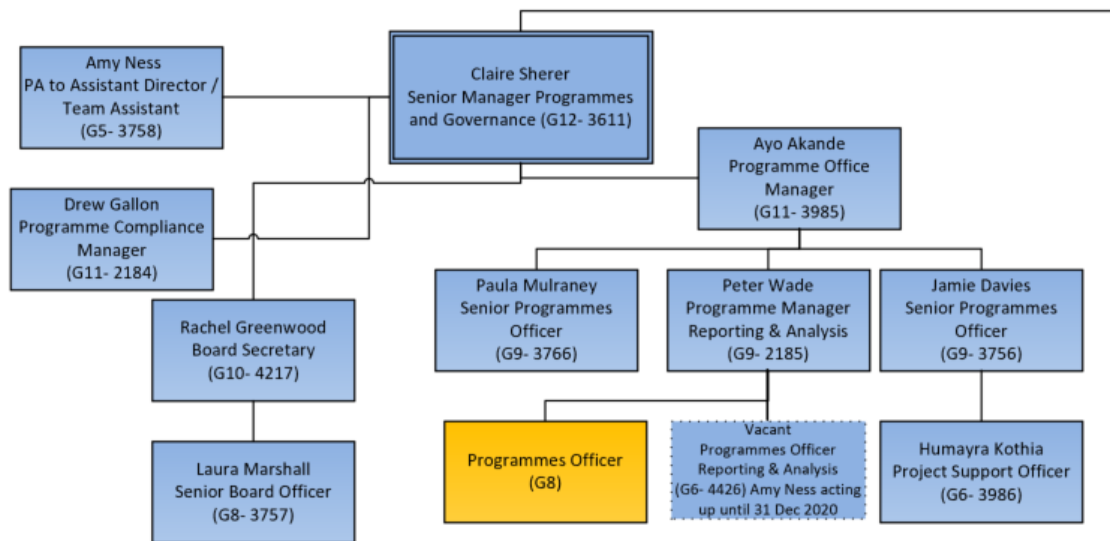
Details of all affected posts

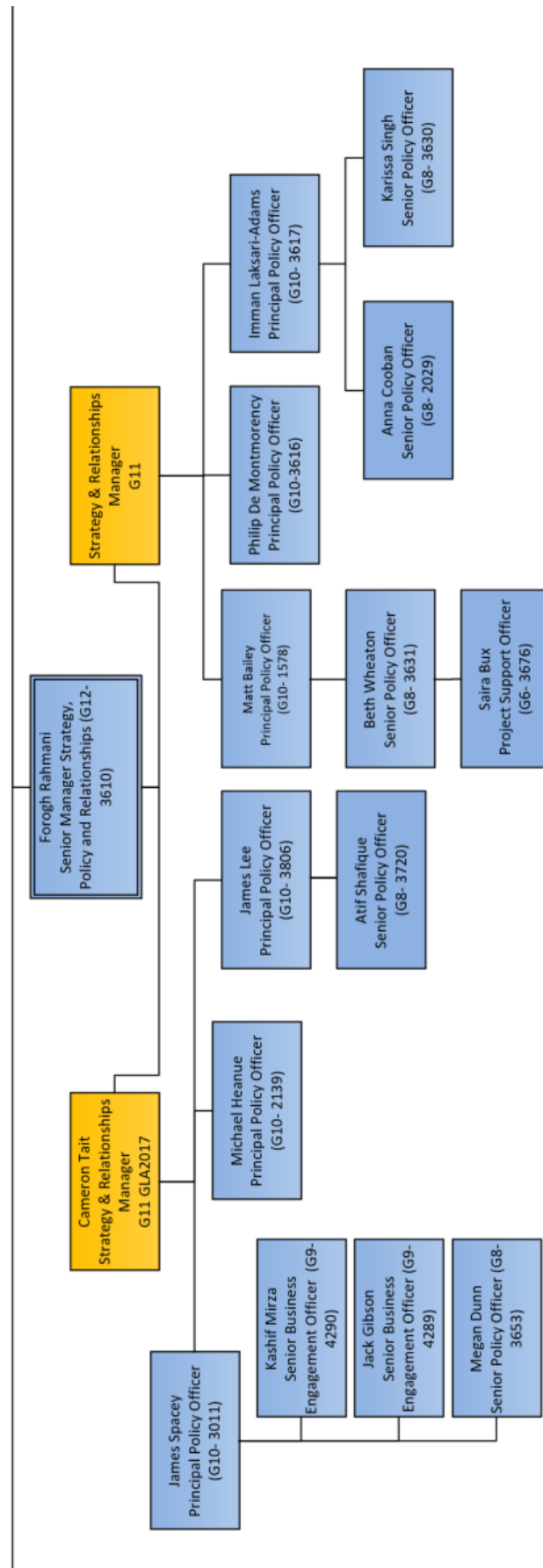
Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Strategy & Relationships Manager	N/A	11	N/A	Asap	N/A	Creation
Project Manager	Evaluated at 11	N/A	N/A	Asap	N/A	Creation
Senior Project Officer	Evaluated at 9	N/A	N/A	Asap	31 Dec 2023	Creation
Programmes Officer	N/A	8	N/A	Asap	31 Dec 2023	Creation
Principal Policy Officer / Strategy & Relationships Manager	10	11	2017	Asap	N/A	Regrade

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-243

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	CO243	Principal Policy Officer for Economic Strategy	Tbc	01/04/2021	n/a	12 months following start date	10	Luke Bruce	Regeneration & Economic Development	Yes	New	Post required to support economic development strategy. LEAP budget.

Request for Head of Paid Service Decision CO-243

Decision Required

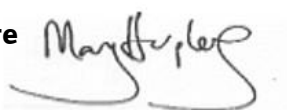
That the Head of Paid Service:

Approves the creation of this FTC post – Principal Policy Officer Economic Strategy (12 months)

Head of Paid Service

The above proposal has my approval.

Signature



Date 22/03/2021

1. Staffing proposals

The Economic Development team are seeking LEAP funding to create a Principal Policy Officer post for Economic Strategy for 12 months in order to support the development of the team's approach to economic strategy and policy development. The post holder is required to lead the management of a major new research project on the future of the CAZ, including taking forward next steps and policy recommendations in collaboration with London's Sub Regional Partnerships, boroughs, Business Improvement Districts and wider partners. The post holder will have responsibility for managing future revisions of the Mayor's Economic Development Strategy in the new Mayoral term, London's Local Industrial Strategy and related strategies and policies to support economic recovery. This will include helping to shape future LEAP policy and strategy on economic development and supporting strategic collaboration with city-regions across the UK, including collaboration across the Wider South East, and with central Government departments to secure the necessary funding and support.

2. Consultation

This proposal is to create a 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	1	PPO Economic Strategy (12 months)
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)		
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

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

Cost centre		Cost object (if different):	GE.0380.004
Is post to be externally funded, in part or full (if yes, include details below)?			LEAP funding
Is the post full or part time?	Full time		
Is the post permanent or temporary?	Temporary		
What is expected start date?	01/04/21	Expected end date?	28/03/22

4.1 Approval is being sought for the creation of a new fixed term post at grade 10 (Principal policy Officer for Economic Strategy). This post will be funded for 12 months and is estimated to cost £71,000 including on costs. The income funding this post will come from BEIS and will be held within the Regeneration and Economic Development budget.

4.2 As this post is to be recruited to on a fixed-term contract basis, 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 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 GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

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

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

The recruitment of this post will comply fully with the GLAHR/Paid Service protocols.

7. Approval

	Tick to indicate approval
	✓
Executive Director <u>Phil Graham</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Luke Bruce</u> has reviewed and commented on this proposal.	✓

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

Request for Head of Paid Service Decision CO-252

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.
Chief Officer	CO252	Programme Director - City Hall Relocation	TBC	Feb 2021	n/a	Feb 2022	15	Rickardo Hyatt	Transformation	Yes	New	Post required to deliver City Hall relocation programme.
Chief Officer	CO252	Senior Programme Manager	TBC	Feb 2021	n/a	Feb 2022	12	Rickardo Hyatt	Transformation	Yes	New	Post required to deliver City Hall relocation programme.
Chief Officer	CO252	Senior Capital	TBC	Feb 2021	n/a	Feb 2022	12	Rickardo Hyatt	Transformation	Yes	New	Post required to

		Project Manager										deliver City Hall relocation programme.
Chief Officer	CO252	Senior Project Officer	TBC	Feb 2021	n/a	Feb 2022	9	Rickardo Hyatt	Transformation	Yes	New	Post required to deliver City Hall relocation programme.

Request for Head of Paid Service Decision CO-252

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

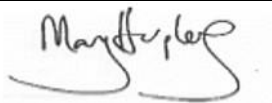
That the Head of Paid Service approves:

- The creation of the following four 12-month fixed-term posts within the Chief Officer's Directorate as part of the Transformation Team to support the City Hall relocation programme.
 - 1 FTE fixed-term Grade 15 Programme Director
 - 1 FTE fixed-term Grade 12 Senior Programme Manager
 - 1 FTE fixed-term Grade 12 Senior Capital Project Manager
 - 1 FTE fixed-term Grade 9 Senior Project Officer

Head of Paid Service

The above proposal has my approval.

Signature



Date 22/01/2021

1. Staffing proposals

- 1.1 On 24 June 2020, the Mayor announced that, in the context of significant cuts to the budgets of all Mayoral bodies, he was considering exercising the break clause in the Greater London Authority's (GLA's) lease at City Hall and establishing The Crystal at the Royal Docks as the new home of the Mayor, the Assembly, the GLA and the Mayor's Office for Policing and Crime (MOPAC) staff. At this time the Group-wide savings were estimated at £55m over five years.
- 1.2 Subsequently, further work was undertaken to refine the costs and better understand the implications of relocating to The Crystal; understand the willingness of the GLA's City Hall landlord to offer improved contractual terms were the GLA and MOPAC to remain at City Hall; take into account the response of Assembly Members and GLA and MOPAC staff to the Mayor's consultation; and consider and assess other potential relocation options in response to the consultation. Following this work the Group-wide savings were estimated at £61m over five years.
- 1.3 Having considered the financial and non-financial factors of the options presented to him, in October 2020, the Mayor approved the relocation of City Hall to the Crystal Building in the Royal Docks and the taking of additional space at Union Street. This decision is documented under MD2705.
- 1.4 In December 2020, Newham Council granted full planning consent for the proposed reconfiguration of the Crystal Building to make it fit for use as the new location of London Government and as per MD2705, the Break Notice permitted by the lease between the GLA and its landlord (St Martin), was triggered, requiring GLA to exit the building before 25 December 2021.
- 1.5 Work on the proposed relocation commenced in May 2020 and since then the project has been resourced by existing GLA staff within Resources, Housing and Land and the Chief Officer's Directorate.
- 1.6 However, with planning consent having been secured and the break clause triggered, the project has moved to the delivery phase and requires full time dedicated resources to ensure delivery to time and within budget. Below is a summary of key responsibilities associated each of the four new posts proposed.
 - Programme Director - Provide direction and leadership within and on behalf of the GLA on all matters relating to the relocation programme incorporating project delivery, GLA transition to the Crystal, engagement with the City Hall Landlord and to support the Chief Officer to develop new ways of working and measures necessary to ensure effective use of GLA buildings ahead of occupation.
 - Senior Programme Manager - To be the programme lead for the relocation, engaging effectively with internal and external stakeholders, retaining oversight of risks and developing policy to support delivery so that the programme remains on track.
 - Senior Capital Project Manager – To lead and manage all technical aspects of the City Hall Relocation Programme and be responsible for managing the relationship with the main contractor appointed to undertake the Crystal reconfiguration works and provide professional advice to the Programme Director and Relocation Programme board as required.
 - Senior Project Officer – To contribute to the development and coordination of the project delivery plan and risk register ensuring that any issues are escalated to the Senior Programme Manager and Programme Director and support the senior members of the Relocation Programme team to effectively engage key stakeholders and contribute to and coordinate the preparation of progress reports and briefings as required.

2. Consultation

- 2.1 This proposal is to create four 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	0	
Permanent posts to be (deleted)	0	
Fixed-term posts to be created	4	
Fixed-terms posts to be (deleted)	0	
Net total of posts created / (deleted)	4	
Permanent posts to be regraded	0	
Fixed-terms posts to be regraded	0	

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

4. Financial comments

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

Cost centre Cost object
(if different):

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

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date? Expected end date?

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

- 4.1 HOPS approval is being sought for the following:
- 4.2 This decision is seeking approval to create 4 one year posts. Three posts are to be funded from the Transformation programme budget and the Senior Programme Manager post is to be funded from the Royal Docks budget. Salary costs for the 3 posts are calculated to be £286,000 per annum based on the first point of the grades and the cost of the Senior Programme Manager to be £86,000 including on costs.
- 4.3 The GLA may become liable for redundancy and/or pension capital costs if the appointee has ongoing continuous service.

5. Legal comments

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

confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.

5.8 The HoPS has the power to make this decision.

6. Equalities considerations

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

7. Appendices

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

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Programme Director	n/a	15	Tbc	Feb 2021	Feb 2022	Creation
Senior Programme Manager	n/a	12	Tbc	Feb 2021	Feb 2022	Creation
Senior Capital Project Manager	n/a	12	Tbc	Feb 2021	Feb 2022	Creation
Senior Project Officer	n/a	9	tbc	Feb 2021	Feb 2022	Creation

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



8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Rickardo Hyatt</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Click and insert name</u> has reviewed and commented on this proposal.	n/a
HR & OD Lead Officer <u>Laura Heywood</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓ Finance ✓ Legal
Corporate Management Team (CMT) This proposal was considered by CMT on [DATE]. Approved by Mary Harpley, Chief Officer via email on 21 January 2021	

Request for Head of Paid Service Decision CO-253

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

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

Decision Required

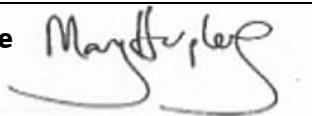
That the Head of Paid Service approves the extension of following existing fixed term post:

<i>Job title</i>	<i>Grade</i>	<i>Duration of extension</i>
Communications Manager	8	10 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 22/03/2021

1. Staffing proposals

- 1.1 The Sharing Cities programme (approved by MD1574) is a large scale, European Union (EU) H2020, €24 million programme that covers 34 partners across 6 countries, and the Greater London Authority is the lead partner of the programme. As such, the Programme Management Office (PMO) and all leadership functions sit within the GLA. The programme was due to finish in December 2020, with final reporting completed by April 2021. However, due to delays in the building retrofit part of the programme (which are largely a result of Grenfell and COVID-19) we have agreed an extension of one year to the programme with the European Commission (EC), in order to carry out proper monitoring and to continue scale up and replication activities. This means that the programme will now finish in December 2021, with final reporting completed by March 2022.
- 1.2 As a result, the PMO function in the GLA will need to continue until the end of the extended programme. Approval has already been obtained to extend the posts of three officers within the team, however as the GLA has assumed responsibility to deliver the programme's communications work package, an extension is also required to the following post:

Job title	Grade	Start date	Current end date	Original Duration	Proposed new end date	Total duration of the post
Communications Manager	08	24 February 2020	23 February 2021	1 year	31 December 2021	1 year 10 months.

- 1.3 The GLA, as the programme's coordinating body, plays an integral role on the programme and provides strategic direction as well as performing a number of key tasks such as acting as the global lead for communications. Replacing the GLA as the communications lead would not be a viable option at this stage and would seriously hinder the programme's ability to scale up and ensure greater city-wide adoption of our measures.
- 1.4 The Communications Manager post is integral to being able to operate an effective PMO. Not only to fulfil all of our obligations under the GLA's Grant Agreement, but also to mitigate against the impact of the COVID - 19 pandemic on the programme's scale up which is served by a coordinated communications and dissemination strategy. If this post is not extended, then the GLA will need to launch a recruitment process for it on short term contract, or would need to absorb the considerable tasks into existing posts/ elsewhere in the organisation, along with the need to mitigate against the loss of knowledge and expertise.
- 1.5 The Sharing Cities programme has developed, deployed and integrated replicable solutions in the energy, transport, data and ICT sectors in each of the three lead cities of London, Milan, and Lisbon. A further three 'follower' cities - Burgas, Bordeaux and Warsaw have been actively involved with the three lead cities to validate city service designs and implement a number of specific solutions.
- 1.6 The programme aims to implement a number of measures in each of the 'lighthouse' cities. These include:
- Smart Lampposts – integrated smart lighting with other smart service infrastructures (eV charge; smart parking; traffic sensing; flow data; WiFi etc).
 - Shared eMobility – a portfolio of inter-connected initiatives supporting the shift to low carbon shared mobility solutions, specifically: eV Car-Sharing; e-Bikes; eV Charging; Smart Parking; eLogistics.
 - Integrated Energy Management System – system to integrate and optimise energy from all sources in districts (and interface with city-wide system); including demand response measures.

- Urban Sharing Platform (USP) – a data platform to manage data from a wide range of sources including sensors as well as traditional statistics; built using common principles, open technologies and standards.
- Building retrofit – a total of 67,612 sqm in the three Lighthouse Cities being delivered with 6,124,500 kWh worth of savings per year.

1.7 A total of €24,988,759 has been awarded by the EU to the consortium with €2.9m of funding awarded for specific GLA activities, €2.7m to the Royal Borough of Greenwich (RBG) and €1.3m to other London partners. The extension of this post will be fully funded by the GLA's EC grant.

2. Consultation

2.1 Consultation has been undertaken with the Assistant Director of Intelligence, about where the post will continue to reside and the Sharing Cities Programme Board who have approved the transfer of the programme's funds for the extension of the post.

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

3. Table of changes

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

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

4. Financial comments

4.1 CO approval is being sought for the extension of the fixed term Communications Manager post for 10 months from post commencement date 24th February 2021 to post end date 31st December 2021. The fixed term post was created by CO-81 which is due to end on 23rd February 2021. The cost of extending this grade 8 post is approximately £51,000 including on costs at mid-point salary scale

which will span 2 financial years.

- 4.2 Funding for the post will be provided by European Union income which finances the H2020 GLA Expenditure budget.

5. Legal comments

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

6. Equalities considerations

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

7. Appendices

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

8. Approval

	<i>Tick to indicate approval</i>
	✓
Executive Director Niran Mothada 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 15 Feb 2021.	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	8	8	05806	24/02/2020	31/12/2021	Extension

Request for Head of Paid Service Decision CO-254

Directorate	CO number	Job Title	Post number	Post start date	Existing post end date	New post end date	Grade	Requested by	Team	Budget available	Existing or new post	Comments to CMT - state original start date and full period of newly extended FTC and any other relevant comments.
Communities & Skills	CO-227	Senior Business Engagement Officer	GLA 4289	09/10/2019	30/06/2021	09/10/2021	9	James Spacey	Skills & Employment	Yes	Existing	CO-08 originally approved the posts for two years however recruitment and programme start was delayed. Extension will cover length of the programme.
Communities & Skills	CO-227	Senior Business Engagement Officer	GLA 4290	28/10/2019	30/11/2021	28/10/2021	9	James Spacey	Skills & Employment	Yes	Existing	
Communities & Skills	CO-254	Senior Policy Officer	TBC	01/04/21	N/A	30/09/2022	8	Michelle Cuomo Boorer	Skills & Employment	Yes	New	Required to lead on coding scripts to automate business-critical operational data handling processes.
Communities & Skills	CO-254	Principal Policy Officer	TBC	01/04/21	N/A	N/A	10	Michelle Cuomo Boorer	Skills & Employment	Yes	New	Role required to deliver the London Recovery Programme's Helping Londoners into Good Work Mission
Communities & Skills	CO-254	Senior Policy Officer	TBC	01/04/21	N/A	N/A	8	Michelle Cuomo Boorer	Skills & Employment	Yes	New	Required to lead on allocating fairly £319m AEB across providers and organisations in London.

Request for Head of Paid Service Decision CO-254

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 existing fixed term posts

<i>Job title</i>	<i>Grade</i>	<i>Current end date</i>	<i>Proposed new end date</i>	<i>Total duration of the post</i>
Senior Business Engagement Officer	9	30/06/2021	09/09/2021	2 years
Senior Business Engagement Officer	9	30/06/2021	28/09/2021	2 years

Approves the creation of GLA permanent posts:

<i>Job title</i>	<i>Grade</i>
1x Senior Policy Officer	8
1x Principal Policy Officer	10

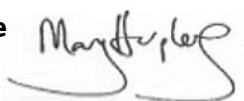
Approves the creation of GLA fixed-term post:

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
1 x Senior Policy Officer	8	18 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 26/02/2021

1. **Staffing proposals**

Strategy, Policy & Relationships team

The Strategy, Policy & Relationships (SP&R) team is responsible for developing and implementing the Skills for Londoners Strategy, Mayoral commitments on skills and employment and establishing and managing stakeholder relationships with central and local government, the skills and employment sector, employers and businesses.

Senior Business Engagement Officer extensions:

The aim of the London Progression Collaboration (LPC) is to work closely with employers to develop new ways to leverage apprenticeship levy funds, support them to create new apprenticeship opportunities, and increase in-work progression. The pilot activity supports the Mayor's manifesto to create more quality apprenticeships in London. It also directly responds to the Mayor's Skills for Londoners Strategy commitment to work with industry in London to develop and promote high-quality apprenticeships and to maximise the use of levy contributions. More detail is set out in MD2673 appended to this form.

The LPC was originally expected to commence delivery in June 2019, however it was delayed leading to the delivery period being extended to September 2021.

Delays to the start of the programme has led to the two Senior Business Engagement Officer's contracts not covering the lifetime of the programme. As it currently stands, this will lead to the pilot being under resourced from the period 30 June – 30 September 2021.

Approval is sought to extend the posts to ensure that the posts holders can remain in post for the duration of the pilot's delivery period in order to maintain delivery performance and assist with the pilot closure.

The posts will be funded by the GLA's Apprenticeships Programme budget as set out in MD2673. There has been adequate budgetary provision to accommodate the proposed extension and no further funding is required.

Senior Policy Officer (G8) creation:

The proposal is to create a new permanent G8 Senior Policy Officer role in the Policy, Strategy & Relationships team starting from 1 April 2020. The role will increase capacity within the Unit to successfully deliver the London Recovery Programme's Helping Londoners into Good Work Mission. The role will be funded by the Adult Education Budget and there will be no cost to the GLA.

Funding Policy & Systems team

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.

Senior Policy Officer (G8) creation:

An 18-month FTC is required to sit in the operational systems and data processing side of the team and will be managed by a G10 Principal Policy Officer. The role is required to lead on coding scripts to automate business-critical operational data handling processes. Other main responsibilities will be analysis of AEB programme data and coordinating work with the GLA OPS team to create a suite of online performance management reports. The role will be fully funded by the Adult Education Budget (AEB) and therefore no funding from the GLA is required. It is proposed that the FTC will be begin on 1 April 2021 however if there are delays to recruitment, that the post holder is offered an 18-month contract from their start date.

Principal Policy Officer (G10) creation:

The proposal is to create a permanent G10 Principal Policy Officer to sit under the Funding Policy Manager and lead on allocating fairly £319m of AEB across grant providers and independent training organisations in London. Other main responsibilities will be leading on London's AEB funding policy, including the annual Funding Rules and Funding Rates documents. The role will be fully funded by the Adult Education Budget (AEB) and therefore no funding from the GLA is required.

2. Consultation

The Mayor's office and the Deputy Mayor for Planning, Regeneration and Skills were consulted in the development of the Apprenticeship Pilot Programme.

The proposal is to extend existing roles within the Skills & Employment Unit, and therefore there are no formal requirements to consult staff groups and UNISON.

In accordance with the GLA Staffing Protocol, formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) is not required for this proposal as fewer than five posts are affected. However, the CO form is required to inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. The decision is not considered to be contentious.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	2	1 x G10 PPO and 1 x G8 SPO
Permanent posts to be (deleted)		
Fixed-term posts to be created	1	1 x G8 SPO
Fixed-terms posts to be (deleted)		
Other – Posts to be extended	2	GLA4289 extended from 30 June 2021 to 9 October 2021 and GLA4290 from 30 June 2021 to 28 October 2021
Net total of posts created	3	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

Finance & Governance to complete.

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

Cost centre Cost object
(if different):

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

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date? Expected end date?

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

- 4.1 The total cost of extending the following posts; 1x Senior Business Engagement Officer post (GLA4289 Grade 9 for approx. 3 months until 9 October 2021) and 1x Senior Business Engagement Officer post (GLA4290 Grade 9 for approx. 4 months until 28 October 2021) amounts to a total of £38,000. These extensions will be funded by the Apprenticeship programme (wbs GE.0381.005)

Post	Duration	Grade	FTE	Net Cost
Senior Business Engagement Officer (GLA4289)	3 Months	9	1	£16,000
Senior Business Engagement Officer (GLA4290)	4 Months	9	1	£22,000
Total Costs				£38,000

- 4.2 The total cost of creating the following posts; 1x Principal Policy Officer (Grade 10) and 1x Senior Policy Officer (Grade 8) amounts to a total of £123,000 annually, which will be funded by the Adult Education budget (wbs GE.0384.001)

Post	Grade	FTE	Net Cost
Principal Policy Officer	10	1	£ 68,000
Senior Policy Officer	8	1	£ 55,000
Total Cost			£ 123,000

The fixed term post Senior Policy Officer for the duration amounting to £83,000 spanning 2021/22 (12 months) and 2022/23 (6 months) financial years and this will be funded by the Adult Education budget (wbs.GE.0384.001).

Post	Grade	FTE	2021/22	2022/23
Senior Policy Officer	8	1	£ 55,000	£ 28,000

- 4.3 As this proposal includes fixed term contracts, the GLA may become liable for redundancy and/or pension capital costs if the appointees have on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated, but if they do arise, will be subject to further approval. All appropriate budget adjustments will be made.

5. Legal comments

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

6. Equalities considerations

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

7. Appendices

- *Appendix A: Details of all affected posts*
- *Appendix B: Structure chart*
- *Appendix C: Senior Policy Officer – FP&S*
- *Appendix D: Senior Policy Officer – Strategy, Policy & Relationships*
- *Appendix E: Principal Policy Officer – FP&S*

8. Approval

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

Appendix A

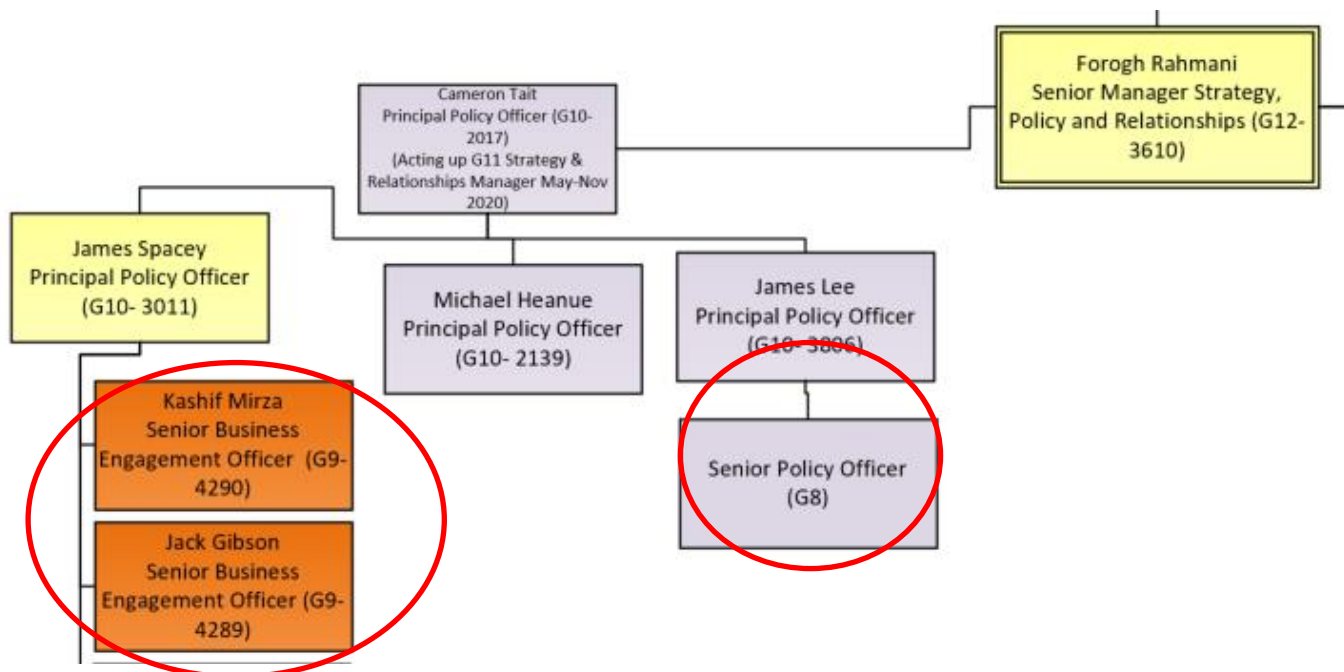
Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Senior Business Engagement Officer, Strategy, Policy & Relationships	9	N/A	GLA4289	09/10/19	Current 30/06/21 Requested 09/10/21	Extension
Senior Business Engagement Officer, Strategy, Policy & Relationships	9	N/A	GLA4290	28/10/19	Current 30/06/21 Requested 28/10/21	Extension

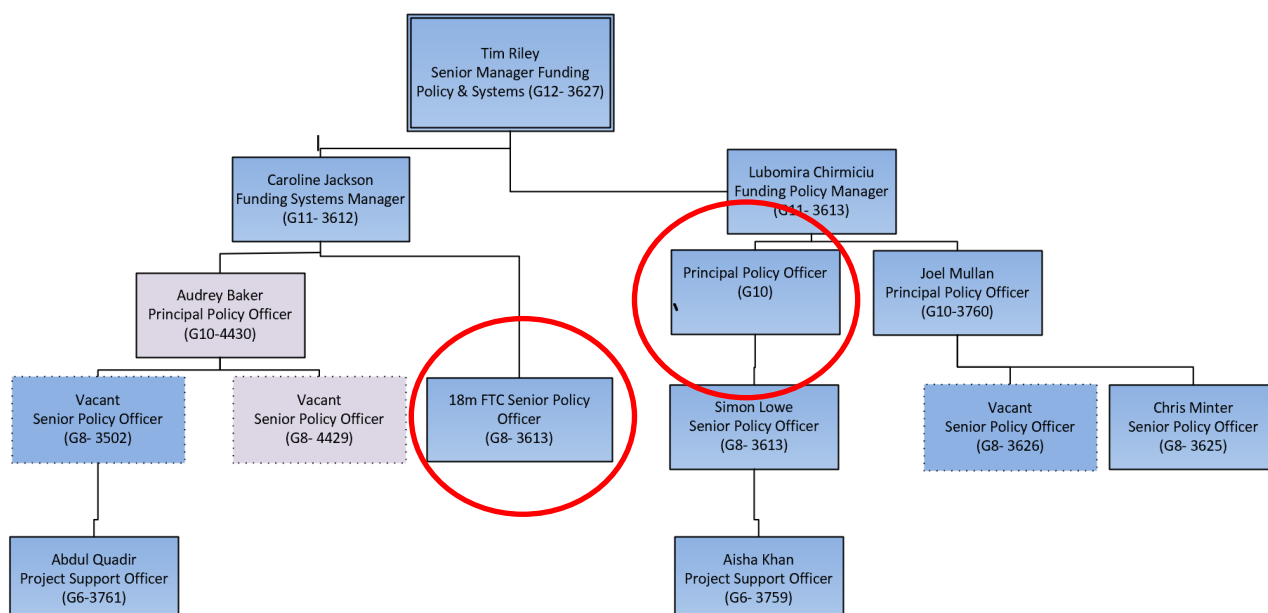
Appendix B

Structure chart showing reporting lines and post reference numbers

Strategy, Policy & Relationships team: 2 x G9 extensions and G8 SPO creation



Funding, Policy & Systems team: G10 PPO and G8 SPO (FTC) creations



Request for Head of Paid Service Decision CO-256

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	CO00256	Senior Project Officer - Open Innovation	TBD	01/03/2021	n/a	01/09/2022	9	Luke Bruce	Regeneration & Economic Development	Yes	New	Post required to support implementation of open innovation approach to delivery of the Recovery programme missions

Request for Head of Paid Service Decision CO-256

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:

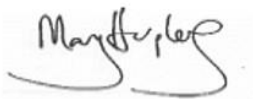
Approves the creation of the following fixed-term post;

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Senior Project Officer – Open Innovation	9	18 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 16/02/2021

1. Staffing proposals

1.1 The Recovery Taskforce has endorsed a mission-based approach to delivering the priorities of London's Recovery programme. In order to support successful delivery, the GLA is partnering with the Design Council and LOTI to deliver an open innovation programme that draws on established best practice and incorporates a design-led approach to delivery.

1.2 The objectives of this programme are –

- To employ a user centred approach to designing solutions that meet the needs of Londoners
- To support cross sectoral collaboration to co-create solutions and design new approaches to London's challenges
- To support experimentation, risk-taking, prototyping and an iterative process of development
- To draw on systems thinking to identify opportunities for wider change and learning across the system¹
- To pilot a new way of working for the GLA, boroughs and partners

1.3 Programme delivery requires the support of a Senior Project Officer to ensure the successful delivery of key activities. This post will be managed by a Programme Manager in the GLA's Strategy and Innovation team.

1.4 The Senior Project Officer post is integral to the Programme Manager being able to effectively deliver on the objectives of the programme and enable the team to establish the innovation programme across the GLA and boroughs. The post holder will be responsible for day to day coordination of project activities, acting as an interface between project partners and stakeholders, project administration including the monitoring and gathering of data and KPIs to support programme evaluation and reporting, project management, external communications and the collection and dissemination of key programme learnings to support innovation diffusion and wider learning across the GLA and London.

1.5 The support of the Senior Project Officer post will enable the GLA, the Programme Manager, and programme partners to focus on delivering a truly innovative programme with long lasting impact. It will enable the Programme Manager to effectively oversee the programme and manage any associated risks.

1.6 Designing London's Recovery is a partnership programme designed and delivered with Mission teams (comprised of boroughs, London Councils and the GLA) in partnership with the Design Council and LOTI to bring in cutting edge design thinking and delivery expertise. The Design Council will provide bespoke support on ideation, co-design and the prototyping and testing of innovation, paying particular attention to community and user engagement. LOTI will harness energy and insight across London boroughs, ensure the innovation meets local need and can be scaled to enable more transformational change.

1.7 A total of £500,000 has been awarded from LEAP funding to deliver the programme with match funding from the Design Council, of which £142,000 is assigned to cover programme management resources to enable the GLA to deliver the programme effectively. The funding of this fixed-term post will be fully covered by the GLA's LEAP funding for this programme.

2. Consultation

¹ The 'system' refers to the wider infrastructure, policy and governance that has to work together in order to deliver on specific policy areas

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 Consultation has been undertaken with the Interim Head of Economic Development about where the post will reside.

3. Table of changes

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

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

4. Financial comments

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

Cost centre

TBC

Cost object

(if different):

TBC

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

LEAP funding

Is the post full or part time?

Full time

Is the post permanent or temporary?

Temporary

What is expected start date?

01/03/2021

Expected end date?

01/09/2022

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

- 4.1 Chief Officer approval is being sought for the creation of a Senior Project Officer post – Open Innovation on a fixed term basis for 18 months from the 1 March 2021 to 1 September 2022. The post will be graded at 9 on the GLA’s pay scales and annual costs equates to approximately £61,000 inclusive of on-costs.
- 4.2 As per above, the post will be for a duration of 18 months and due to a part year start, costs will span three financial years as follows:
- 2020-21 – £5,000
 - 2021-22 – £61,000
 - 2022-23 – £26,000
- 4.3 The cost of this post will be funded from LEAP endorsed funding approved for the COVID-19 – Economy Fund, specifically the ‘Designing London’s Recovery’ element of the programme (as approved by MD2739).
- 4.4 As this post will be recruited to on a fixed-term contract basis, the GLA may become liable for redundancy and/or pension capital costs if the appointee has on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated but in the event such costs do arise, they will be subject to further approval.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly’s staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the “Staffing Protocol”), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority’s agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 6.1 of the Staffing Protocol says that *“Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service”*. Paragraph 6.2 of the Staffing Protocol says that *“These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly’s staffing committee (on behalf of the Assembly) in a six-monthly report”*. As set out above, the Assembly’s staffing committee is currently the GLA Oversight Committee.

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

6. Equalities considerations

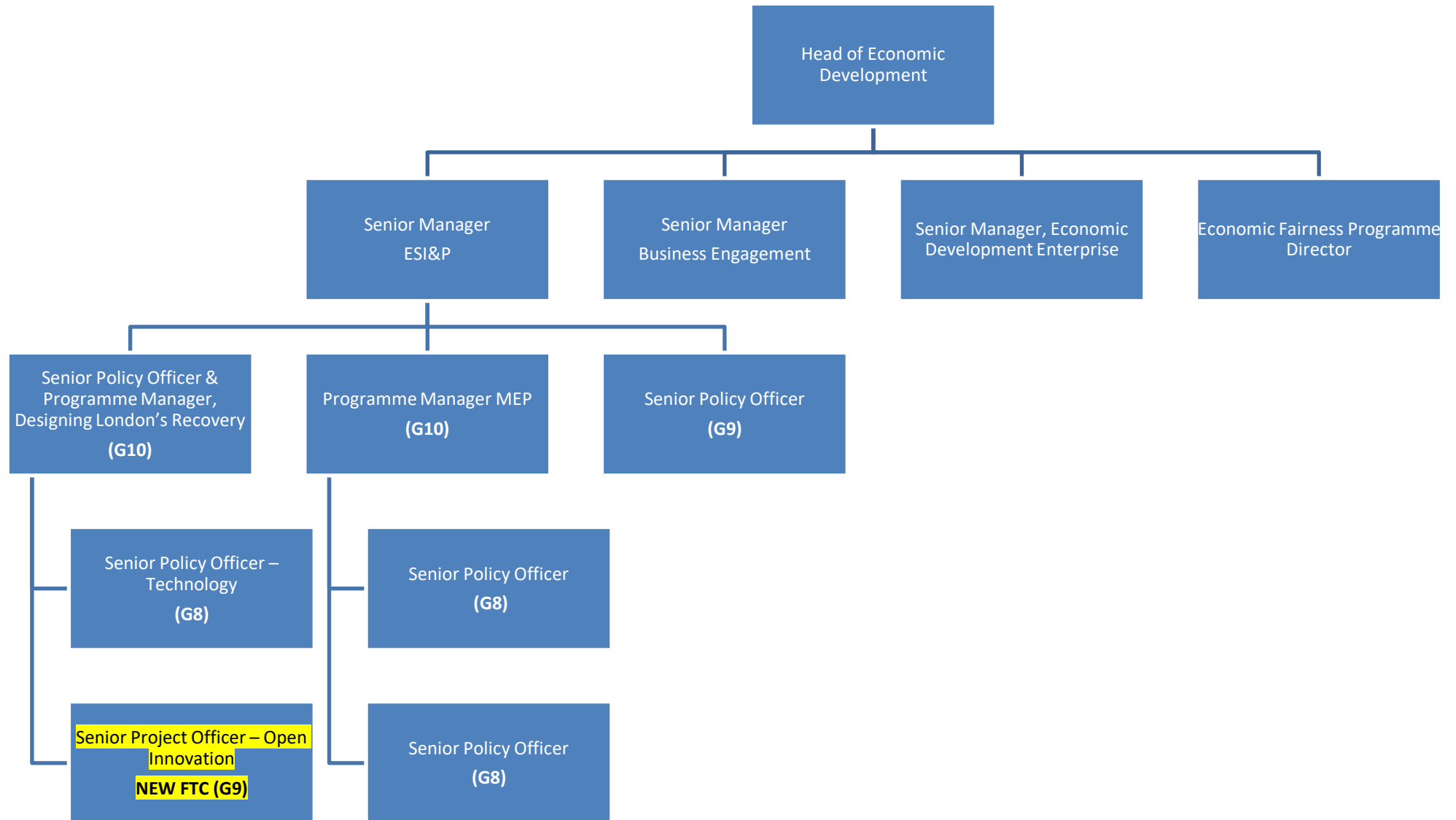
Under Section 149 of the Equality Act 2010, as a public authority, the GLA must have 'due regard' of the need to:

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

The recruitment of this post will comply fully with the GLAHR/Paid Service protocols.

7. Appendices

Structure chart showing reporting lines and post reference numbers



8. Approval

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

Request for Head of Paid Service Decision CO-261

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

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

Decision Required

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

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

Head of Paid Service

The above proposal has my approval.

Signature



Date 08/02/2021

1. Staffing proposals

1.1 The Sharing Cities programme (approved by MD1574) is a large scale, European Union (EU) H2020, €24 million programme that covers 34 partners across 6 countries, and the Greater London Authority is the lead partner of the programme. As such, the Programme Management Office (PMO) and all leadership functions sit within the GLA. The programme was due to finish in December 2020, with final reporting completed by April 2021. However, due to delays in the building retrofit part of the programme (which are largely a result of Grenfell and COVID-19) we have agreed an extension of 1 year to the programme with the European Commission (EC), in order to carry out proper monitoring and to continue scale up and replication activities. This means that the programme will now finish in December 2021, with final reporting completed by March 2022.

1.2 As a result, the PMO function in the GLA will need to continue until the end of the extended programme. This will have an impact on staffing arrangements of three GLA officers. Details are provided below:

Job title	Grade	Start date	Current end date	Original Duration	Proposed new end date	Total duration of the post
Programme Director	13	03 May 2016	02 May 2021	5 years	31 December 2021	5 years 8 months.
Programme Manager	10	01 May 2019	30 April 2021	2 years	31 December 2021	2 Years 8 months.
Project Manager - City Lead	10	01 May 2016	01 May 2021	5 years	31 December 2021	5 years 8 months.

1.3 The two officers occupying the roles of Programme Manager and Project Manager - City Lead) are permanent members of staff on secondments to these fixed term roles. Approval to extend the duration of their secondments beyond two years has been obtained from Executive Director Strategy and Communications. The Interim Head of Economic Development and Assistant Director of Environment have also agreed the extension of the secondments from their directorates.

1.4 The GLA, as the programme's coordinating body, plays an integral role on the programme and provides strategic direction as well as performing a number of key tasks such as managing and distributing EC funds and reporting. Replacing the GLA as coordinator would not be a viable option at this stage and if the GLA participation on the programme was not extended, the programme would need to be completed by the current end date which would have significant financial and reputational implications for both the GLA and our partner cities of London (Royal Borough of Greenwich) and Milan in Italy. The delayed building works represent over €1.2m of funding from the EC for the cities of London (RBG) and Milan and represent 50.9% of the impact (kWh/yr saved) the programme has committed to deliver on its building retrofit scheme.

1.5 All three roles are integral to being able to operate an effective PMO. Not only to fulfil all of our obligations under the GLA's Grant Agreement, but also to mitigate against the impact of the COVID - 19 pandemic on the programme's scale up objective to ensure greater city adoption of the measures successfully demonstrated by the programme. If these roles are not extended, then the GLA will need to launch recruitment processes for these roles on short term contracts, or would need to absorb these considerable tasks into existing roles elsewhere in the organisation, along with the need to mitigate against the loss of knowledge and expertise.

1.6 The Sharing Cities programme has developed, deployed and integrated replicable solutions in the energy, transport, data and ICT sectors in each of the three lead cities of London, Milan, and Lisbon. A further three 'follower' cities - Burgas, Bordeaux and Warsaw have been actively involved with the three lead cities to validate city service designs and implement a number of specific solutions.

- 1.7 The programme aims to implement a number of measures in each of the ‘lighthouse’ cities. These include:
- Smart Lampposts – integrated smart lighting with other smart service infrastructures (eV charge; smart parking; traffic sensing; flow data; WiFi etc).
 - Shared eMobility – a portfolio of inter-connected initiatives supporting the shift to low carbon shared mobility solutions, specifically: eV Car-Sharing; e-Bikes; eV Charging; Smart Parking; eLogistics.
 - Integrated Energy Management System – system to integrate and optimise energy from all sources in districts (and interface with city-wide system); including demand response measures.
 - Urban Sharing Platform (USP) – a data platform to manage data from a wide range of sources including sensors as well as traditional statistics; built using common principles, open technologies and standards.
 - Building retrofit – a total of 67,612 sqm in the three Lighthouse Cities being delivered with 6,124,500 kWh worth of savings per year.
- 1.8 A total of €24,988,759 has been awarded by the EU to the consortium with €2.9m of funding awarded for specific GLA activities, €2.7m to the Royal Borough of Greenwich (RBG) and €1.3m to other London partners. The extension of these FTCs will be fully funded by the GLA’s EC grant.

2. Consultation

- 2.1 Consultation has been undertaken with the Assistant Director of Intelligence, about where the post will reside and the Sharing Cities Programme Board who have approved the transfer of the programme’s funds for the roles’ extensions.
- 2.2 Approval to extend the duration of the two officers on secondments beyond two years has been obtained from Executive Director Strategy and Communications. The Interim Head of Economic Development and Assistant Director of Environment have also agreed the extension of the secondments from their directorates.
- 2.3 In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the “Staffing Protocol”), formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) is not required for this proposal as fewer than five posts in one unit are being created or deleted. However, the Head of Paid Service (the “HoPS”) is required to inform these persons about any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. The decision is not considered to be contentious.

3. Table of changes

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

Net total of posts created / (deleted)	0	
Permanent posts to be regraded	0	
Fixed-terms posts to be regraded	0	

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

GG.0220.010.001

Cost object

(if different):

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

European Union (EU)
H2020 Grant

Is the post full or part time?

Full time

Is the post permanent or temporary?

Temporary Fixed Term
Contracts

What is expected start date?

May 2021

Expected end date?

31 December 2021

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

- 4.1 CO approval is being sought for extending the following fixed term posts, Programme Director Grade 13, Programme Manager Grade 10 and Project Manager City Lead Grade 10 for 8 months until 31 December 2021. The fixed term posts for the Programme Director and Programme Manager were created via HOPS208. The Project Manager City Lead post was created via STAF 1105.
- 4.2 The cost of extending the full-time post for the Grade 13 post is approximately £71,000 including on costs at mid-point salary scale. The cost of extending the full-time posts for the Grade 10's is £96,000 including on costs at mid-point scale.
- 4.2 Funding for posts will be provided by European Union income which finances the H2020 GLA Expenditure budget.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
 - appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).

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

6. Equalities considerations

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

driving cars and e-bike services can specifically support people with certain disabilities, while access to shared vehicles can increase mobility for those on low incomes.

7. Appendices

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

8. Approval

	<i>Tick to indicate approval</i>
	✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Jeremy Skinner</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>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 15 December 2020 (verbally agreed with Mary CMT 14/09/20).	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	13	13	003100	03/05/2016	02/05/2021	Extension
<i>Post B</i>	10	10	004051	01/05/2019	30/04/2021	Extension
<i>Post C</i>	10	10	003098	01/05/2016	01/05/2021	Extension

Request for Head of Paid Service Decision CO-262

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 16 fixed term Business Administration Apprentice posts to recognise the additional complexity of having to complete their apprenticeships during the covid pandemic

The posts started on 16th March 2020 and were set to end after 13 month (on 15th April 2021) The requested extension is for 8 weeks so the posts would end on 11th June 2021.

Head of Paid Service

The above proposal has my approval.

Signature



Date 22/03/2021

1. Staffing proposals

The proposal to extend the 16 Business Administration Apprentice posts by eight weeks was presented to and agreed by CMT on the 7th December 2020. Following further financial considerations and consultations with David Bellamy and CMT, this decision was confirmed by the HR Assistant Director on 27th January 2021.

2. Consultation

This proposal is to extend 16 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 <i>extended</i>	16	
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)		
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

Finance & Governance to complete.

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

Cost centre

G0730

Cost object

(if different):

GF.0730.003

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?	Start of extension - 16 April 2021	Expected end date?	11 th June 2021

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

4.1 Approval is being sought to extend 16 Business Administration apprentice posts for 8 weeks. The cost at London's Living wage rate per annum including on costs is approximately £69,000. The posts will be funded HR apprentices 2021-22 budget in the HR & OD team within the Chief Officer's Directorate.

4.2 The GLA may become liable for redundancy costs if the post holders have on-going continuous service from a local authority or equivalent body. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 6.1 of the Staffing Protocol says that *"Any proposals to create a temporary staff post – defined as being up to two years in duration – must be approved by the Head of Paid Service"*. Paragraph 6.2 of the Staffing Protocol says that *"These will be reported by the HoPS to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee (on behalf of the Assembly) in a six-monthly report"*. As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to create 16 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 favorably 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

The intake of business admin apprentices contains a diverse mix of age, race, and gender.

7. Appendices

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

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

Titles of any other Appendices

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director has reviewed and commented on this proposal.	N/A
Assistant Director <u>Charmaine DeSouza</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 15 March 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>Post A</i>					
<i>Post B</i>					
<i>Post C</i>					
<i>Etc.</i>					

Request for Head of Paid Service Decision CO-264

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.
Housing and Land	CO264	Senior Programme Manager (Building Safety)	N/A	01/03/2021	N/A	31/10/2021	12	Megan Life	Building Safety	Yes - externally funded	New	Post required to support delivery of new Waking Watch Relief Fund
Housing and Land	CO264	Senior Programme Officer (Building Safety)	N/A	15/03/2021	N/A	14/11/2021	9	Megan Life	Building Safety	Yes - externally funded	New	Post required to support delivery of new Waking Watch Relief Fund
Housing and Land	CO264	Senior Programme Officer (Building Safety)	N/A	15/03/2021	N/A	14/11/2021	9	Megan Life	Building Safety	Yes - externally funded	New	Post required to support delivery of new Waking Watch Relief Fund
Housing and Land	CO264	Senior Programme Officer (Building Safety)	N/A	15/03/2021	N/A	14/11/2021	9	Megan Life	Building Safety	Yes - externally funded	New	Post required to support delivery of new Waking Watch Relief Fund

Housing and Land	CO264	Programme Officer (Building Safety)	N/A	15/03/2021	N/A	14/11/2021	7	Megan Life	Building Safety	Yes - externally funded	New	Post required to support delivery of new Waking Watch Relief Fund
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Request for Head of Paid Service Decision CO-264

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:

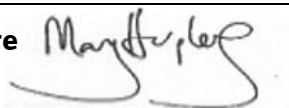
Approves the creation of five new fixed-term posts to support the delivery of the Waking Watch Relief Fund in London, as follows:

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Senior Programme Manager</i>	<i>12</i>	<i>9 months</i>
<i>Senior Programme Officer</i>	<i>9</i>	<i>9 months</i>
<i>Senior Programme Officer</i>	<i>9</i>	<i>9 months</i>
<i>Senior Programme Officer</i>	<i>9</i>	<i>9 months</i>
<i>Programme Officer</i>	<i>7</i>	<i>9 months</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 09/03/2021

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.

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

- 1.1. Since the fire at Grenfell Tower in June 2017, a building safety crisis has unfolded in which widespread safety faults have been identified on residential tower blocks, most prominently where combustible materials have been installed on the external walls on high-rise buildings. Where safety risks have been identified, buildings require interim safety measures in order for homes to remain occupied until remediation takes place.
- 1.2. A common form of interim safety measure is a 'waking watch' whereby a fire warden patrols the building 24-hours a day seven days a week to identify fires, raise the alarm and support swift evacuation of the building when needed. The cost of interim safety measures, including waking watch, are in most cases passed onto individual leaseholders through their service charge. The average cost of waking watch in London is over £250 per householder per month. The Mayor and many others have called on the Government to provide funding for these costs to protect leaseholders.
- 1.3. In December 2020, the Government announced the Waking Watch Relief Fund (WWRF) – a £30m programme to fund the installation of integrated fire alarms in order to reduce or replace waking watch requirements. The GLA will deliver WWRF in London, in line with the GLA's devolved responsibilities around affordable housing investment and the three existing programmes the GLA delivers on cladding remediation. As with the cladding remediation funding programmes, the GLA's role will be purely administrative, with all substantive decisions about design and funding approval made by the Ministry of Housing Communities and Local Government (MHCLG).
- 1.4. London's allocation of funding for WWRF is just over £16m. It is estimated that there might be between 300 and 500 applications in London. The Government's research suggests that each fire alarm costs in the region of £100k. As such, approximately 160 London buildings will be able to be funded.
- 1.5. The GLA will need five new posts over nine months to deliver this programme. These posts will operate in the same way as other posts in the Building Safety team – with a senior officer leading the programme, case officers progressing specific applications and a more junior role providing programme support to the team. However the current team does not have capacity to absorb the additional work associated with delivering the WWRF. Current Job Descriptions from the Building Safety team will therefore be used for these new posts. The five new posts will consist of:
 - x1 Senior Programme Manager responsible for setting up and leading the WWRF – working closely with senior officials and officers at MHCLG, London Fire Brigade, and London Boroughs;
 - x3 Senior Programme Officers acting as points of contact for applicants, leading the GLA assessment and recommendation for approval process, and then acting as 'case officers' supporting a portfolio of just over 50 approved applications each through the contracting and drawdown process; and
 - x1 Programme Officer providing support to the team on reporting, programme management and SAP registration for new bank accounts.
- 1.6. MHCLG has agreed to fund the GLA's revenue costs in delivering WWRF. The GLA informed MHCLG of the staffing requirement above and MHCLG provided a commitment to fund these costs for nine months initially. The GLA and MHCLG will review this arrangement at six months and will decide

whether staff are likely to be required beyond nine months. If it is mutually agreed that staff will continue to be required, MHCLG will continue to fund them.

1.7. It is proposed that all new posts are fixed term (nine months) rather than permanent. This reflects the funding commitment from MHCLG, and the fact that WWRF is only expected to last for nine months initially and these posts will not be needed after it has ended. The Senior Programme Manager has an earlier start date than the other roles to reflect the fact that this post will be needed earlier than the others to set up the programme.

1.8. Please see Appendix B for the proposed new structure for the Building Safety team.

1.9. The posts will be filled via the GLA's recruitment and selection process.

2. Consultation

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

In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) is required for this proposal as five or more posts within one unit are being created or deleted. These consultees have therefore been consulted and the Head of Paid Service (the "HoPS") has taken their views into consideration when making this decision.

Formal consultation with staff and their representatives (Unison) will be also been undertaken in accordance with the GLA *Organisational Change Policy and Procedure*.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	5	X1 Grade 12 Senior Programme Manager X3 Grade 9 Senior Programme Officer X1 Grade 7 Programme Officer Duration of posts: nine months
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)	5	
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 HOPS approval is being sought for the following:

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):

The total cost of the additional 5 staff for nine months is approx. £ 250,000 (At mid-point including on-costs)

All costs incurred will be reimbursed by MHCLG.

As this proposal includes fixed term contracts, the GLA may become liable for redundancy and/or pension capital costs if the appointees have on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated, but if they do arise, will be subject to further approval.

All appropriate budget adjustments will be made.

5. Legal comments

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

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

- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 The proposals set out in this Chief Officer Form fall within the definition of a 'major restructure' contained within the Staffing Protocol so require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly). Paragraph 2 confirms that these consultees have been consulted and the HoPS has taken their views into consideration when making this decision.
- 5.6 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 The public sector equality duty requires the identification and evaluation of the likely potential impacts, both positive and negative, of the decision on those with protected characteristics (age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief and sexual orientation). This duty will be considered when recruiting for all posts outlined above.

7. Appendices

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

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

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director Rickardo Hyatt has reviewed and commented on this proposal.	✓
Assistant Director N/A has reviewed and commented on this proposal.	✓
HR & OD Lead Officer Dawn James has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓ Legal Louise Shaw ✓ Finance Mariette Albini
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
Senior Programme Manager (Building Safety)	N/A	12	N/A	01/03/2021	31/10/2021	Creation
Senior Programme Officer (Building Safety)	N/A	9	N/A	15/03/2021	14/11/2021	Creation
Senior Programme Officer	N/A	9	N/A	15/03/2021	14/11/2021	Creation

Request for Head of Paid Service Decision CO266

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	CO266	Project Manager - Home Response	4140	10/10/2020	31/03/2021	31/03/2022	9	Daniel Barrett	Environment & Energy	Yes	Existing	Post extension required to fulfil contractual obligations to deliver the Home Response innovation project. Revenue income from UK Government (BEIS)

Request for Head of Paid Service Decision C0266

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

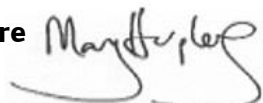
- the extension of the GLA fixed-term Project Manager - Home Response post (which manages the Home Response Energy Innovation Trial) from April 2021 to March 2022 in line with the approved project amendment by the UK Government Department for Business, Energy and Industrial Strategy (BEIS) funding the project.

<i>Job title</i>	<i>Grade</i>	<i>Duration of extension</i>
Project Manager – Home Response	9	12 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 22/03/2021

1. Staffing proposals

- 1.1 The Greater London Authority, in partnership with Element Energy, Moxia, Repowering London and UK Power Networks has been conditionally offered grant funding of £927,842 from the UK Government Department for Business, Energy and Industrial Strategy (BEIS). This follows a successful application to their Domestic Demand Side Response Competition (phase two).
- 1.2 Home Response (the 'project') will look at how electrical hot water heating and solar energy with battery storage technologies can be used in social housing to help Londoners cut their energy bills, financially reward flexible use of energy, reduce emissions and contribute to a smarter, cleaner energy system for London. By using innovative business models and consumer engagement approaches, combined with controlling when and how hot water heating and renewable energy stored in batteries are used by consumers, the project team aims to supply 0.5MW of additional, flexible electrical power to local and national electricity networks. This benefits London's environment and economy by increasing low carbon electricity capacity and improving security of electricity supply to meet Londoners' variable demands for power, i.e. at peak times of the day.
- 1.3 This demonstration project contributes to delivering several Mayoral objectives and proposals:
 - For London to be a zero-emission city by 2030 with clean transport and clean energy.
 - To develop clean and smart, integrated energy systems utilising local and renewable energy resources.
 - To investigate the potential for demonstrators where Londoners can help manage London's energy demand.
 - To undertake demonstration projects to improve London's energy systems.
- 1.4 The Mayor approved under MD2394 the spend of £214,570 grant funding for GLA staffing (one fixed term full time Project Manager post), project dissemination and expenses costs to meet the GLA's contractual obligations with the funding authority and project partners.
- 1.5 The project partners have been authorised by BEIS to reprofile the project out to March 2022 to fulfil the objectives and deliverables in light of the COVID-19 pandemic. Approval is now sought to extend the Project Manager post to March 2022. The post will continue to manage the GLA's role and responsibilities including project management office functions and relationship management with BEIS.
- 1.6 The additional £65,000 required to cover the extension of the post has been approved by BEIS (included in a total grant reprofile of £252,313 – evidenced by signed approval). The GLA will continue to be paid by BEIS as per its grant claims process after actual expenditure has been incurred.

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.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	0	
Permanent posts to be (deleted)	0	
Fixed-term posts to be created	0	
Fixed-terms posts to be extended	1	From April 2021 to March 2022
Net total of posts created	0	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

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

- 4.1 Approval is sought for the extension of an existing fixed term grade 9 Project Manager post to deliver the Home Response project for 12 months. This will cost £65,000 including on cost and will be funded from the available resources in the Energy Supply budget. As per MD2394, this cost will be funded in full by external grant funding from BEIS. This proposed extension would be from April 2021 to March 2022 at grade 9.

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

5.8 The HoPS has the power to make this decision.

6. Equalities considerations

- 6.1 Under s149 of the Equality Act 2010 (the Equality Act), as a public authority the GLA must have due regard to the need to eliminate discrimination, harassment and victimisation, and any conduct that is prohibited by or under the Equality Act; and to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.
- 6.2 The GLA will ensure that (as part of its on-going legal responsibility to have due regard to the need to promote equality, in everything it does, including its decision-making), barriers are removed that may prevent those with protected characteristics benefiting from this project. This will require the GLA and project partners to identify those protected groups who could benefit, determine whether barriers exist and take measures to remove those barriers. This will include estimating the numbers involved for each relevant characteristic and assisting the GLA in discharging its duties under the Public Sector Equality Duty (PSED).
- 6.3 The GLA Environment Unit commissioned an Integrated Impact Assessment (IIA) on the draft London Environment Strategy. The IIA incorporated an Equality Impact Assessment (EqIA) to help fulfil the Mayor's duty under the Equality Act 2010 to work to eliminate discrimination and promote equality in all activities. The EqIA assesses how the strategy would affect groups of people with protected characteristics under the Equality Act 2010: age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief, sexual orientation and marriage/civil partnership status. It also considers effects on Londoners on low incomes.
- 6.4 The EqIA has examined the proposed strategy, socio-demographic data gathered in relation to the IIA and consultation findings. Based on this, and using professional judgement, the EqIA has identified several disproportionate beneficial effects on equality groups that may occur as a result of the implementation of the strategy, which the project has been designed to deliver.

7. Appendices

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

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

Appendix C: Signed amendment to grant funding by BEIS

8. Approval

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

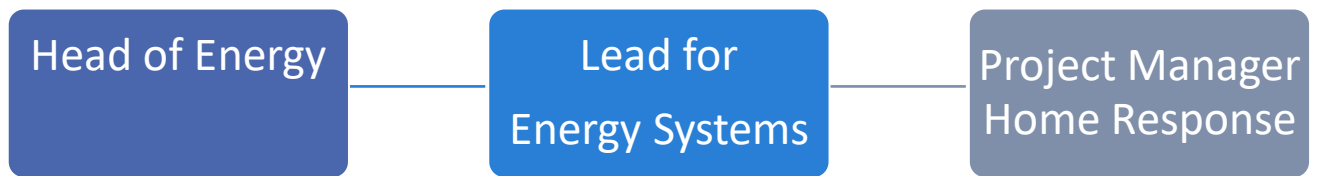
Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed term/deletions only)	Proposal: creation / deletion / regrade
Project Manager – Home Response	9	4140	April 2021	March 2022	Extension

Appendix B

Structure chart showing reporting lines and post reference numbers



Appendix C

Attachment 1 – Signed amendment to grant funding agreement by BEIS (awaiting receipt – expected February/March 2021)

Request for Head of Paid Service Decision CO-267

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 one fixed-term Research Analyst – Census post in the Demography and Policy Analysis team in the City Intelligence Unit (Post number GLA2513)
- The creation of one permanent Research Analyst – Census post in the Demography and Policy Analysis team in the City Intelligence Unit

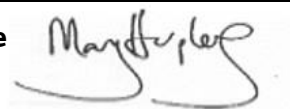
<i>Job title</i>	<i>Grade</i>
<i>Research and Statistical Analyst – Census</i>	<i>6</i>

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Research and Statistical Analyst - Census</i>	<i>6</i>	<i>Fixed term post: June 2013 to September 2021 - delete</i>
<i>Research and Statistical Analyst – Census</i>	<i>6</i>	<i>Permanent post - create</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 22/03/2021

1. Staffing proposals

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

The fixed-term post was created in June 2013 by the reorganisation of the Intelligence Unit, initially to produce outputs from the 2011 census as data became available, and latterly to support activity in the run up to the 2021 Census. The post is funded by the 2011 Census Information Scheme up to September 2021.

A new scheme with respect to the 2021 Census was confirmed in January 2021. This will run from October 2021 to September 2031 and will require a Research Analyst post for this entire ten-year period. The Scheme will fund the post for the ten-year duration. The proposal is that the post should be made permanent rather than a fixed term of ten years, however any person recruited to the post after September 2027 would remain a fixed-term employee.

2. Consultation

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

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

3. Table of changes

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

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

4. Financial comments

Finance & Governance to complete.

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

Cost centre GG.0220.003.004 Cost object (if different):

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

Yes - fully funded by Census Information Schemes that are resourced by London boroughs and functional bodies. Current scheme commenced in 2011 and runs to September 2021. New scheme was confirmed in January; it will run 2021 to 2031 securing funding for the post up to September 2031.

Is the post full or part time? Full-time

Is the post permanent or temporary? Currently fixed-term; Decision confirms it as permanent

What is expected start date? 1/10/2021 Expected end date? 30/09/2031

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

- 4.1 CO approval is being sought to convert a fixed term Research Analyst – Census post grade 6 to permanent. The fixed term post GLA2513 was created in June 2013 by HOPS130 funded up to 30th September 2021 by the 2011 Census Information Scheme.
- 4.2 The 2021 census will run from October 2021 requiring and funding a Research Analyst post for its ten-year duration to September 2031. This is an unusually long term for a fixed-term post; furthermore, any postholder who remains in post for four years would effectively become permanent due to length of service.
- 4.3 Funding for the post will be provided by Census Information Schemes which are resourced by London boroughs and functional bodies until 30th September 2031.

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.
- 5.6 The GLA will need to follow a proper process in order to convert this post from fixed-term to permanent because conversion could be seen as a dismissal and will involve a change to the terms and conditions of employment of the affected employee.
- 5.7 If the employee has been employed on a series of successive fixed-term contracts, they will be considered to be a permanent employee in any event if their contract was renewed after four years of service and there was no objective justification for the continued use of a fixed-term contract at that time.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

No equalities issues have been identified.

7. Appendices

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

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

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

Titles of any other Appendices

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 [DATE].	

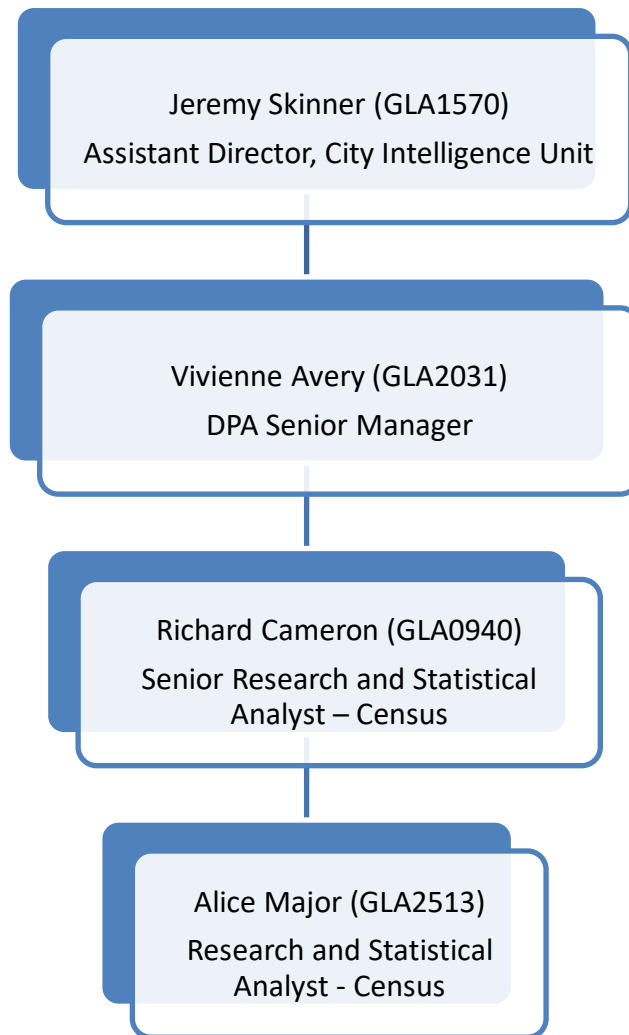
Appendix A

Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Research and Statistical Analyst - Census</i>	6	6	GLA2513	31/07/2018	30/09/2021	deletion
<i>Research and Statistical Analyst - Census</i>	6	6	GLA2513	30/10/2021		creation

Appendix B

Structure chart showing reporting lines and post reference numbers



Request for Head of Paid Service Decision C0269

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

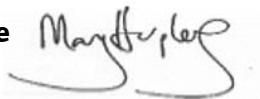
That the Head of Paid Service:

Approves the following changes to the GLA Establishment in line with changes noted in the 20 21/22 GLA budget proposal for the extension of 33.6 FTE fixed term posts and the conversion of 3.0 FTE posts from fixed term to permanent (see Appendices A and B)

Head of Paid Service

The above proposal has my approval.

Signature



Date 09/03/2021

1. Staffing proposals

- 1.1 The proposed GLA budget for 2021/22 – presented to the Budget & Performance Committee on 10 March 2021 – proposed an extension to 36.6 FTE posts. Of these 18.4FTE are externally funded with the residual balance of 18.2 being GLA funded. The actual post count proposed for extension is 38.
- 1.2 Of the 36.6FTE posts, three are proposed for conversion from fixed term to permanent. They are all full time representing 3.0FTE. Two of the posts to be converted to permanent are in Good Growth, with one in the Environment Unit and one in the Planning Unit. The final post proposed for conversion to permanent is in the Strategy and Communications Directorate. Under the CMT restructure which took effect in December 2019 the post of Executive Director Strategy and Communications was initially created as a fixed term post. It is now proposed to make this post a permanent post within the GLA establishment.

2. Consultation

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

- 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 required for the proposals to extend fixed-term posts where the total duration of those posts is two years or more and the proposals to convert fixed-term posts to permanent posts (which involves deleting the fixed-term posts and creating new permanent posts) as five or more posts within one unit are being created or deleted. These consultees have therefore been consulted (consultation with the GLAOC took place at its meeting on 9 March 2021 – see **Appendix C**) and the Head of Paid Service (the “HoPS”) has taken their views into consideration when making this decision.
- 2.2. The proposals to extend fixed-term posts where the total duration of those posts is less than two years are proposals to create 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 proposals. However, these proposals must be reported by the HoPS to these persons in a six monthly report.
- 2.3. The purpose of this paper is to lay out why these extensions of fixed term posts and conversions of fixed term posts to permanent are required. The proposals are spread across five directorates as follows: Chief Officer, Communities and Skills, Good Growth, Resources and Strategy and Communications.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	3	
Permanent posts to be (deleted)		
Fixed-term posts to be extended	33.6	
Fixed-terms posts to be (deleted)	3	
Net total of posts created / (deleted)/extended	36.6	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

~~Finance & Governance to complete.~~

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

Cost centre Cost object
(if different):

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

~~Is the post full or part time?~~

time

Is the post permanent or temporary?

~~What is expected start date?~~

~~Expected end date?~~

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

4.1 HOPS approval is being sought for the following:

4.2 This paper proposes the extension of 33.6 FTE fixed term posts and the conversion of 3 to permanent (total 36.6). 18.2 of these posts are to be funded by the GLA and the remaining 18.4 are to be funded from external sources. The cost will be £1.3m to the GLA and £1.2m to external sources. A breakdown of the cost, by grade of staff, is shown in the table below:

	Budget	GLA	Third Party	GLA	Third Party
Grade	Budget	Funded	Funded	Cost	Cost
	£	FTE	FTE	£000s	£000s
6	44,000	1.2	1	52.8	44.0
7	53,000	2	1.8	106.0	95.4
8	58,000	5	7.6	290.0	440.8
9	63,000	2	3	126.0	189.0
10	71,000	3	3	213.0	213.0
11	75,000	3	1	225.0	75.0
12	91,000	1		91.0	0.0
13	103,000		1	0.0	103.0
Spot salary	163,000	1		163.0	0.0
TOTAL		18.2	18.4	1,266.8	1,160.2

4.3 The costs for the extensions will be covered by the 2021-22 budget proposals.

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."*
- 5.5 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"*.
- 5.6 As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.

- 5.7 The proposals set out in this Chief Officer Form to extend fixed-term posts where the total duration of those posts is two years or more and to convert fixed-term posts to permanent posts (which involves deleting the fixed-term posts and creating new permanent posts) fall within the definition of a 'major restructure' contained within the Staffing Protocol so require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly). Paragraph 2 confirms that these consultees have been consulted and the HoPS has taken their views into consideration when making this decision.
- 5.8 This Chief Officer Form seeks to obtain the approval of the HoPS for the proposals to extend fixed-term posts where the total duration of those posts is less than two years (which are proposals to create temporary posts). Paragraph 2 confirms that the proposals will be reported by the HoPS to the persons set out at paragraph 5.5 above in a six monthly report.
- 5.9 The GLA will need to follow a proper process in order to convert the posts from fixed-term to permanent because conversion could be seen as a dismissal and will involve a change to the terms and conditions of employment of the affected employees. Where fixed-term posts are being extended, this will also necessitate a change to the terms and conditions of employment of the affected employees.
- 5.10 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.
- 5.11 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.12 The HoPS has the power to make this decision.

6. Equalities considerations

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

7. Appendices

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

Appendix B: GLA Oversight Committee paper

8. Approval

	<i>Tick to indicate approval</i> <input type="checkbox"/>
Executive Director <u>Mary Harpley</u> has reviewed and commented on this proposal.	<input type="checkbox"/>
Assistant Director <u>Charmaine De Souza</u> has reviewed and commented on this proposal.	<input type="checkbox"/>
HR & OD Lead Officer <u>Patrick Alleyne</u> has reviewed and commented on this proposal.	<input type="checkbox"/>
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	<input type="checkbox"/>
Corporate Management Team (CMT) This proposal was considered by CMT on 15 March 2021.	

Appendix A

Details of all affected posts

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End Date	Proposed end date	Funding Source
Communities and Skills	Communities and Social Policy	004096	Senior Community Engagement Coordinator	1	Grade 9	01/04/2019	31/03/2021	31/03/2022	GLA
Communities and Skills	Communities and Social Policy	001289	Senior Policy and Projects Officer Migration and Refugees	1	Grade 9	01/04/2019	31/03/2021	31/03/2022	External
Communities and Skills	Communities and Social Policy	003910	Senior Project Officer ESOL Coordination	0.5	Grade 8	01/09/2018	31/03/2021	31/03/2022	External
Communities and Skills	Communities and Social Policy	004262	Senior Project Officer ESOL Coordination	0.5	Grade 8	01/09/2019	31/03/2021	31/03/2022	External
Communities and Skills	Communities and Social Policy	003507	Senior Projects Officer Refugee Resettlement	1	Grade 8	01/04/2019	31/03/2021	31/03/2022	External
Communities and Skills	Health, Education & Youth	003013	Senior Policy and Projects Officer	0.2	Grade 8	01/4/2015	31/03/2021	31/05/2021	GLA
Communities and Skills	Health, Education & Youth	003728	Senior Policy and Programme Officer	1	Grade 7	01/03/2018	31/03/2021	31/05/2021	GLA
Communities and Skills	Health, Education & Youth	003729	Project Officer	1	Grade 5	01/03/2018	31/03/2021	31/05/2021	GLA
Communities and Skills	Skills and Employment	003749	Principal Business Engagement Officer MCA	1	Grade 10	01/05/2018	31/03/2021	31/03/2022	External
Communities and Skills	Skills and Employment	004271	Programme Manager MCA	1	Grade 11	01/06/2019	31/03/2021	31/03/2022	External
Communities and Skills	Skills and Employment	004272	Programme Officer	1	Grade 8	01/06/2019	31/03/2021	31/03/2022	External
Communities and Skills	Team London	004146	Senior Manager, Giving	1	Grade 11	12/08/2019	31/03/2021	30/09/2021	GLA

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End Date	Proposed end date	Funding Source
Chief Officer	Human Resources and Organisational Development	003947	Human Resources Adviser MOPAC	1	Grade 8	01/10/2018	31/03/2021	31/03/2022	External
Chief Officer	Human Resources and Organisational Development	003945	HR Project Manager	1	Grade 10	01/10/2018	31/03/2021	31/03/2022	GLA
Chief Officer	Human Resources and Organisational Development	003946	HR Systems Assistant	0.6	Grade 6	01/10/2018	31/03/2021	31/03/2022	GLA
Chief Officer	Human Resources and Organisational Development	004297	HR Systems Assistant	0.6	Grade 6	20/10/2019	31/03/2021	31/03/2022	GLA
Chief Officer	Human Resources and Organisational Development	003944	Human Resources Adviser	0.6	Grade 8	01/10/2018	31/03/2021	31/03/2022	GLA
Chief Officer	Human Resources and Organisational Development	004065	Human Resources Adviser	0.6	Grade 8	03/04/2019	31/03/2021	31/03/2022	GLA
Chief Officer	Transformation	004227	Project and Programme Manager Transformation	1	Grade 11	13/06/2019	31/03/2020	31/03/2022	GLA

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End Date	Proposed end date	Funding Source
Good Growth	Culture & CI	004168	Boroughs Engagement Officer London Borough of Culture Round Two	0.6	Grade 8	01/06/2019	31/03/2021	31/3/23	GLA
Good Growth	Environment	004019	Project Manager E Flex	1	Grade 9	01/12/2018	31/03/2021	28/02/2022	External
Good Growth	Environment	003809	Senior Marketing Officer	0.6	Grade 8	01/06/2018	31/03/2020	31/03/2022	External
Good Growth	Environment	003786	Project Officer	1	Grade 6	01/05/2018	31/03/2021	14/04/2022	External
Good Growth	Regeneration and Economic Development	003956	Senior Project Officer	1	Grade 8	09/11/2018	31/03/2021	31/03/2022	External
Good Growth	Regeneration and Economic Development	004583	Senior Project Officer	1	Grade 8	21/10/2020	31/03/2021	31/03/2022	External
Good Growth	Regeneration and Economic Development	004584	Senior Project Officer	1	Grade 8	21/10/2020	31/03/2021	31/03/2022	External
Good Growth	Regeneration and Economic Development	003870	Technology Programme Delivery Officer	1	Grade 8	17/10/2019	31/03/2021	31/03/2022	GLA
Good Growth	Regeneration and Economic Development	002815	Senior Project Officer	0.8	Grade 7	24/10/2017	31/12/2020	31/12/2021	External
Good Growth	Regeneration and Economic Development	003550	Senior Project Officer	1	Grade 7	01/11/2017	31/12/2020	31/12/2021	External

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End Date	Proposed end date	Funding Source
Resources	Information Technology	003538	Business Analyst	1	Grade 9	01/09/2017	31/03/2021	31/03/2023	External
Resources	Information Technology	003922	GLA OPS Officer	1	Grade 8	30/08/2018	31/03/2021	31/03/2023	GLA
Resources	Information Technology	004048	GLA OPS Officer	1	Grade 8	01/02/2019	31/03/2021	31/03/2023	GLA
Resources	Information Technology	003601	GLA OPS Product Manager	1	Grade 11	01/12/2017	31/03/2021	31/03/2023	GLA
Resources	Information Technology	003842	Reporting Analyst	1	Grade 10	21/06/2018	31/03/2021	31/03/2023	GLA
Resources	Information Technology	004099	Senior Manager OPS	1	Grade 12	01/04/2019	31/03/2021	31/03/2023	GLA
Strategy and Communications	Strategy Intelligence and Analysis	003100	Programme Director	1	Grade 13	01/01/2016	31/03/2021	31/12/2021	External
Strategy and Communications	Strategy Intelligence and Analysis	004051	Programme Manager	1	Grade 10	01/04/2019	31/03/2021	31/12/2021	External
Strategy and Communications	Strategy Intelligence and Analysis	003098	Project Manager - City Lead	1	Grade 10	01/01/2016	31/03/2021	31/12/2021	External

Appendix B

Proposed conversions of existing fixed term posts to permanent

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End Date	Proposed end date	Funding Source
Good Growth	Environment	003868	Programme and Business Manager	1	Grade 10	13/07/2018	31/03/2021	Conversion to permanent	GLA
Good Growth	Planning	003752	Urban Designer	1	Grade 8	01/04/2018	31/03/2021	Conversion to permanent	GLA
Strategy and Communications	Executive Director	004327	Executive Director Strategy and Communications	1	Spot	01/12/2019	31/05/2021	Permanent	GLA

Subject: Changes to the GLA Establishment	
Report to: GLA Oversight Committee	
Report of: Chief Officer	Date: 9 March 2021
report will be considered in public	

1. Summary

- 1.3 The development of the GLA:Mayor budget 2021-22 has entailed a rethink on how the GLA's constrained resources are deployed to support London's recovery from Covid-19. As part of this our staffing has been reviewed in detail. The posts which are being deleted and created as a result will be set out in the final budget.
- 1.4 There are a number of fixed term posts which expire on 31 March 2021 or very shortly afterwards which, in light of the final budget, now need to be extended or converted to permanent posts.
- 1.5 The GLA Oversight Committee are being consulted on these now, given the imminent deadline for extending these posts. None of them will be extended or converted until the Mayor has adopted the GLA:Mayor budget and it has been published on Wednesday 10 March. All the posts laid out in this paper are fully funded in the budget.
- 1.6 33.6 FTE posts (18.4 funded externally) are proposed for extensions for a further fixed-term period and 3.0 FTE posts are proposed for conversion to permanent.
- 1.7 The body of this paper sets out the rationale for each of these changes, along with the source of funding for each role. **Appendix 1** to the report details the proposed extension dates for each fixed term post. **Appendix 2** to the report provides a summary of those posts proposed to be made permanent.

2. Recommendation

- 2.1 **That the Committee responds to the Chief Officer's consultation on proposed changes to the GLA establishment.**

3. Proposed changes to the GLA establishment

- 3.1 The following section of the paper takes Committee members through the details of the 33.6FTE fixed term posts to be extended and the 3FTE posts proposed for conversion to permanent (total 36.6). The full proposed changes are listed as follows:

Unit	Proposed change	Post FTE
Communities and Social Policy	Fixed term extension	4.0
Culture and Creative Industries	Fixed term extension	0.6
Health, Education and Youth	Fixed term extension	2.2
Environment	Fixed term extension	2.6
Environment	Conversion to permanent	1.0
Human Resources & OD	Fixed term extension	4.4
Information Technology	Fixed term extension	6.0
Planning	Conversion to permanent	1.0
Regeneration and Economic Development	Fixed term extension	5.8
Skills and Employment	Fixed term extension	3.0
Strategy Intelligence and Analysis	Fixed term extension	3.0
Strategy and Communications	Conversion to permanent	1.0
Team London	Fixed term extension	1.0
Transformation	Fixed term extension	1.0
Total		36.6

Communities and Social Policy

3.2 The following posts are proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Communities and Social Policy	004096	Senior Community Engagement Coordinator	1	Grade 9	GLA
Communities and Social Policy	001289	Senior Policy and Projects Officer Migration and Refugees	1	Grade 9	External
Communities and Social Policy	003910	Senior Project Officer ESOL Coordination	0.5	Grade 8	External
Communities and Social Policy	004262	Senior Project Officer ESOL Coordination	0.5	Grade 8	External
Communities and Social Policy	003507	Senior Projects Officer Refugee Resettlement	1	Grade 8	External

3.3 The Senior Community Engagement Co-ordinator (004096) is the only GA-funded post here. The extension is required to continue to deliver the Covid-19 Community Led Recovery Programme (MD2721).

3.4 The other three posts are all externally funded by the Home Office funding to deliver the work of the London Strategic Migration Partnership. These posts remain fixed term as they are wholly dependent upon funding from the Home Office and grant agreements for these posts are renewed at the beginning of each financial year.

Health, Education and Youth

- 3.5 The following posts are proposed for extensions:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Health	3013	Senior Policy and Projects Officer	0.2	Grade 8	GLA
Health	3728	Senior Policy and Programme Officer	1	Grade 7	GLA
Health	3729	Project Officer	1	Grade 5	GLA

The three posts in the Health, Education & Youth unit need to be extended to enable critical work to continue while the restructure to the Health team (as considered by the Oversight Committee in February 2021) is fully consulted on, and implemented.

Skills and Employment

- 3.6 The following posts are proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Skills and Employment	003749	Principal Business Engagement Officer Mayor's Construction Academy	1	Grade 10	External
Skills and Employment	004271	Programme Manager MCA	1	Grade 11	External
Skills and Employment	004272	Programme Officer	1	Grade 8	External

- 3.7 All three are externally funded and need to be extended to enable work on the Mayor's Construction Academy to continue as the programme has been extended to June 2022.

Team London

- 3.8 The following post is proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Team London	004146	Senior Manager, Giving	1	Grade 11	GLA

- 3.9 The post was originally created as an outcome of a recommendation in the externally commissioned review of philanthropy carried out by Rocket Science in 2018. The findings of the review included the need for a more strategic and coordinated approach to giving across the GLA. The post has developed since the pandemic through working to join up offers of corporate support and enable them to be taken up by agencies and organisations across London. We therefore intend to extend this post to 30 September 2021 to carry out this work.

Human Resources and Organisational Development

3.10 The following posts are proposed for extension.

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Human Resources and Organisational Development	003947	Human Resources Adviser MOPAC	1	Grade 8	External
Human Resources and Organisational Development	003945	HR Project Manager	1	Grade 10	GLA
Human Resources and Organisational Development	003946	HR Systems Assistant (job share)	0.6	Grade 6	GLA
Human Resources and Organisational Development	004297	HR Systems Assistant (job share)	0.6	Grade 6	GLA
Human Resources and Organisational Development	003944	Human Resources Adviser (job share)	0.6	Grade 8	GLA
Human Resources and Organisational Development	004065	Human Resources Adviser (job share)	0.6	Grade 8	GLA

3.11 The HR Systems Assistant posts (003946 and 004297) are required in order to continue the vital work on maintaining the HR information systems, aligning with finance data and reporting accurate information to senior stakeholders across the GLA. As part of the wider Transformation programme, the Human Resources Adviser (003944 and 004065) posts are leading on the root and branch review of HR policies. This team also supports policy development in relation to relocation and new ways of working. Under a shared services arrangement, the GLA continues to provide HR support for MOPAC on a full cost recovery basis. This partnership working with MOPAC provides economies of scale across the two organisations as many initiatives are developed in harmony. A number of projects are underway to create interfaces between HR systems as well as contributing to corporate projects which means we need to extend the HR Project Manager post.

Transformation

3.12 The following post is proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Transformation	004227	Project and Programme Manager Transformation	1	Grade 11	GLA

3.13 The GLA Transformation programme was originally set out in a paper to the GLA Oversight Committee on 30 January 2019. Huge progress has been made across the Transformation agenda in terms of new ways of working and a range of digital projects for the GLA. This post needs to be extended to continue work already underway and to support new transformation projects associated with the City Hall relocation.

Culture and Creative Industries

- 3.14 The following post is proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Culture & Creative Industries	004168	Borough Engagement Officer	0.6	Grade 8	GLA

- 3.15 This post is proposed for extension in order to maintain stakeholder engagement with London boroughs throughout the flagship London Borough of Culture programme.

Environment

- 3.16 The following posts are proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Environment	004019	Project Manager E Flex	1	Grade 9	External
Environment	003809	Senior Marketing Officer	0.6	Grade 8	External
Environment	003786	Project Officer	1	Grade 6	External

- 3.17 The Project Manager, E Flex (004019) post manages the E-Flex Vehicle to Grid Demonstrator and is fully funded from income received from Innovate UK. The E-Flex project is creating a scale demonstration of a functioning vehicle to grid market which looks at how electric vehicles and energy services can be used by fleet owners and operators to cut energy bills and reduce energy use.
- 3.18 The Senior Marketing Officer (003809 and Project Support Officer (003786) posts both work on the London Power programme of work. The marketing post is required to continue to deliver the customer acquisition strategy for London Power, with the project support post working across the Energy Unit and London Power. Funding for these posts is from income so therefore externally funded.

Regeneration and Economic Development

- 3.19 The following posts are proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Regeneration and Economic Development	003956	Senior Project Officer	1	Grade 8	External
Regeneration and Economic Development	004583	Senior Project Officer	1	Grade 8	External
Regeneration and Economic Development	004584	Senior Project Officer	1	Grade 8	External
Regeneration and Economic Development	003870	Technology Programme Delivery Officer	1	Grade 8	GLA

Regeneration and Economic Development	002815	Senior Project Officer	0.8	Grade 7	External
Regeneration and Economic Development	003550	Senior Project Officer	1	Grade 7	External

- 3.20 The externally funded Senior Project officer post (003956) leads on oversight of the Mayor's £23m equity investment in a portfolio of 150 start-ups as well as managing various business support projects under the London Business Hub. The role of the London Business Hub has expanded significantly over the last year and funding has now been confirmed by the Department for Business, Energy and Industrial Strategy that can cover these costs in full for at least a further year.
- 3.21 The two Senior Project Officer posts 004583 and 004584 deliver the Good Work Standard-managing outreach and engagement with employers to support them through the accreditation process.
- 3.22 The Technology Programme Delivery Officer post 3870 leads on the delivery of the Mayor's technology projects, including Pay it Forward, Back to Business, the Technology Adoption Service and the London Resilience Fund.
- 3.23 Funding for Senior Project Officer posts (002815 and 003550) is decided on an annual basis. The funding for 2021 has now been agreed. The funding for these posts comes from Citi Foundation to cover training workshops, mentoring, marketing, salaries, and the £100,000 start-up fund prize money.

Information Technology

- 3.24 The following posts are proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Information Technology	003538	Business Analyst	1	Grade 9	External
Information Technology	003922	GLA OPS Officer	1	Grade 8	GLA
Information Technology	004048	GLA OPS Officer	1	Grade 8	GLA
Information Technology	003601	GLA OPS Product Manager	1	Grade 11	GLA
Information Technology	003842	Reporting Analyst	1	Grade 10	GLA
Information Technology	004099	Senior Manager OPS	1	Grade 12	GLA

- 3.25 The above six posts are the core staff who operate the GLA Open Project System (OPS) which is the GLA's technology platform for managing grants. The service was initially created for Housing and Land and Regeneration, but its use has now been adapted to manage the grant programme of over £600m for the Skills and Employment team. OPS is currently supporting 35 grant programmes totalling over £5.8 billion across the GLA group.

3.26 The GLA OPS team provide a service which offers the following to all teams using the system:

- Ongoing programme delivery support for existing programmes;
- Configuration of new programmes in OPS i.e. without having to use the development supplier resources;
- Overseeing and managing the work of the development supplier using Agile methods
Overseeing the identification of new business requirements, progressing through to delivery of enhancements and new features;
- Continued reporting support (training new users, resolving bugs and defects in reports, supporting with OPS interface reporting, support with complex ad hoc database queries);
- Issue and incident management – resolving queries and bugs;
- Payment issue resolution – liaising with TfL as required;
- Liaise with business team project / programme management staff; and
- Support with the OPS champion programme which allows for knowledge sharing and sharing of best practice across user groups.

3.27 **Strategy Intelligence and Analysis**

The following posts are proposed for extension

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Strategy Intelligence and Analysis	003100	Programme Director	1	Grade 13	External
Strategy Intelligence and Analysis	004051	Programme Manager	1	Grade 10	External
Strategy Intelligence and Analysis	003098	Project Manager - City Lead	1	Grade 10	External

3.28 The Sharing Cities programme (approved by MD1574) is a large-scale European Union H2020, €24 million programme covering 34 partners across 6 countries with the GLA being the lead partner. The programme was due to finish in December 2020, with final reporting completed by April 2021. However, due to delays in the building retrofit part of the programme (which are largely a result of Grenfell and COVID-19) we have agreed an extension of one year to the programme with the European Commission (EC), in order to carry out proper monitoring and to continue scale up and replication activities. This means that the programme will now finish in December 2021, with final reporting completed by March 2022.

Conversions to permanent roles

3.29 Three posts are proposed to be converted to permanent.

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
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Environment	003868	Programme and Business Manager	1.0	Grade 10	GLA
Planning	003752	Urban Designer	1.0	Grade 8	GLA

3.30 These first two posts have proven essential to the effective running of the respective units in which they sit; in the case of the Programme & Business Manager, that relates to much needed capacity and continuity to manage the scale of budgets and programmes across the Environment unit; in the case of the Urban Planner, it relates to the scale and volume of specialist work to deliver statutory planning requirements.

3.31 The third post proposed to be converted to permanent is that of Executive Director – Strategy and Communications:

Directorate	Post Reference	Post	Post FTE	Post Grade	Funding Source
Strategy and Communications	004327	Executive Director of Strategy and Communications	1.0	Spot salary	GLA

3.32 Under the CMT restructure implemented in December 2019 the post of Executive Director, Strategy and Communications was created as a fixed term post. It is now proposed to make this post permanent. The post provides strategic leadership for a wide range of functions: strategy; intelligence and analysis; external relations; media; information governance; internal communications; government relations; city operations; and fire and resilience. It has provided capacity for system leadership and direction to the GLA’s programme of recovery work relating to the pandemic, as well as providing a pivotal link for the GLA with other partner bodies working on London’s recovery. This work will continue for the foreseeable future. The Corporate Management Team would not have the capacity to operate effectively without this post.

4. Legal Implications

4.1 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)).

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

4.3 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).

- 4.4 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.”*
- 4.5 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”*.
- 4.6 As set out above, the Assembly’s staffing committee is currently the GLA Oversight Committee.
- 4.7 The proposals to extend fixed-term posts where the total duration of those posts is two years or more and the proposals to convert fixed-term posts to permanent posts (which involves deleting the fixed-term posts and creating new permanent posts) fall within the definition of a ‘major restructure’ contained within the Staffing Protocol so require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly). This paper seeks to consult the Assembly (via the Assembly’s staffing committee, the GLA Oversight Committee) in line with the requirements set out in the Staffing Protocol. The HoPS will take the Assembly’s views into consideration when making a decision.
- 4.8 The proposals to extend fixed-term posts where the total duration of those posts is less than two years are proposals to create temporary posts. This paper seeks to report to the Assembly (via the Assembly’s staffing committee, the GLA Oversight Committee) in line with the requirements set out in the Staffing Protocol.
- 4.9 The GLA will need to follow a proper process in order to convert the posts from fixed-term to permanent because conversion could be seen as a dismissal and will involve a change to the terms and conditions of employment of the affected employees. Where fixed-term posts are being extended, this will also necessitate a change to the terms and conditions of employment of the affected employees.
- 4.10 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. Financial Implications

- 5.1 This paper proposes the extension of 33.6 FTE fixed term posts and the conversion of 3 to permanent (total 36.6). 18.2 of these posts are to be funded by the GLA and the remaining 18.4 are to be funded from external sources. The cost will be £1.3m to the GLA and £1.2m to external sources. A breakdown of the cost, by grade of staff, is shown in the table below:

	Budget	GLA	Third Party	GLA	Third Party
Grade	Budget	Funded	Funded	Cost	Cost
	£	FTE	FTE	£000s	£000s
6	44,000	1.2	1	52.8	44.0
7	53,000	2	1.8	106.0	95.4
8	58,000	5	7.6	290.0	440.8
9	63,000	2	3	126.0	189.0
10	71,000	3	3	213.0	213.0
11	75,000	3	1	225.0	75.0
12	91,000	1		91.0	0.0
13	103,000		1	0.0	103.0
Spot salary	163,000	1		163.0	0.0
TOTAL		18.2	18.4	1,266.8	1,160.2

- 5.2 The costs for the extensions will be covered by the 2021-22 budget proposals.

List of appendices to this report:

Appendix 1 – Proposed Extensions to Fixed Term Posts

Appendix 2 – Proposed Conversions of Existing Fixed Term Posts to Permanent

Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Officer: Charmaine DeSouza, Assistant Director, Human Resources and O&D
 Telephone: 0207 983 4194
 Email: charmaine.desouza@london.gov.uk

Request for Head of Paid Service Decision CO-270

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:

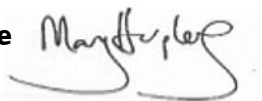
- Approves the creation of 4 GLA fixed-term posts funded by the Recovery Programme core budget in 2021-22.

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Programme Director – Recovery Programme</i>	<i>15</i>	<i>2 years</i>
<i>Senior Manager – Social Recovery</i>	<i>12</i>	<i>2 years</i>
<i>Senior Manager – Economic Recovery</i>	<i>12</i>	<i>2 years</i>
<i>Senior Project Officer</i>	<i>8</i>	<i>2 years</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 09/03/2021

1. Staffing proposals

A. Details of the proposals.

This CO form requests approval to create 4 fixed term posts, each with a 2-year duration to lead the programme of work to support London's recovery from the COVID-19 pandemic.

Recovering from the pandemic cannot be done by any one organisation – it requires a pan-London approach. These posts will facilitate the co-ordination of London's Recovery programme across the GLA and London Councils, working in partnership with our stakeholders, Board members and other organisations and agencies.

Despite the challenges we face as a result of the pandemic, this is also a chance to reimagine our city and define our aspirations and priorities for the recovery effort. A city where we build on the fantastic community spirit displayed by Londoners during these toughest of times, to deliver a cleaner, greener and fairer city, which is more economically resilient and supports thriving neighbourhoods, with improved wellbeing and access to a strengthened healthcare system. It is also an important opportunity to bring about a culture change in our city so that multiple organisations and sectors pool their expertise, resources and efforts to meet shared goals.

The **Programme Director – Recovery Programme post (grade 15)** will provide strategic leadership within and on behalf of, the Greater London Authority (GLA), and London Councils (LC) on all matters relating to the Recovery Programme, including liaison with key stakeholders. The Programme Director will lead and manage the Programme Team to ensure they are working effectively across the programme. From a staffing perspective, the Programme Director will report to the GLA Executive Director, Strategy & Communications.

The **Senior Manager – Economic Recovery post (grade 12)** will lead and co-ordinate the Economic Recovery work strand within the wider London Recovery Programme. The postholder will work closely with the GLA and LC leads on economic recovery, the Chairs of the Economic Recovery work strand, the wider Recovery Programme boards and teams, Economic Recovery Mission leads and teams, and partner organisations to provide high-level professional advice on a range of programme management, policy, delivery, advocacy and communications issues relating to Economic Recovery. The Senior Manager – Economic Recovery will report to the Programme Director – Recovery Programme.

The **Senior Manager – Social Recovery post (grade 12)** will lead and co-ordinate the Social Recovery work strand within the wider London Recovery Programme. The postholder will be responsible for coordinating the development of policy, strategy and programmes across all social missions to improve outcomes for Londoners and particularly those most disadvantaged by the impacts of Covid 19. The Senior Manager – Social Recovery will report to the Programme Director – Recovery Programme.

The **Senior Project Officer post (grade 8)** will provide strategic support to the Senior Managers – Economic Recovery and Social Recovery on behalf of, the GLA, and LC on all matters relating to the Recovery Programme, including liaison with key stakeholders and providing the secretariat for regular Workstrand and other meetings, as required. Line management of the Senior Project Officer post will be undertaken by the Senior Managers – Economic Recovery and Social Recovery.

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

The programme leadership of the Recovery programme has been led within the GLA by the AD Central Intelligence Unit drawing support from colleagues across the Unit and the wider GLA. As the plans for Recovery have developed it has become clear that while recovery work will spread across GLA teams and beyond with partners, London Councils, it does require a small number of dedicated posts to lead

the delivery of the programme on behalf of the Mayor and the Chair of London Councils. This has led to this proposal to create these 4 posts.

2. Consultation

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

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	4.0	
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

Cost centre - TBC

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

No

Is the post full or part time?

Full time

Is the post permanent or temporary?

Fixed Term – 2 years

- 4.1 This CO form is to approve the creation of 4 GLA fixed-term post to work on the Recovery Programme as detailed in this CO form. As broken down below the total cost of these 4 posts will be approximately £372,000 per annum at 2021-22 salary budget including on costs. The cost of these posts will be funded from the 2021-22 and 2022-23 Recovery support programme budget.
- Programme Director – Recovery Programme, Grade 15 (mid point salary scale) - £146,000
 - Senior Manager – Social Recovery, Grade 12 (1st spinal point) - £86,000
 - Senior Manager – Economic Recovery, Grade 12 (1st spinal point) - £86,000
 - Senior Project Officer, Grade 8 (1st spinal point) - £54,000
- 4.2 The posts will sit within the Recovery programme team in the Strategy and Communications Directorate.
- 4.3 The GLA may become liable for redundancy costs if the post holders have on-going continuous service from a local authority or equivalent body. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process.

5. Legal comments

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

- 5.7 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.8 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.9 The HoPS has the power to make this decision.

6. Equalities considerations

There are no issues arising as this is the creation of new posts.

7. Appendices

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

8. Approval

	<i>Tick to indicate approval</i>
	✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Click and insert name</u> has reviewed and commented on this proposal.	n/a
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 15 March 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>Programme Director - Recovery</i>	15		1 April 2021	30 March 2023	Creation
<i>Senior Manager – Economic Recovery</i>	12		1 April 2021	30 March 2023	Creation
<i>Senior Manager – Social Recovery</i>	12		1 April 2021	30 March 2023	Creation
<i>Senior Project Officer</i>	8		1 April 2021	30 March 2023	Creation

Appendix B

Job Description

Job title: Programme Director – Recovery Programme

Grade: 15

Directorate: Strategy and Communications

Unit: Recovery Programme

The Recovery Programme

Recovering from the pandemic cannot be done by any one organisation – it requires a pan-London approach. This role will facilitate the co-ordination of London's Recovery programme across the GLA and London Councils, working in partnership with our stakeholders, Board members and other organisations and agencies.

Despite the challenges we face as a result of the pandemic, this is also a chance to reimagine our city and define our aspirations and priorities for the recovery effort. A city where we build on the fantastic community spirit displayed by Londoners during these toughest of times, to

deliver a cleaner, greener and fairer city, which is more economically resilient and supports thriving neighbourhoods, with improved wellbeing and access to a strengthened healthcare system. It is also an important opportunity to bring about a culture change in our city so that multiple organisations and sectors pool their expertise, resources and efforts to meet shared goals.

This role will co-ordinate the programme that enables us to deliver our grand challenge to 'restore confidence in the city, minimise the impact on London's communities and build back better the city's economy and society'.

Job purpose

1. To provide strategic leadership within and on behalf of, the Greater London Authority (GLA), and London Councils (LC) on all matters relating to the Recovery Programme, including liaison with key stakeholders.
2. To lead and manage the programme team to ensure they are working effectively across the programme.
3. The postholder will represent the cross-London recovery programme as a whole. will be responsible for supporting, challenging and engaging equally with recovery teams and leads in the GLA, London Councils and Boroughs, as well as other relevant partner bodies, and should be involved in senior recovery discussions in both the GLA and London Councils. The role will support the co-chairs of the social and economic recovery workstrands.

Principal accountabilities

The central Recovery programme team will have oversight of the programme and the post holder will have the following responsibilities;

Board and Taskforce

- To provide oversight of the coordination of the Board and the Taskforce, including oversight of the secretariat.
- Working closely with the Chair of the Taskforce on the agenda and ensure the team are producing high quality of papers and presentations
- Provide steers and information to the Economic and Social recovery Chairs and Senior Responsible Owners (SRO) and to presenters
- Brief the Mayor, Chair of London Councils and Mayoral Director (Policy) for all meetings

Missions

- Support and encourage the development of Missions as the most effective vehicles for London's recovery.
- Monitor progress of Missions and track against outcomes using programme management techniques where appropriate and consistent with influencing a network of autonomous organisations; and provide updates to the Taskforce – flagging early issues
- Attend Economic and Social Recovery meetings – keeping close to the missions
- Working with SROs and Mission leads on progress

Stakeholders and Communications

- Working with both London Councils and the GLA on coordinating communications and management of stakeholders
- Working with London Councils and the GLA teams on advocacy asks – coordinating and ensuring appropriate sign off.

General

- Ensuring effective corporate management of resources (people, organisation, structures and management systems), regularly reviewing and re-prioritising this to ensure effective utilisation.
- Realising the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.
- This role is 'politically restricted' under the Local Government and Housing Act 1989

Accountable for: A team of up to six staff

Accountable to: Executive Director of Strategy and Communications (GLA) with senior oversight from London Councils

PERSON SPECIFICATION

1. Technical requirements, experience, qualifications

- Ability to be able to lead a team through complex issues, ensuring they are working optimally
- Experience of leading networks of autonomous organisations to deliver common complex goals
- Demonstrate an understanding London's governance structures
- Experience of working in a complex political environment
- Demonstrate an understanding of local delivery structures and cross sectoral partnerships with ability to catalyse and support work across regional and local partners
- Have an understanding of the 'mission-based approach'
- Programme management skills and experience of complex programmes (desirable)

2. Behavioural Competencies

Building and Managing Relationship

Level 4 indicators of effective performance

- Identifies and engages a diverse range of influential contacts within stakeholder and community groups, and partner organisations
- Builds alliances to establish mutually beneficial working arrangements, openly sharing knowledge and insights
- Actively challenges and addresses 'silo attitudes' to encourage effective relationships
- Understands the complexities of political dynamics and uses this to manage relationships and resolve conflict effectively
- Identifies clear win-win situations with external partners

Communicating and Influencing

Level 4 indicators of effective performance

- Articulates self with credibility and conviction, encouraging buy-in to corporate position
- Influences the thinking of other organisations, encouraging them to deliver
- Ensures that the organisation communicates inclusively with staff and external stakeholders
- Acts as a credible and convincing spokesperson and negotiator
- Instils a corporate commitment to accessible communication

Stakeholder Focus

Level 4 indicators of effective performance

- Adapts public facing position based on the context behind stakeholder needs and requests
- Committed to meeting the needs of Londoners
- Manages partner organisations' and Londoners' expectations by anticipating and influencing changing priorities
- Instils a culture that encourages staff to think about meeting Londoners' needs first
- Builds the confidence of staff, partner organisations and Londoners by ensuring the delivery of quality work

Responding to Pressure and Change

Level 4 indicators of effective performance

- Demonstrates resilience in the face of challenge from staff, media and partner organisations
- Shows positivity in the face of external pressure, minimising negative impact
- Drives a culture of continuous improvement
- Sets the direction for organisational development and ensures effective communication of change initiatives

Decision Making

Level 4 indicators of effective performance

- Makes difficult decisions for the long-term benefit of the organisation
- Presents and instils confidence in strategic decision-making
- Consults stakeholders early in critical organisation-wide decisions
- Accepts and promotes accountability for the decision making

- Ensures the organisation balances effective risk management with the need for timely actions

Strategic Thinking

Level 4 indicators of effective performance

- Develops a positive and compelling vision of London's future potential, demonstrating confidence in the strategic direction
- Translates an understanding of the complex and diverse threats and issues facing London into positive action
- Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities
- Sets organisational priorities by identifying where time and investment is needed most
- Generates and leads strategic initiatives that reflects the GLA and London Council's position as regional authorities

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

Appendix C

Job Description

Job title: Senior Manager: Social Recovery

Grade: 12

Directorate: Strategy and Communications

Unit: Recovery Programme

Job Purpose

To lead and co-ordinate the Social Recovery workstrand within the wider London Recovery Programme, which is in place as a result of the impact of Covid 19 on London. To be responsible for coordinating the development of policy, strategy and programmes across all social missions to improve outcomes for Londoners and particularly those most disadvantaged by the impacts of Covid 19.

To work closely with the GLA and London Councils leads on social recovery, the Chairs of the Social Recovery workstrand, the wider Recovery Programme boards and teams, Social Recovery Mission leads and teams, and partner organisations to provide high-level professional advice on a range of programme management, policy, delivery, advocacy and

communications issues relating to Social Recovery, and deputise for the Executive and Directors and workstrand Chairs at a senior level where needed.

The postholder will represent the cross-London recovery programme as a whole, rather than the interests of the GLA or any other individual organisation. They will be responsible for supporting, challenging and engaging equally with recovery teams and leads in the GLA, London Councils and Boroughs, as well as other relevant partner bodies, and will support the development of policy at senior level in both the GLA and London Councils. The role will support the co-chairs of the [social] recovery workstrand.

Principal Accountabilities

1. To be the programme lead supporting the Social Recovery workstrand, leading and directing work on behalf of the GLA and London Councils Senior Responsible Owners (SRO) and in support of the Chairs of the Social Recovery workstrand.
2. To work across the GLA Group, London Councils and the whole Recovery Programme with the boroughs and other external stakeholders on the development of recovery initiatives, maintaining strong relationships with senior representatives and ensuring that mission delivery is coordinated and effective.
3. To lead in a style consistent with a network of organisations working together and to ensure at all times that the programme is developed, implemented and delivered in a manner consistent with the autonomous nature of the different organisations involved and respects the differing accountabilities of those organisations
4. To catalyse and support work across regional and local partners; understanding London's governance, delivery structures and cross sectoral partnerships.
5. To maintain and develop London government's position as a major advocate for and coordinator of London's recovery.
6. To oversee recovery activities across respective Recovery Programme teams and partners to ensure that appropriate systems are in place to support delivery of programmes and that appropriate controls and governance structures are embedded.
7. To represent the Social Recovery work strand at a senior level on a wide range of London Recovery decision-making fora and external partnership boards and in meetings with partners and stakeholders as required.
8. To effectively lead, motivate and encourage focus in the efforts of staff and partners across organisations and partnerships in delivering programmes and wider activities to achieve desired outcomes, ensure personal development, successful performance and cost-effective allocation of resources in accordance with the GLA's policies and Code of Ethics and Standards.
9. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspiration of London's communities. In particular, to work with partners to ensure that equalities and effective engagement

with Londoners are at the heart of the Social Recovery programme.

10. 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.

Accountable to: Recovery Programme Director for line management/day-to-day delivery and Senior Responsible Owners (SRO) and Social Recovery Chairs on strategy.

PERSON SPECIFICATION

1. Technical requirements, experience, qualifications

- Successful track record of monitoring delivery of complex and large-scale programmes, including delivery through multiple third parties.
- Track record of developing, leading and managing teams, including developing talent and being accountable for the team's performance.
- Excellent report writing skills with the ability to present papers at Board level and evidence of using strategic analytical skills.
- Knowledge and understanding of, and ability to, operate successfully at a senior level in a complex organisation or political environment.
- Significant knowledge and practical experience of project management and project control techniques.

2. Behavioural Competencies

Building and Managing Relationship

Level 3 indicators of effective performance

- Actively engages partners and encourages others to build relationships
- Understands and recognises the contributions that staff at all levels make to delivering priorities
- Proactively manages partner relationships, preventing or resolving any conflict
- Adapts style to work effectively with partners, building consensus, trust and respect
- Delivers objectives by bringing together diverse stakeholders to work effectively in partnership

Communicating and Influencing

Level 4 indicators of effective performance

- Articulates self with credibility and conviction, encouraging buy-in to corporate position
- Influences the thinking of other organisations, encouraging them to deliver

- Ensures that the organisation communicates inclusively with staff and external stakeholders
- Acts as a credible and convincing spokesperson and negotiator
- Instils a corporate commitment to accessible communication

Stakeholder Focus

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 service

Strategic Thinking

Level 4 indicators of effective performance

- Develops a positive and compelling vision of London's future potential, demonstrating confidence in the strategic direction
- Translates an understanding of the complex and diverse threats and issues facing London into positive action
- Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities
- Sets organisational priorities by identifying where time and investment is needed most
- Generates and leads strategic initiatives that reflects the GLA and London Council's position as regional authorities

Problem Solving

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

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

Job Description

Appendix D

Job title:	Senior Manager: Economic Recovery
Grade:	Grade 12
Directorate:	Strategy and Communications
Unit:	Recovery Programme

Job Purpose

To lead and co-ordinate the Economic Recovery workstrand within the wider London Recovery Programme, which is in place as a result of the impact of Covid 19 on London. To be responsible for managing and coordinating the development of policy, strategy and programmes across all economic missions to improve outcomes for Londoners and particularly those most disadvantaged by the impacts of Covid 19.

To work closely with the GLA and London Councils leads on economic recovery, the Chairs of the Economic Recovery workstrand, the wider Recovery Programme boards and teams, Economic Recovery Mission leads and teams, and partner organisations to provide high-level professional advice on a range of programme management, policy, delivery, advocacy and communications issues relating to Economic Recovery, and deputise for the Executive and Directors and workstrand Chairs at a senior level where needed.

The postholder will represent the cross-London recovery programme as a whole, rather than the interests of the GLA or any other individual organisation. They will be responsible for supporting, challenging and engaging equally with recovery teams and leads in the GLA, London Councils and Boroughs, as well as other relevant partner bodies, and will support the development of policy at senior level in both the GLA and London Councils. The role will jointly support and be accountable to the co-chairs of the economic recovery workstrand.

Principal Accountabilities

1. To be the programme lead supporting the Economic Recovery workstrand, leading and directing work on behalf of the GLA and London Councils SROs (Senior Responsible Owner) and in support of the Chairs of the Economic Recovery workstrand.
2. To work across the GLA Group, London Councils and the whole Recovery Programme with the boroughs and other external stakeholders on the development of recovery initiatives, maintaining strong relationships with senior representatives and ensuring that mission delivery is coordinated and effective.
3. To lead in a style consistent with a network of organisations working together and to ensure at all times that the programme is developed, implemented and delivered in a manner consistent with the autonomous nature of the different organisations involved and respects the differing accountabilities of those organisations

4. To catalyse and support work across regional and local partners; understanding London's governance, delivery structures and cross sectoral partnerships.
5. To maintain and develop London government's position as a major advocate for and coordinator of London's recovery.
6. To oversee recovery activities across respective Recovery Programme teams and partners to ensure that appropriate systems are in place to support delivery of programmes and that appropriate controls and governance structures are embedded.
7. To represent the Economic Recovery workstrand at a senior level on a wide range of London Recovery decision-making fora and external partnership boards and in meetings with partners and stakeholders as required.
8. To effectively lead, motivate and encourage focus in the efforts of staff and partners across organisations and partnerships in delivering programmes and wider activities to achieve desired outcomes, ensure personal development, successful performance and cost-effective allocation of resources.
9. As a senior manager, actively contribute to the corporate management of the GLA and London Councils by participating in budget planning, organisation-wide developments and initiatives in pursuit of the London Recovery programme aims and objectives.
10. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspiration of London's communities. To work with partners to ensure that equalities and effective engagement with Londoners are at the heart of the Economic Recovery programme.
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.

Accountable for: Chairs and Senior Responsible Owners (SRO) of economic recovery workstrand

Accountable to: Assistant Directors for London Recovery Programme

PERSON SPECIFICATION

1. Technical requirements, experience, qualifications

- Successful track record of monitoring delivery of complex and large-scale programmes, including delivery through multiple third parties.
- Track record of developing, leading and managing teams, including developing talent and being accountable for the team's performance.
- Excellent report writing skills with the ability to present papers at Board level and evidence of using strategic analytical skills.
- Knowledge and understanding of, and ability to, operate successfully at a senior level in a complex organisation or political environment.

- Significant knowledge and practical experience of project management and project control techniques.

2. Behavioural Competencies

Building and Managing Relationship

Level 3 indicators of effective performance

- Actively engages partners and encourages others to build relationships
- Understands and recognises the contributions that staff at all levels make to delivering priorities
- Proactively manages partner relationships, preventing or resolving any conflict
- Adapts style to work effectively with partners, building consensus, trust and respect
- Delivers objectives by bringing together diverse stakeholders to work effectively in partnership

Communicating and Influencing

Level 4 indicators of effective performance

- Articulates self with credibility and conviction, encouraging buy-in to corporate position
Influences the thinking of other organisations, encouraging them to deliver
- Ensures that the organisation communicates inclusively with staff and external stakeholders
- Acts as a credible and convincing spokesperson and negotiator
- Instils a corporate commitment to accessible communication

Stakeholder Focus

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 service

Strategic Thinking

Level 4 indicators of effective performance

- Develops a positive and compelling vision of London's future potential, demonstrating confidence in the strategic direction
- Translates an understanding of the complex and diverse threats and issues facing London into positive action

- Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities
- Sets organisational priorities by identifying where time and investment is needed most
- Generates and leads strategic initiatives that reflects the GLA and London Council's position as regional authorities

Problem Solving

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

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-273

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:

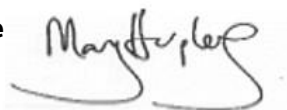
- Approves the creation of 3 GLA fixed-term posts funded by the Recovery Programme core budget in 2021-22 and 2022-23.

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
2 x Senior Project Officer	8	2 years
1 x Senior Communications & Engagement Officer	8	2 years
1X Senior Lead Programme Officer	10	2 years

Head of Paid Service

The above proposal has my approval.

Signature



Date 17/03/2021

1. Staffing proposals

A. Details of the proposals.

This CO form requests approval to create 3 fixed-term posts, each with a 2-year duration, to form part of a team to support the programme of work to drive forward London's recovery from the COVID-19 pandemic.

Recovering from the pandemic cannot be done by any one organisation – it requires a pan-London approach. This role will facilitate the co-ordination of London's Recovery programme across the GLA and London Councils, working in partnership with our stakeholders, Board members and other organisations and agencies.

Despite the challenges we face as a result of the pandemic, this is also a chance to reimagine our city and define our aspirations and priorities for the recovery effort. A city where we build on the fantastic community spirit displayed by Londoners during these toughest of times, to deliver a cleaner, greener and fairer city, which is more economically resilient and supports thriving neighbourhoods, with improved wellbeing and access to a strengthened healthcare system. It is also an important opportunity to bring about a culture change in our city so that multiple organisations and sectors pool their expertise, resources and efforts to meet shared goals.

The **1 x Senior Project Officer role (grade 8)** will provide strategic support to the Senior Managers – Economic, and Social Recovery on behalf of, the Greater London Authority (GLA), and London Councils (LC) on all matters relating to the Recovery Programme, including liaison with key stakeholders and providing the secretariat for regular Workstrand and other meetings, as required. The Programme Director will lead and manage the programme team to ensure they are working effectively across the programme. Line management of the Senior Project Officer roles will be undertaken by the Senior Managers – Economic, and Social Recovery.

The 1 X Lead Senior Project Officer role (G10)

The **1 x Senior Communications and Engagement Officer role (grade 8)** will act as the central liaison point for the Recovery team and GLA's External Relations team, identifying and delivering the communications priorities of the recovery team working with the central press, marketing, social media and digital teams in-line with the overarching communications priorities of the GLA. The post will oversee and advise on the development, delivery and coordination of stakeholder communications and engagement relating to the Recovery team's work; and advise and support policy officers to prepare and deliver stakeholder communications and activities. The postholder will identify and foster opportunities to extend the reach of the Recovery team's work across the Authority, and to external stakeholders. The Senior Communications and Engagement Officer will report to one of the Senior Managers for Economic, or Social Recovery, respectively, within the Recovery team.

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

The programme leadership of the Recovery programme has been provided within the GLA by the AD, Central Intelligence Unit (CIU), directly supported by the Strategy team, and drawing support from colleagues across the CIU and the wider GLA. As the plans for Recovery have developed, it has become clear that while recovery work will spread across GLA teams and beyond with partners, London Councils, it does require a small number of dedicated posts to lead the delivery of the programme on behalf of the Mayor and the Chair of London Councils. A proposal to create a Recovery Programme Director, and two Senior Managers posts, leading on economic and social recovery, respectively, to deliver the programme has previously been approved. This proposal is to create three additional project support roles to ensure the effective delivery of the recovery programme.

2. Consultation

- 2.1 The Mayor and Mayoral Director for Policy have been consulted verbally on the creation of these three posts. London Councils are due to be consulted on the roles and job descriptions.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	3.0	
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

Cost centre - TBC

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

No

Is the post full or part time?

Full time

Is the post permanent or temporary?

Fixed Term – 2 years

- 4.1 This CO-273 form is to approve the creation of 2 fixed-term Senior Project Officer posts and 1 fixed-term Senior Communications and Engagement Officer post to work on the Recovery Programme as detailed in this CO form. The cost of these 2 grades 8 posts will be approximately £108,000 per annum (£54,000 each) at 2021-22 salary budget, first spinal point and including on costs. The cost of the 1 grade 10 post will be £68,000 at 2021-22 salary budget, first spinal point and including on costs. The cost of these posts will be funded from the 2021-22 and 2022-23 Recovery support programme budget.
- 4.2 The posts will sit within the Recovery programme team in the Strategy and Communications Directorate.
- 4.3 The GLA may become liable for redundancy costs if the post holders have on-going continuous service from a local authority or equivalent body. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process.

The three posts will be funded from the Recovery Programme Delivery budget which is a Recovery Foundation area in the 2021-22 GLA budget.

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

6. Equalities considerations

- 6.1 The GLA is committed to reflecting London's diversity and the posts will be advertised across the GLA family and boroughs. The Authority is committed to being an inclusive employer and all posts are open to part-time working/job-share.

7. Appendices

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

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Jeremy Skinner</u> has reviewed and commented on this proposal.	n/a
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 15 March 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>2 x Senior Project Officer</i>	8		1 April 2021	30 March 2023	Creation
<i>1 x Senior Communications & Engagement Officer</i>	8		1 April 2021	30 March 2023	Creation

Job Description

Job title: Senior Project Officer (Economic Recovery)

Grade: 8 **Post number:** XXXX

Directorate: Strategy & Communications

Unit: Recovery Team

Job purpose

The post holder will support delivery of Economic Recovery Missions by managing and monitoring constituent projects in order to achieve the desired outcomes of the London Recovery Programme within agreed timeframes, within budget, to specification and operational standards.

To support the development of new Missions, projects or workstreams that may emerge over time to reflect new Mayoral, London Councils', and Borough recovery priorities, and contribute to London's economic recovery from the Covid-19 pandemic, working closely with key stakeholders, communities and Londoners.

Principal accountabilities

1. Project manage Economic Recovery Mission projects, monitoring performance, risk and finances and ensure delivery is within the allocated budget/to time/ and is meeting agreed metrics/targets.
2. Working closely with the Senior Manager – Economic Recovery and Mission Leads, contribute to development of new Economic Recovery Mission projects to ensure deliverability.
3. Develop good relationships with delivery partners ensuring the GLA and London Councils have good oversight of, and intelligence on, the progress of Economic Recovery Missions and projects, and work with delivery partners to initiate corrective action, as appropriate, to keep projects on track.
4. Commission, select and appoint consultants and contractors to carry out relevant work to support delivery of the Economic Recovery Missions and projects, in accordance with relevant public procurement and GLA procedures and ensure delivery within the allocated budget/to time/quality.
5. Work with colleagues in the Recovery team, other GLA teams, London Councils, and the Boroughs, to contribute to maintaining systems and processes for ensuring effective delivery of, and reporting on, Recovery Missions and projects.
6. Build new, and maintain existing relationships with a wide range of external stakeholder organisations, to assist in delivery of the Economic Recovery Missions and projects, ensuring that opportunities for integration and inter-disciplinary working are realised.
7. Produce written briefings, progress updates, performance reports, and responses to recovery programme-related questions and correspondence to the Mayor, and from Assembly Members, Government departments, Borough Leaders, Members and Senior Officers, and other organisations in the public, private and voluntary sectors.

8. Establish and maintain effective lines of communication with internal GLA teams, the GLA Group, and external stakeholders.
9. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.
10. 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.

Dimensions

Accountable to: Senior Manager - Economic Recovery

Accountable for: Budgets allocated to London Economic Recovery Missions and projects

Technical requirements/experience/qualifications

1. Experience of managing project delivery and delivering results on target and within budget.
2. Good understanding of performance management of contracts against project objectives.
3. Some understanding of project management and project control techniques, including financial planning and appraisal.
4. Demonstrable experience of managing economic policy-related projects.
5. Track record of successfully managing project budgets and resources.
6. Experience of managing delivery partners to achieve specified outputs and outcomes.
7. Experience of managing stakeholder arrangements to achieve positive outcomes for an organisation or partnership programme.
8. Demonstrable experience of project monitoring and reporting.

Behavioural Competencies

Problem Solving

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

Level 2 Indicators of Effective Performance

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

Planning and Organising

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

Level 2 Indicators of Effective Performance

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

Communicating and Influencing

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

Level 2 Indicators of Effective Performance

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

Building and Managing Relationships

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

Level 2 Indicators of Effective Performance

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

Organisational Awareness

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

Level 2 Indicators of Effective Performance

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

Responding to Pressure and Change

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

Level 2 Indicators of Effective Performance

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

Job Description

Job title: Senior Project Officer (Social Recovery)

Grade: 8 **Post number:** XXXX

Directorate: Strategy & Communications

Unit: Recovery Team

Job purpose

The post holder will support delivery of Social Recovery Missions by managing and monitoring constituent projects in order to achieve the desired outcomes of the London Recovery Programme within agreed timeframes, within budget, to specification and operational standards.

To support the development of new Missions, projects or workstreams that may emerge over time to reflect new Mayoral, London Councils', and Borough recovery priorities, and contribute to London's social recovery from the Covid-19 pandemic, working closely with key stakeholders, communities and Londoners.

Principal accountabilities

1. Project manage Social Recovery Mission projects, monitoring performance, risk and finances and ensure delivery is within the allocated budget/to time/ and is meeting agreed metrics/targets.
2. Working closely with the Senior Manager – Social Recovery and Mission Leads, contribute to development of new Social Recovery Mission projects to ensure deliverability.
3. Develop good relationships with delivery partners ensuring the GLA and London Councils have good oversight of, and intelligence on, the progress of Social Recovery Missions and projects, and work with delivery partners to initiate corrective action, as appropriate, to keep projects on track.
4. Commission, select and appoint consultants and contractors to carry out relevant work to support delivery of the Social Recovery Missions and projects, in accordance with relevant public procurement and GLA procedures and ensure delivery within the allocated budget/to time/quality.
5. Work with colleagues in the Recovery team, other GLA teams, London Councils, and the Boroughs, to contribute to maintaining systems and processes for ensuring effective delivery of, and reporting on, Recovery Missions and projects.
6. Build new, and maintain existing relationships with a wide range of external stakeholder organisations, to assist in delivery of the Social Recovery Missions and projects, ensuring that opportunities for integration and inter-disciplinary working are realised.
7. Produce written briefings, progress updates, performance reports, and responses to recovery programme-related questions and correspondence to the Mayor, and from Assembly Members, Government departments, Borough Leaders, Members and Senior Officers, and other organisations in the public, private and voluntary sectors.

8. Establish and maintain effective lines of communication with internal GLA teams, the GLA Group, and external stakeholders.
9. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.
10. 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.

Dimensions

Accountable to: Senior Manager - Social Recovery

Accountable for: Budgets allocated to London Social Recovery Missions and projects

Technical requirements/experience/qualifications

1. Experience of managing project delivery and delivering results on target and within budget.
2. Good understanding of performance management of contracts against project objectives.
3. Some understanding of project management and project control techniques, including financial planning and appraisal.
4. Demonstrable experience of managing social policy-related projects.
5. Track record of successfully managing project budgets and resources.
6. Experience of managing delivery partners to achieve specified outputs and outcomes.
7. Experience of managing stakeholder arrangements to achieve positive outcomes for an organisation or partnership programme.
8. Demonstrable experience of project monitoring and reporting.

Behavioural Competencies

Problem Solving

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

Level 2 Indicators of Effective Performance

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

Planning and Organising

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

Level 2 Indicators of Effective Performance

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

Communicating and Influencing

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

Level 2 Indicators of Effective Performance

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

Building and Managing Relationships

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

Level 2 Indicators of Effective Performance

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

Organisational Awareness

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

Level 2 Indicators of Effective Performance

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

Responding to Pressure and Change

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

Level 2 Indicators of Effective Performance

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

Job Description

Job title: Senior Communications and Engagement Officer

Grade: 8 **Post number:** XXXX

Directorate: Strategy & Communications

Unit: Recovery Team

Job purpose

1. Act as the central liaison point for the Recovery team and the GLA's External Relations team. Identify and deliver the communication priorities of the Recovery team working with the central press, marketing, social media and digital teams in-line with the overarching communications priorities of the GLA.
2. Oversee and advise on the development, delivery and coordination of stakeholder communications and engagement relating to the portfolio of the Recovery team's work. Advise and support policy officers to prepare and deliver stakeholder communications and activities.
3. Identify and foster opportunities to extend the reach of the Recovery team's work across the organisation and to external stakeholders.
4. Assist in project planning and management to support the delivery of Recovery Missions and projects.

Principal accountabilities

1. Work with the Recovery Programme Director and the External Relations team to define the communications priorities of the team and align these with the overarching communications priorities of the GLA.
2. Identify opportunities to promote the communications priorities of the team and work with the central Communications and External Relations team to deliver against these.
3. Be the central liaison between the Recovery team and the central Communications and External Relations teams.
4. Manage requests and support delivery for press, design, digital, events and public-facing marketing campaigns in conjunction with policy officers.
5. Oversee and advise on Recovery team's stakeholder engagement and communications in conjunction with the Recovery management team, co-ordinate their delivery with internal and external partners
6. Support the delivery of key stakeholder engagement, communications and marketing plans across the Recovery team as required.
7. Manage any relevant stakeholder engagement channels for the Recovery team, including relevant social media channels and website sections, making sure these are integrated into the GLA wide marketing and communications approach.
8. Build new and maintain existing stakeholder relationships to ensure effective delivery of the joint Mayor/ London Councils'-led London Recovery Programme.
9. Establish and maintain good working relationships within and outside the Authority and with the Functional Bodies in order to ensure that opportunities for joint communications and marketing are realised.
10. Establish and maintain the Recovery team's systems and process for ensuring the effective delivery of the stakeholder communications and marketing activity.

11. Maximising communications opportunities on recovery-related questions and correspondence to the Mayor and from Assembly members, Government departments and other organisations in the public, private and voluntary sectors.
12. Source, select and appoint consultants and contractors to carry out relevant stakeholder engagement, communications and marketing work in accordance with relevant public procurement GLA procedures and consulting with External Relations. Ensure delivery within the allocated budget/to time/quality.
13. Support the delivery of the London Recovery programme, as appropriate.
14. 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.
15. 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.
16. Carry out all roles allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards.

Dimensions

Accountable to: Recovery Programme Director/Senior Managers

Accountable for: Budgets allocated to specific programmes

Technical requirements/experience/qualifications

1. Experience of planning and delivering communications campaigns, including how to best use communication channels such as digital, social and press to deliver the London Recovery programme.
2. Experience of stakeholder engagement, management and communications.
3. Experience of managing delivery partners to achieve specified outputs within budget and to deadlines.

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Research and Analysis

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

Level 2 Indicators of Effective Performance

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

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 measure to ensure directorate output is of a high standard
- Translates political vision into action plans and deliverables

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

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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

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