

Request for Head of Paid Service Decision CO-237

Directorate	CO number	Job Title	Post number	Post start date	Existing post end date	New post end date	Grade	Requested by	Team	Budget available	Existing or new post	Comments to CMT - state original start date and full period of newly extended FTC and any other relevant comments.
Good Growth	CO-237	Portfolio Manager – Scheme Delivery	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	10	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	Portfolio Manager – Scheme Delivery	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	10	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	Senior Project	To be created	Expected 01/06/2021	N/A	Expected	9	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver

		Officer – Opportunity Identification				01/06/2023 (or two-year from post holder starting)						Infrastructure Coordination service second phase
Good Growth	CO-237	Technical Officer – Streetworks	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	10	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	GIS Officer – Infrastructure Mapping Application	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	6	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	Principal Project Officer – Infrastructure Planning	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	10	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	Senior Project Officer – Infrastructure Strategies	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	8	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase
Good Growth	CO-237	Senior Project Officer –	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post	8	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination

		Evidence Bases				holder starting)						service second phase
Good Growth	CO-237	Senior Project Officer – Development	To be created	Expected 01/06/2021	N/A	Expected 01/06/2023 (or two-year from post holder starting)	9	Madalina Ursu	Infrastructure	Externally Funded	New	Post required to deliver Infrastructure Coordination service second phase

Request for Head of Paid Service Decision CO-237

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 proposal:

1. Creation of 11 two year fixed-term posts in the Infrastructure Coordination Service within the GLA's Infrastructure team. The posts will be externally funded (in full for the duration of the posts) through funding received from the Lane Rental Surplus Income.

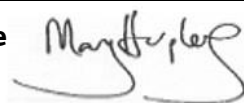
This is a decision in principle, subject to formal confirmation of funding which is expected in February 2021; approval for the creation of these posts is sought now to ensure recruitment to those posts can start as soon as funding is confirmed. This will enable the team to progress obtaining the necessary Mayoral and Oversight Committee approvals and avoid project delivery delays.

Job title	Grade	Duration
Portfolio Manager – Scheme Delivery	10	2 years
Portfolio Manager – Scheme Delivery	10	2 years
Senior Project Officer – Opportunity Identification	9	2 years
Technical Officer – Streetworks	10	2 years
GIS Officer – Infrastructure Mapping Application	6	2 years
Principal Project Officer – Infrastructure Planning	10	2 years
Senior Project Officer – Infrastructure Strategies	8	2 years
Senior Project Officer – Evidence Bases	8	2 years
Senior Project Officer – Development	9	2 years
Principal Comms Officer	10	2 years
Senior Programme Officer	8	2 years

Head of Paid Service

The above proposal has my approval.

Signature



Date 25/05/2021

1. Staffing proposals

A. Background and Introduction:

The [Infrastructure Coordination Service](#) (ICS) was set up to support improved infrastructure planning and delivery in selected boroughs across London in light of the GLA securing £2.87 million from [TfL's Lane Rental Surplus Fund](#)¹. This funding was received on the back of a [business case](#) endorsed by the [Mayor's London Infrastructure Group](#) of senior infrastructure stakeholders.

In December 2018, the Mayor signed [MD2386](#) and the Assembly's Oversight Committee approved the [proposal](#) to establish five new permanent posts to lead the two-year pilot phase of the ICS with the intention to expand the team and work programme should the pilot prove successful. Thus far, during an initial pilot phase which runs until June 2021, the ICS has been delivering in line with its original business case and the initial results demonstrate high value for money.

The ICS Internal Steering Group has determined that, after the pilot phase, a further two-year 'preparation phase' is needed before we can articulate the long-term future of the service. The draft GLA Budget for 2021/22 explained that the Infrastructure Coordination Service is funded from external sources and that its continuation would be dependent on this remaining the case. Discussions with its principal funder – the Lane Rental Governance Committee – have been ongoing on that basis and, based on the positive results from the pilot phase, we have now established that the committee is willing to provide further funding for a two-year preparation phase (June 2021 to June 2023) with an expanded scope. The funding is expected to be confirmed formally at the next Lane Rental Governance Committee meeting in February 2021. This proposal has also received endorsement from the Mayor's London Infrastructure Group.

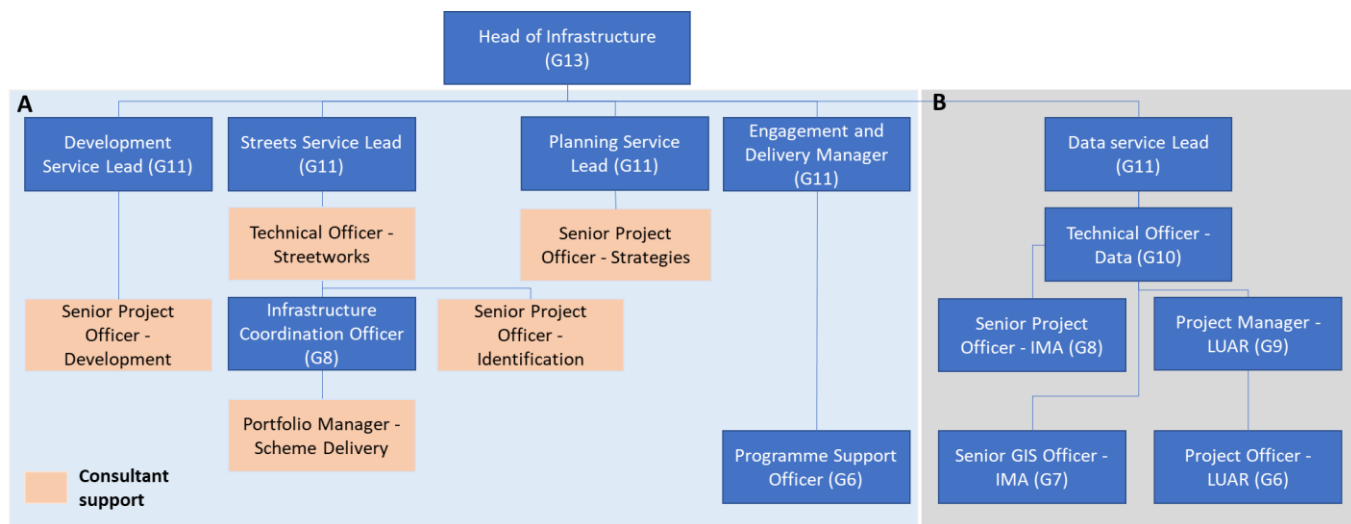
In this next phase, the team is proposing to roughly double project delivery. This paper sets out the rationale for the proposal to create 11 new fixed-term posts to deliver the activities in the next phase of the programme. In the pilot phase, the ICS faced recruitment challenges and delays, creating delays in programme delivery. As such, we are seeking to secure in principle approval to create these 11 posts now to be ready to start recruitment as soon as funding is formally awarded. Without this, we would be unable to ensure we have people in posts from the start of the Preparation Phase in June 2021.

B. Current team set-up:

The core ICS team is currently composed of six GLA posts supported by the Data & Innovation team (six posts), as shown in the chart below. The Head of Infrastructure oversees the Infrastructure Coordination Service, Data & Innovation and Infrastructure Policy sub-teams.

During the pilot phase the team has also relied heavily on external support in order to deliver the work programme with approximately five additional posts filled by consultants. This external support provided the team with flexibility and allowed rapid delivery of work in order to prove the case for greater coordination. However, consultants are costly and prevent the retention of skills and knowledge within the team.

¹ Lane Rental surplus income funds innovative projects 'intended to reduce the disruption and other adverse effects caused by street or roadworks'



The chart above focusses on the delivery elements of the Infrastructure team, the ICS team (A) and Data & Innovation team (B). The full Infrastructure team also includes a policy team.

C. Phase two team set-up:

Initial evaluation results from the pilot phase have indicated significant benefits to Londoners from our workstreams and there has been strong demand from boroughs, utilities and developers. This is reflected in the support we have received from across organisations at the Mayor's London Infrastructure Group meeting in November 2020 for a continuation of the ICS and our proposal for a second phase. In addition, we have held extensive discussions with the Lane Rental Governance Committee members and secretariat, and they have expressed in principle support for our second phase work programme so we are confident that funding for a further two years from June 2021 will be formally confirmed in February.

This second phase will see the team respond to demand and make use of additional funding to: increase our geographic reach, deliver more projects, collate more learning, increase engagement and embed collaboration practices within key organisations. We expect that over these two years we will gather further, more detailed monitoring and evaluation results to enable us to make a stronger case for collaboration across the industry and determine the longer-term future of the ICS.

In the second phase, we are eager to avoid the extent of consultant support seen in the pilot phase for several reasons:

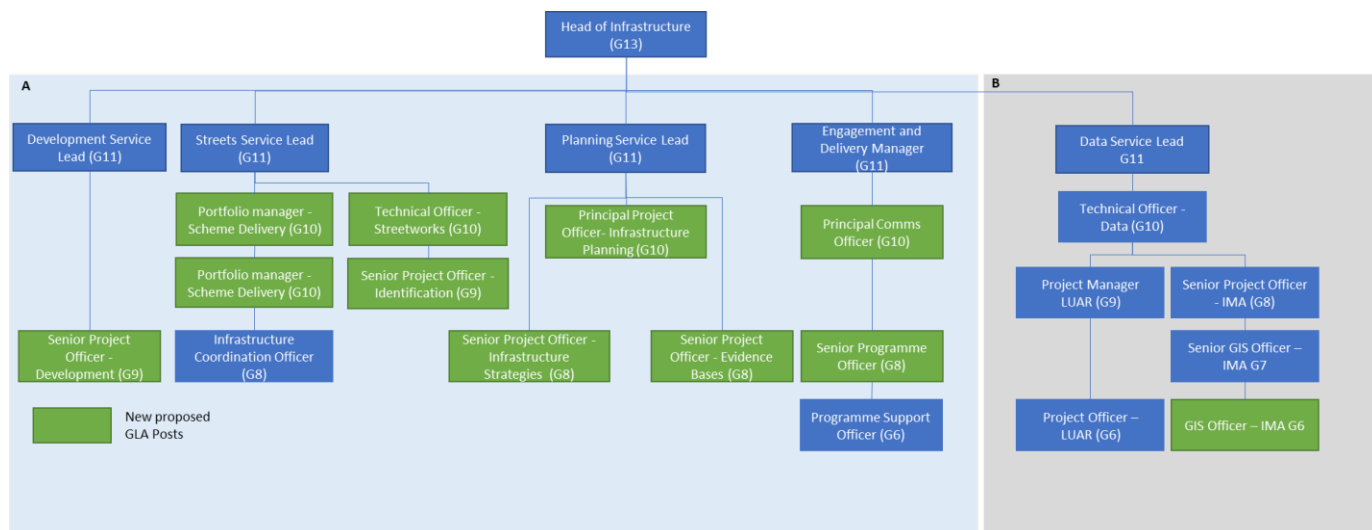
- Recruiting fixed-term staff will be more cost effective compared to the higher costs of obtaining consultant support (using consultants for the 11 posts needed would add more than £1 million to total costs, compared to recruiting 11 individuals to the fixed-term posts).
- Recruiting fixed-term staff to the 11 posts will also help ensure that we retain the talent, skills and knowledge within the team and time is more focused on delivery, rather than constant onboarding of consultants.
- This could also offer opportunities to internal staff through the creation of new posts.

D. Staffing implications:

To respond to the planned increase in activity, reduce reliance on consultants and develop talent and expertise internally, we propose to create 11 new fixed-term GLA posts - five posts would replace existing consultants, and six posts would manage the increase in workload.

All these new posts will be fully funded from the Lane Rental Surplus Fund and be two-year, fixed-term posts, matching the funding period.

In assessing resourcing requirements for the preparation phase, we have worked with Grant Thornton to audit our current work programme and develop a comprehensive delivery plan with clear targets for the next phase. Building on our recent experience with the pilot and the external advice received, the structure below will help us to efficiently deliver our planned commitments.



Team structure across the ICS (A) and Data & Innovation team (B) after inclusion of the new proposed 11 two-year roles.

E. Next Steps

Approval in principle is sought now to enable the team to progress the necessary Mayoral sign-off (in December 2020) and Oversight Committee approval (in January 2021). This will ensure that when funding is confirmed by the Lane Rental Governance Committee in February 2021, we are prepared to proceed with recruitment immediately and have the new starters in place at the beginning of the next phase of funding which would avoid project delivery delays. A full timeline laying out our intended process can be found in Appendix B.

2. Consultation

The proposal is to create 11 new two year fixed-term posts within the unit and therefore there are no formal requirements to consult staff groups and/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 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.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		

Permanent posts to be (deleted)		
Fixed-term posts to be created	11	Full detail in appendix A. All posts are externally funded.
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)	11	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

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

Cost centre Cost object
(if different):

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

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date? Expected end date?

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

- 4.1 Chief Officer approval is being sought for the following: creation of 11 two-year fixed term posts as per the details in the application to work on delivering the work programme of the Infrastructure Coordination Service. The posts will be funded in full from the Lane Rental Surplus Income.
- 4.2 For the duration of the posts, the total cost equates to approximately £ 1,399,000 (inclusive of on-costs) and will span three financial-years as follows, based on current salary scales:

2021-22	01/06/21 – 31/03/22 (10 months)	£ 583,000
2022-23	01/04/22 – 31/03/23 (12 months)	£ 699,000
2023-24	01/04/23 – 30/06/23 (2 months)	£ 117,000

	Total estimated costs	£ 1,399,000
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4.3 Some posts will be recruited to prior to the original anticipated start date of June 2021. For these posts, the costs of any newly recruited staff with start dates before 1 June will be covered by the Pilot Phase external grant funding in place for the Infrastructure Coordination Service.

Two posts have been confirmed to begin before 1 June - 004639 (Senior Technical Project Officer – Streets) and 004633 (Principal Communications Officer (Infrastructure)). There may be additional posts that will also start before 1 June that are currently in recruitment.

All posts will be two year FTCs from start date.

4.4 It is noted that the service is expected to continue after this preparation phase, subject to securing further external funding. However, as these posts will be recruited to on a fixed term contract basis, the GLA may become liable for redundancy and/or pension capital costs if the appointees have on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated but in the event such costs do arise, they will be covered by the Lane Rental Surplus Income.

5. Legal comments

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

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

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

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

5.4 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.

5.5 The proposals set out in this Chief Officer Form fall within the definition of a 'major restructure' contained within the Staffing Protocol so require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly). Paragraph 2 confirms that these consultees have been consulted and the HoPS has taken their views into consideration when making this decision.

5.6 The GLA should 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

If we are not successful in recruiting these posts internally, we will be working with Public Practice (PP) to secure candidates. PP's recruitment process is designed to be a leading example of good practice in equality, diversity and inclusion. Their cohorts of Associates are consistently above the industry standards in terms of gender and ethnicity. Their recruitment approach has been included as a case study in the Mayor of London's Supporting Diversity Handbook.

7. Appendices

Appendix A: Details of all affected posts

Appendix B: Full recruitment timeline

8. Approval

	<i>Tick to indicate approval</i>
Executive Director <u>Phil Graham</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Tim Steer</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Dianne Poyser</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 15 December 2020.	

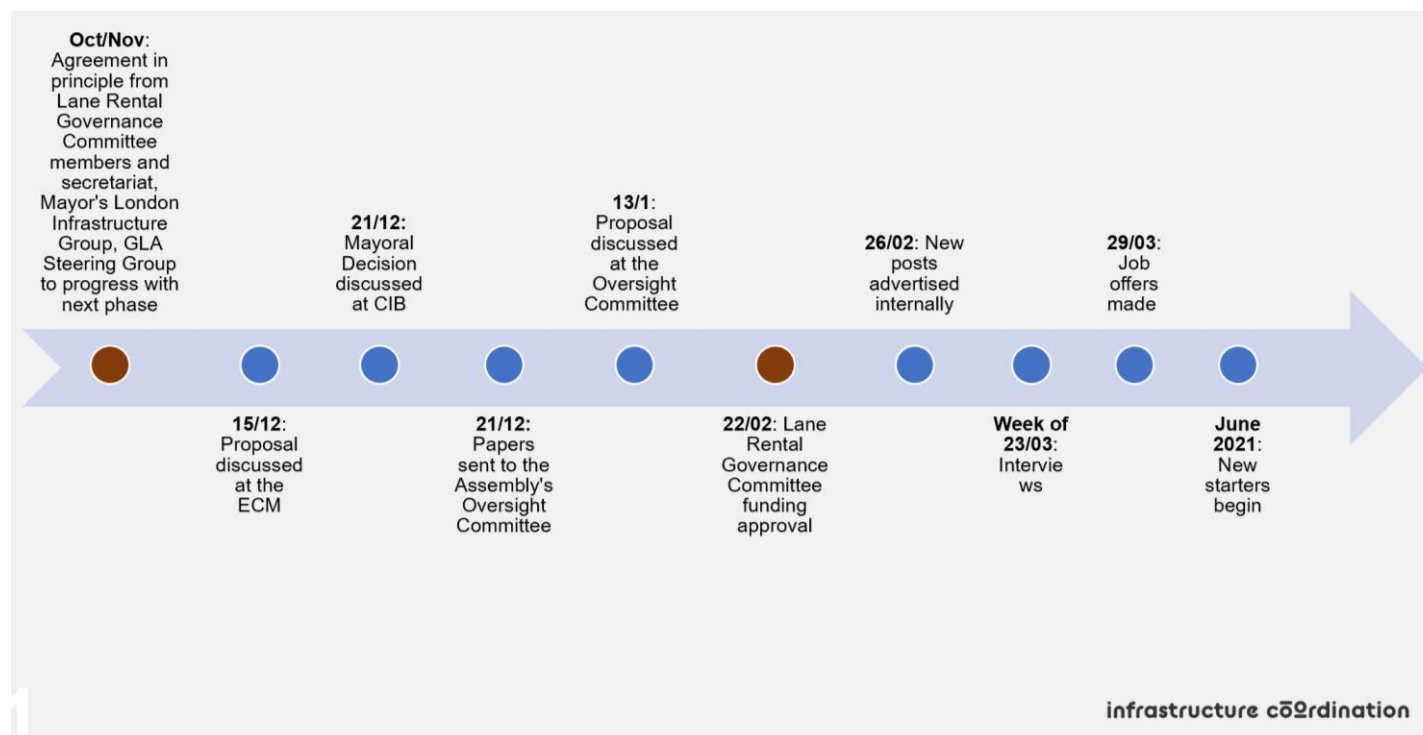
Appendix A

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
Portfolio Manager – Scheme Delivery	10	To be created	June 2021	June 2023	Creation
Portfolio Manager – Scheme Delivery	10	To be created	June 2021	June 2023	Creation
Senior Project Officer – Opportunity Identification	9	To be created	June 2021	June 2023	Creation
Technical Officer – Streetworks	10	To be created	June 2021	June 2023	Creation
GIS Officer – Infrastructure Mapping Application	6	To be created	June 2021	June 2023	Creation
Principal Project Officer – Infrastructure Planning	10	To be created	June 2021	June 2023	Creation
Senior Project Officer – Infrastructure Strategies	8	To be created	June 2021	June 2023	Creation
Senior Project Officer – Evidence Bases	8	To be created	June 2021	June 2023	Creation
Senior Project Officer – Development	9	To be created	June 2021	June 2023	Creation
Principal Comms Officer	10	To be created	June 2021	June 2023	Creation
Senior Programme Officer	8	To be created	June 2021	June 2023	Creation

Appendix B

Full recruitment timeline



Request for Head of Paid Service Decision CO-260

Directorate	CO number	Job Title	Post number	Post start date	Existing post end date	New post end date	Grade	Requested by	Team	Bud get avail able	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	CO260	Development Viability Advisor	003270	N/A	N/A	N/A	14	John Finlayson	Viability	Yes	Existing	Amend existing post to career grade roles to support recruitment and retention of staff
Good Growth	CO260	Senior Planner - Viability	003711	N/A	N/A	N/A	8	John Finlayson	Viability	Yes	Existing	Amend existing post to career grade roles to support recruitment and retention of staff
Good Growth	CO260	Research and Monitoring Officer	003272	N/A	N/A	N/A	6	John Finlayson	Viability	Yes	Existing	Amend existing post to career grade roles to support recruitment and retention of staff

Request for Head of Paid Service Decision CO-260

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 amendments to the following posts to career grade roles:

Development Viability Advisor – Grade 14 to Grade 11-14

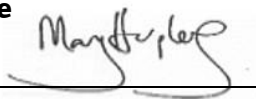
Senior Planner – Viability – Grade 8 to Grade 8-9

Research and Monitoring Officer – Grade 6 to Grade 6-7

Head of Paid Service

The above proposal has my approval.

Signature



Date 27/05/2021

1. Staffing proposals

- 1.1 The Viability Team in the GLA Planning Service provides advice to the Mayor on referable applications, scrutinising viability assessments and negotiating affordable housing through S106 agreements. Viability in planning is a complex area requiring specialist planning, affordable housing, valuation and financial modelling expertise to deal with issues which can be high profile and contentious. The team is now well established and measures have recently been agreed to enhance its capacity due to the multiple areas of work required to implement the Mayor's priority of achieving a step change in the delivery of affordable housing through the planning system.
- 1.2 As part of this process, it is proposed that three posts within the team are amended to career grade roles. In February 2020 a new charge was introduced to be paid by developers who rely on viability assessments to justify a reduction in affordable housing provision and other public benefits. Income received through these fees will be used to fund the proposals set out here.
- 1.3 The Development Viability Advisor role is highly specialist with responsibility for assessing large, complex, high profile developments, including call-in schemes and giving expert evidence on behalf of the Mayor at public inquiries. There are currently two Viability – Expert Advisor posts which are filled on a part-time basis and it has recently been agreed that these will be amended to full time roles, creating the equivalent of one additional FTE. Given the highly specialist nature of the role, and limited pool of suitably qualified and experienced candidates, to assist with recruitment, it is proposed that the post is amended to a career grade role from grade 14 to grade 11-14. This will increase the prospect of successful recruitment, while enabling career progression for the successful candidate.
- 1.4 It is proposed to amend the Senior Planner and Research and Monitoring posts within the Viability Team to career grade roles to bring these in line with similar roles within the Planning Team which were amended to career grade posts (6-7 and 8-9) in 2019. This will enable career progression, subject to meeting relevant criteria, which will assist with the retention of current staff who have significant skills in areas such as S106 planning obligations, viability, valuation, financial modelling and development research, who have been in post since 2018. This will also support future recruitment to these specialist roles and will help to attract candidates with relevant experience and expertise.

2. Consultation

The proposals have been discussed with current post holders who are supportive of the intended approach.

This proposal is to re-evaluate [a] post[s] 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	N/A	
Permanent posts to be (deleted)	N/A	
Fixed-term posts to be created	N/A	

Fixed-terms posts to be (deleted)	N/A	
Net total of posts created / (deleted)		
Permanent posts to be regraded	3	Amend existing posts to career grade roles to support recruitment and retention of staff
Fixed-terms posts to be regraded	N/A	

4. Financial comments

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

Cost centre **G0310** Cost object **GP.0310.02.01**
(if different):

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

Is the post full or part time?

Full time

Is the post permanent or temporary?

Permanent

What is expected start date?

N/A

Expected end date?

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

- 4.1 No immediate costs or savings will arise from this change, as the cost of the post will be dependent on the post-holder and their skills and experience. The table below now illustrates the salary range for the career grade posts. No additional budget will be provided in 2021-22 with any increased salary costs being covered by Development Management Viability fee income.

	Current Grade	Current Cost (as budgeted)	Proposed Grade	Proposed Cost
Development Viability Advisor	14	£ 108,000 - 117,000	11-14	£ 73,000 - 117,000
Senior Planner - Viability	8	£ 54,000 - 61,000	8-9	£ 54,000 - 65,000
Research and Monitoring Officer	6	£ 43,000 - 47,000	6-7	£ 43,000 - 55,000

5. Legal comments

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

6. Equalities considerations

The proposals will not have any negative equalities impacts. By amending the posts to career grade roles, they will be available to and are likely to attract larger pool of suitable candidates including those from groups with protected characteristics under the Equalities Act 2010. The proposals will support career progression for the post holders, retention of staff and recruitment. Both the Senior Planner and Research and Monitoring Officer roles are held by BAME staff and so the proposal is in line with and will support the GLA’s commitment to diversity and inclusion.

7. Appendices

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

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

8. Approval

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

Appendix A

Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	14	11-14	003270	N/A	N/A	Regrade
<i>Post B</i>	8	8-9	003711	N/A	N/A	Regrade
<i>Post C</i>	6	6-7	003272	N/A	N/A	Regrade

Appendix B

Structure chart showing reporting lines and post reference numbers

Request for Head of Paid Service Decision CO-268

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:

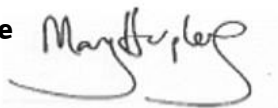
Approves a five-month extension to the following fixed term post in the Mayor's Office:

- *G8 Senior Stakeholder Relations Officer post 004445*

Head of Paid Service

The above proposal has my approval.

Signature



Date 27/04/2021

1. Staffing proposals

CO165 created a 6-month fixed-term Senior Stakeholder Relations Officer Covid-19 (CV-19) Response/Recovery post in the Mayor's Office to provide high level stakeholder support to the Strategic Co-ordination Group (SCG) to ensure there was a clear line of communication both between the SCG and the Mayor's office and between the wider GLA and major stakeholders. The SCG is stood up when there is a major incident/situation requiring a co-ordinated response from London government and it was stood up in March 2020 and is still active. This fixed-term post also supports the relationships between the Mayor's office and major political stakeholders. It is now proposed to extend this post by a further 5 months to ensure that the support to the SCG continues as London emerges from lockdown into recovery. The fixed-term post will be reviewed in September 2021.

Key duties of the post are: supporting the work of the SCG, liaising and supporting the DM Fire & Resilience, leading on proactive engagement with national and local political government stakeholders, managing the existing political correspondence team, and leading on producing a proactive political engagement plan. The SCG will continue to reimburse the GLA in full for this post.

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 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		
Permanent posts to be (deleted)		
Fixed-term posts to be extended	1	<i>G8 Senior Stakeholder Relations Officer post 004445</i>
Fixed-terms posts to be (deleted)		
Net total of posts extended deleted	1	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

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

Cost centre Cost object - Mayoral Support team
(if different):

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

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date?

Expected end date?

- 4.2 This CO form requests for an extension of 5 months to a fixed term post in the Mayor's Office: Senior Stakeholder Relations Officer post 004445. The post is a grade 8 and will cost approximately £22,000 for 5 months at grade 8 second spinal point including on costs. This post is seconded to the Strategic Co-ordination Group (in response to Covid 19 pandemic) and is reimbursed in from that organisation.
- 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 extend a temporary post as set out above. Paragraph 2 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.4 above in a six-monthly report.
- 5.6 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years’ service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.7 The HoPS has the power to make this decision.

6. Equalities considerations

The post was recruited in accordance with GLA’s Resourcing Policies and Procedures.

7. Appendices

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

Appendix B: Job Description

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director David Bellamy has reviewed and commented on this proposal.	✓
Assistant Director _____ has reviewed and commented on this proposal.	N/A
HR & OD Lead Officer Laura Heywood 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 17 May 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>	8	004445	21 April 2021	20 Sept 2021	extension to fixed term post

Appendix B

Job Description

Job title: Senior Stakeholder Relations Officer

Grade: 8

Directorate: Mayor's Office

Job Purpose

- To support the Senior Adviser to the Mayor, Stakeholder Relations and to provide high level support to the Strategic Coordinating Group. Significant liaison with and support for DM Fire & Resilience. Leading on proactive engagement with national and local political government stakeholders, manage the existing political correspondence team, and lead on producing a proactive political engagement plan.

Principal accountabilities

1. Significant liaison with the COVID-19 Strategic Coordinating Group and Communications Cell and acting as a liaison point for DM Fire & Resilience and GLA senior staff.
2. Produce information for all London politicians, setting up regular group interaction, building on those already in place, and a rolling programme of individual interaction with London politicians.
3. Proactively engage with councillors, MPs and AMs on ongoing and future work of the SCG
4. Influence GLA Senior Managers across the policy teams, and wider GLA family, to maintain effective and proactive relationships with key stakeholders.
5. 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.
6. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job.

Accountable to: Senior Advisor to the Mayor, Stakeholder Relations

Accountable for: Resources allocated to the job

Principal contacts: Mayoral Advisers, Mayoral Directors, SCG Communications Cell, Staff and Managers of the GLA family, and external stakeholders

Person specification

1. Technical requirements/experience/qualifications

- Pre-existing and well-developed high-level relationships with London politicians
- Excellent professional drafting ability
- Knowledge and understanding of the London stakeholder environment
- An in-depth knowledge of the portfolio of the Senior Advisor to the Mayor, Stakeholder Relations
- Experience of working in a complex politicised environment

2. Behavioural competencies

BUILDING AND MANAGING RELATIONSHIPS

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

Level 3 indicators of effective performance

- Actively engages partners and encourages others to build relationships that support GLA objectives
- 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

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

COMMUNICATING AND INFLUENCING

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

Level 2 indicators of effective performance

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

STRATEGIC THINKING

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

Level 2 indicators of effective performance

- Works with a view to the future, prioritising own and others' work in line with GLA objectives
- Briefs and prepares team to accomplish goals and objectives
- Communicates the GLA's strategic priorities in a compelling and convincing manner, encouraging buy-in
- Balances own team's needs with wider organisational needs
- Identifies synergies between team priorities and other relevant agendas

PLANNING AND ORGANISING

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

Level 2 indicators of effective performance

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

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

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-272

Directorate	CO number	Job Title	Post number	Post start date	Existing post end date	New post start 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.
External Relations	272	Creative Artworker/ Midweight Designer Grade 5	3217	21 November 2016	Permanent post	n/a	6	Michelle Jones	Creative Team	Yes	Regrade	Regrade of 1 post to bring all designers within the team to the same grade

Request for Head of Paid Service Decision CO-272

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

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

Decision Required

That the Head of Paid Service:

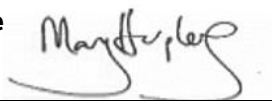
Approves the re-evaluation of the existing permanent 'Creative Artworker/Mid-weight Designer' Grade 5 post to a Grade 6 post with a revised job description and new job title of 'Designer'. This would bring all designers within the team (in total 4 designers) to the same grade and level commensurate with their work.

There is no net change in staffing numbers.

Head of Paid Service

The above proposal has my approval.

Signature



Date 27/04/2021

1. Staffing proposals

In November 2016, a Creative Artworker/Midweight Designer (Grade 5, STAF 692) post was created on a fixed term basis. The post was required to help manage the number of assets required across marketing campaigns, reports, social media and the website - there were upward of 300+ assets in train and assistance was needed to create all the different adaptations i.e., adapting existing artwork for a variety of different media channels from posters and leaflets to social media animation required for campaigns after master artwork is completed and trafficking them to the appropriate outlets. The team member in this post was also expected to take on administrative duties.

The post was made permanent in May 2017.

Since the original establishment of this post the volume of work which the team has undertaken has increased significantly. Working much more closely with the Mayor's Office has resulted in a much more focussed approach to our work which has led to more integrated, multi-channel campaigns and more engaging creative assets driven, at least in part, by the increasingly digital creative landscape.

The pace of change has increased, and timeframes associated with delivery have tightened meaning the team has needed to become more agile and responsive – but without compromising quality.

Over this time, the post holder has demonstrated that they are operating far in excess of their capacity as a Creative Artworker/Midweight Designer at grade 5. They are operating at the same level as other grade 6 designers within the team and have been doing this for some considerable time. In addition to art working, they have been the design lead on many projects including digital briefs, liaising directly with policy teams and Marketing team leads throughout the duration of a project, providing schedules, researching ideas, presenting concepts, developing creative, seeing the entire project through from initial design ideas to finished printed/digital assets.

The post holder has also been the design lead for 'highlight' and 'hero' campaigns. These types of campaign attract a higher level of scrutiny from the Mayor's office as they focus on core mayoral priorities and are aimed at a pan-London audience and are expected to achieve high public recall. They are usually more in-depth and span many months. Assets for these types of campaigns are produced on a rolling basis.

Recent projects they have been the design lead on include:

- London Together 2020 – included different strands – an overarching message to unify Londoners as well as supporting Londoners during lockdown including ways to help.
- Health Guidance - an ongoing and changeable hero campaign - the main Mayoral priority campaign during late 2020 / early 2021. Providing advice and guidance to ensure Londoners follow COVID-19 health guidance.
- New Year's Eve 2018 and 2019 – to promote it as a ticketed event

We are currently trialling a new approach to 'hero' campaigns – co-leads from different teams work closely together to help shape and develop the direction the work may take, and the post holder is the first designer to lead on a campaign in this way.

The post holder was also the first team member to put together a written photography brief which outlines photography requirements on a shoot, it includes location/s, props needed, shot list, responsibilities on the day, styling, composition required, and this has been adapted into a template that all the team now use.

The post holder is a valuable and highly skilled member of the team. Since joining the team, the ideas they have presented have gone from strength to strength. From annual appraisals it is clear there is ambition and a keenness to progress. We have given them co-management of an apprentice who joined the team in March 2020 to help support this. They regularly receive a lot of praise, the standard of work produced is high and other team members are impressed with their software knowledge and skills.

The post holder has been receiving an honorarium for the past 12 months and was operating at this level prior to this and it is hoped that they will be placed at the mid spine point for grade 6 in line with other designers within the team.

For the reasons set out above therefore, we would like the job description and job title changed and are therefore seeking approval to re-evaluate the Creative Artworker post so it becomes a grade 6 Designer post in line with other designers within the team. It is hoped that this change could be made as soon as possible. Budget for this post has already been assigned.

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 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.

The postholder has been consulted on the proposed changes and is supportive.

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	Creative Artworker grade 5 post to be re-evaluated to grade 6 Designer post
Fixed-terms posts to be regraded		

4. Financial comments

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

Cost centre Cost object (if different):

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

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date? Expected end date?

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

- 4.1 This CO form is to regrade the grade 5 Creative Artworker/Mid-weight designer post (post number 3217) to become a grade 6 Designer. The difference between the grade 5 (£43,000 per annum) and the new grade 6 post (£44,000 per annum at 2021-22 salary budget, mid point spinal point and including on costs) is a net increase of £1,000 which will be funded from the External Relations existing Branding/creative unit's budget.
- 4.2 The posts remain in the Creative team within the External Relations Unit in the Strategy and Communications Directorate.

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

6. Equalities considerations

There are no equalities considerations associated with this proposal. The original appointment of the Grade 5 Creative Artworker post was recruited in accordance with Human Resources Recruitment and Selection policy.

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: Current Job Description

Appendix D: Proposed revised Job Description

8. Approval

	Tick to indicate approval ✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Emma Strain</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Click and insert name</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

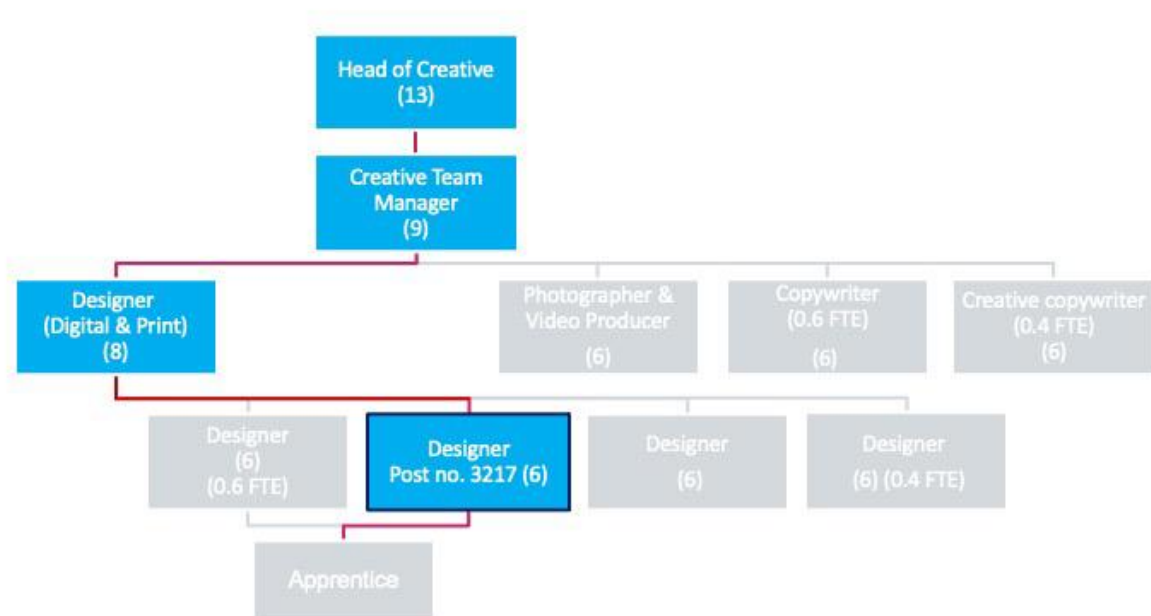
Details of all affected posts

Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / re-evaluation
<i>Creative Artwork/Mid-weight Designer</i>	5	6	GLA 3217	n/a	deleted/a	Re-evaluation and change of job title

Appendix B

Structure chart showing reporting lines and post reference numbers

CREATIVE TEAM



Reporting line of post

- Postholder is currently on an honorarium to grade 6

Appendix C

Current job description

Job Description

Job title:	Creative Artworker/Mid-weight Designer		
Grade:	5	Post number:	GLA3217
Directorate:	External Affairs		
Unit:	External Relations		

Job purpose

- Support the Creative team in the delivery of all aspects of marketing, digital and creative strategy.
- To provide an artworking service taking concepts through to final high-quality artwork across a variety of formats, both digital and print.
- To champion the Mayor of London brand across the organisation and assist with on-going development of the brand.

Principal accountabilities

1. Assist in the production process of adapting creative concepts for large and small campaign projects. Create final assets that work across multi channels including providing mock-ups of visuals, retouching images, exhibition boards, leaflets, adverts, large format print, animated and static digital display banners and adverts for social media and the London.gov.uk website.
2. Liaise with suppliers, providing or working from detailed specifications, also with in-house clients to develop good working relationships.
3. Monitor the use of the Mayor of London logo and adherence to our brand guidelines, proof and copy checking where appropriate.
4. Offer advice and guidance to the wider teams, external agencies and internal stakeholders on cost-effective production solutions.
5. Support the development of our in-house photographic and video services including a photo library so that the wider organisation can access high-quality imagery for use across digital /social media channels and publications. Ensure compliance with all applicable licensing and copyright agreements.
6. Contribute to the development of the Creative Services team's programme of work and also the wider team, ensuring deadlines are met and jobs are within budget.
7. Provide regular ad hoc administrative duties to support the team ensuring clear audit trails and quality assurance for all jobs.
8. Manage resources allocated to the job in accordance with the Authority's policies and Code of Ethic and Standards.
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.

Key contacts

Accountable to: Designer

Accountable for: Resources allocated to the job

Principal contacts: Assistant Director External Relations; Senior Manager, Marketing, Creative and Digital; Web Team; Marketing team; Managers across the authority, functional bodies, external suppliers.

Person specification

Technical requirements/experience/qualifications

1. At least 3 year experience developing and delivering creative artwork across print and digital platforms.
2. Experience of working in a studio – agency or in-house
3. Fluency in Adobe Indesign, Illustrator, Photoshop, Acrobat
4. Knowledge of Flash, Fireworks or Edge Animate
5. Knowledge of MS Office, PowerPoint, Word, Excel
6. Understanding of media requirements – e.g. online adverts, video, animation
7. Knowledge of HTML 5 would be advantageous but not essential

Behavioural competencies

Planning and Organising

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

Level 1 indicators of effective performance

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

Responding to Pressure and Change

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

Level 1 indicators of effective performance

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

Organisational Awareness

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

Level 1 indicators of effective performance

- Understands the structure and statutory responsibilities of the GLA
- Understands how own role and work contributes to team and organisational objectives
- Understands the role of the GLA, the Mayor and the Assembly in relation to Londoners

- Is sensitive to the culture and political context of the GLA and uses it to work effectively
- Treats GLA information as sensitive and confidential

Communicating and Influencing

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

Level 1 indicators of effective performance

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

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

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

Problem Solving

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

Level 1 indicators of effective performance

- Breaks down work issues, seeking further information if necessary
- Provides workable solutions to solve immediate work problems
- Makes suggestions and implements improvements to personal work processes
- Actively supports new initiatives and tries different ways of doing things
- Learns from others' experiences

Appendix D

Proposed revised job description

Job Description

Job title: Designer

Grade: 6 **Post number:** GLAXXXX

Directorate: Strategy and Communications

Unit: External Relations

Job purpose

- To promote the work of the Mayor of London and London Assembly brands by creating original, high quality, creative concepts in response to briefs, that conform to the Mayor of London brand guidelines.
- To generate high quality concepts for targeted campaigns that work across social media only as well as digital and print, that focus on specific messages and are advertised Londonwide.
- To help improve the design of digital services in order to better engage users and promote a deeper understanding of the roles of the Mayor and Assembly

Principal accountabilities

1. Work with the marketing team to produce creative concepts and high quality finished artwork for integrated campaigns that work across a mix of channels – including multiple social media platforms, as well as other digital and print media.
2. Work with the digital team to develop and create wireframes and designs for new content, using user-centred design principles that are accessible and work across a responsive site, ensuring visual integrity is maintained.
3. Manage entire production process, from specification to delivery, with full commitment to, and completion of, the organisation's procedures. Working with suppliers including agencies, developers, printers, freelancers etc where necessary, also where appropriate providing print specifications. Ensuring deadlines are met and jobs are within budget.
4. Monitor use of the Mayor of London logo and enforcement of our brand guidelines. Where appropriate proof check.
5. Offer advice and guidance to other teams when working with external agencies and internal stakeholders on cost-effective digital and print production solutions.
6. Support development of our in-house image library so that the wider organisation can access high-quality imagery for use across digital /social media channels and publications. Ensure compliance with all applicable licensing and copyright agreements.
7. Contribute to the development of the Creative Services team programme and the work of the Marketing team.
8. Provide administrative support so that there are clear audit trails and quality assurance for all jobs.
9. Manage resources allocated to the job in accordance with the Authority's policies and Code of Ethic and Standards.
10. Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and promoting the diverse needs and aspirations of London's communities.
11. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams.

Key contacts

Accountable to: Senior Designer and Creative Services Manager

Accountable for: Resources allocated to the job

Principal contacts: Assistant Director External Relations; Head of Creative; Digital Team; Marketing team; Managers across the authority, functional bodies, external suppliers.

Person specification

Technical requirements/experience/qualifications

1. Substantial experience developing and delivering creative artwork for digital and print
2. Experience and understanding of designing for social media platforms, and various audiences
3. Knowledge and experience of creating wireframes, user interfaces, using user centred principles across responsive sites
4. Fluency in Adobe CC Indesign, Illustrator, Photoshop and Acrobat
5. Experience of Adobe After Effects
6. At least 5 years' experience of working in a studio, agency or in-house
7. Knowledge of Microsoft Office, PowerPoint, Word and Excel
8. Experience and understanding of different media requirements – e.g. social media, online adverts, video, animation, web accessibility

Behavioural competencies

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

- Priorities 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 stakeholder 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 deliverable can be met

Responding to Pressure and Change

...is being flexible and adapting positively, to sustain performance when the situation changes, workload increase, 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 other to engage in change initiatives
- Manages team's well being supporting them to cope with pressure and change

Organisational Awareness

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

Level 2 indicators of effective performance

- Challenges unethical behaviour
- Uses understanding of the GLA's complex partnership arrangements to deliver effectively

- Recognises how political changes and sensitivities impact on own and team's work
- Is aware of the changing needs of Londoners, anticipating resulting changes for work agendas
- Follows the GLA's position in the media and understands how it impact on work

Communicating and Influencing

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

Level 2 indicators of effective performance

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

Stakeholder Focus

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

Level 2 indicators of effective performance

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

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.

Request for Head of Paid Service Decision CO274

PLEASE COMPLETE THE TABLE BELOW AND THEN DRAFT THE DETAIL OF THE FOLLOWING PAGES OF THE CO FORM. (Highlighted text below is an example only)

Directorate	CO umber	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	CO274	Senior Project Officer	002815	03/12/14	31/12/21	unchanged	7 with acting up allowance in place to 8	Sally Dagli	Economic and Business Policy	Yes, externally funded	Existing	Roles have evolved as the programme has expanded with additional sponsorship. Acting up payments have been in place since July 2018. Request is to officially regrade these roles to reflect continued and increasing responsibilities.
Good Growth	CO274	Senior Project Officer	003550	25/10/16	31/12/21	unchanged	7 with acting up allowance in place to 8	Sally Dagli	Economic and Business Policy	Yes, externally funded	Existing	

Request for Head of Paid Service Decision C0274

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

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

Decision Required

That the Head of Paid Service:

Approves the re-evaluation of 2 fixed-term Senior Project Officer posts (which support the delivery of the Mayor's Entrepreneur competition) within the Regeneration and Economic Development team from grade 7 (with an acting up allowance to grade 8) to grade 8. .

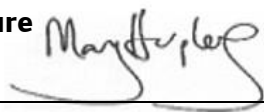
These 2 posts are fully-funded including the existing acting up allowance and so if the re-evaluation results in a regrade, this will be covered by sponsorship received from Citi Foundation for the delivery of the Mayor's Entrepreneur competition.

<i>Job title</i>	<i>Current Grade</i>	<i>Proposed New Grade</i>
<i>Senior Project Officer</i>	<i>7 with acting up allowance in place</i>	<i>8</i>
<i>Senior Project Officer</i>	<i>7 with acting up allowance in place</i>	<i>8</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 27/05/2021

1. Staffing proposals

Post re-evaluation requested

Approval is sought to re-evaluate two temporary Grade 7 posts with responsibility for delivering the 2021 round of the Mayor's Entrepreneur programme. These posts are currently (and have been since July 2018) in receipt of an acting up allowance to Grade 8. They will continue to support and report to the current Grade 10 Senior Project Officer post managing this programme.

Funding details

MD2701 covers that the Mayor's Fund for London has secured \$400,000 (circa £311,506 at the current exchange rate) sponsorship to support delivery of the Mayor's Entrepreneur programme for one year. The income to the GLA will be US\$315,200 (circa £246,406.25 at the current exchange rate). The funding will be used towards workshops, mentoring, marketing, salaries of 2 Senior Project Officers employed by the GLA including the acting up allowance/regrading cost (if the proposal to re-evaluate results in a regrade), and £100,000 prize money.

Background to posts

Since its inception in 2012 the programme has grown substantially, engaging with more students and staff than ever before. In 2020, applications were received from 39 London institutions.

The post holders are the key liaisons for university/college staff and students, working with them to include the Mayor's Entrepreneur competition in core and extra-curricular activities; assist winners of the competition and to monitor and report on overall programme performance. The post holders arrange and run online workshops in employability and entrepreneurship skills, semi-finals, and the final awards event. The post holders work with the students and staff across London universities; manage all 36 student interns; create more awareness of the competition and encourage students to attend the free employability workshops that are offered over the course of the project. The post holders will also engage with students through social media and other online tools. This will be done by developing a detailed communications strategy that links with the work that other teams in the unit are doing. This will include working with the interns and past winners to develop content for the website and social media. They also coordinate a mentoring scheme for past finalists and applicants which this year has 38 students taking part.

In 2014 a request for a temporary 8-month staff post (STAF524 - Project Support Officer) to undertake this activity was approved outside of the normal budget prioritisation process which was then extended in 2015 (STAF524a) when sponsorship for the next 2 years was secured. In 2017 a new post was created (STAF844 - Senior Policy Officer) and the original post was extended (HOPs 257). In 2019 the 2 posts were extended again for a further year once sponsorship for the 2019-20 programme had been secured (CO87). In September 2020 a 3-month extension to the posts was approved (CO200) to cover the delay to the 2020 competition caused by COVID-19. The posts were then extended for a further year once the new sponsorship agreement for the 2020/21 competition was secured (CO232).

2. Consultation

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

3. Table of changes

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

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 regraded		
Fixed-terms posts to be re-evaluated	1.8	These 2 fixed-term posts have been in receipt of an acting up allowance since July 2018. The cost of the salaries including the acting up allowances are fully covered by external sponsorship.

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

4. Financial comments

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

Cost centre Cost object
(if different):

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

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date? Expected end date?

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

4.1 This form proposes the re-evaluation of two existing grade 7 Senior Project Officer posts for Economic and Business Policy to two grade 8 Senior Project Officer Economic and Business Policy posts within the Mayor's Entrepreneur programme.

4.2 The two posts are externally funded from the income received in this year's Mayor's Entrepreneur competition (MD2701 \$400,000 circa £311,506). For illustrative purposes and to demonstrate the

differential costs between grades, the estimated regrade (if approved following the re-evaluation process) would amount to £5,000. This calculation is based upon mid-point and associated on-costs.

4.3 It should be noted, however, for the 2021-22 budget process, the GLA are no longer budgeting at the mid-point of the grade rather budgeting will be based on actual spinal point of the post-holder's current grade and in line with GLA policy, a post-holder who goes up a grade is to be budgeted for at the bottom of the scale of the new grade. As such, the increase in costs for this regrade (if approved following the re-evaluation process) is negligible and will be contained within the Regeneration and Economic Developments current salary budget proposed for 2021-22.

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 posts 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

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

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

7. Appendices

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

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 grade - new	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / re-evaluate
<i>Post A</i>	7	8	002815	03.12.14	31.12.21	re-evaluate
<i>Post B</i>	7	8	003550	25.10.16	31.12.21	re-evaluate
<i>Post C</i>						
<i>Etc.</i>						

Request for Head of Paid Service Decision CO-277

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:

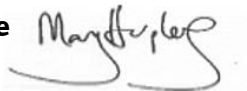
- Approves regrade of the permanent Executive Assistant post in External Relations from grade 6 to grade 7.

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Executive Assistant	6 to 7	Perm

Head of Paid Service

The above proposal has my approval.

Signature



Date 27/04/2021

1. Staffing proposals

A. Details of the proposals.

This CO form requests approval to regrade and rename the vacant grade 6 Executive Personal Assistant post in External Relations. It is proposed that it will become a grade 7 post with the job title of Executive Assistant.

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

Following the Mayor's Office and CMT Support restructure, it was agreed with the Chief Officer that it would not be appropriate for Monitoring Officer support to continue to be provided from the new joint team. This support is currently provided by a grade 7 member of the CMT Support team.

It was agreed that the vacant Executive Personal Assistant grade 6 post would be repurposed to provide support to both the AD External Relations and the Monitoring Officer.

The job description has been reviewed and updated using the Executive Assistant grade 7 post in the new Mayor's Office/CMT support as a basis for the post. It has been agreed with HR that the revised JD does not need to go to the formal job evaluation panel given it is similar to the new recently graded Executive Assistant roles.

The job title of Executive Assistant will also be used for this post.

This post will report jointly to the AD External Relations and the Monitoring Officer – posts which are currently filled by the same postholder.

2. Consultation

This proposal is to regrade 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.

The Chief Officer and Executive Director Strategy & Communications have been consulted on this change. The newly appointed manager of the new CMT/Mayor's Office support team has also been consulted. HR colleagues have been consulted.

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 regraded	1	From grade 6 to grade 7
Fixed-terms posts to be regraded		

4. Financial comments

- 4.1 This CO form is to approve the rename and regrade of the Executive Personal Assistant post (GLA3861) from a grade 6 to grade 7 to Executive Assistant. The re-grade will cost approximately £50,000 annum based on spinal point 1. The post will be funded from the grade 6 post (£44,000) including on costs and £6,000 from Standards non pay budget 2021-22 budgets. Future year costs will be built into future years budget, subject to the Authority annual budget setting process.
- 4.2 The post will sit within the External Relations Unit 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.

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/regrades. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to regrade the post set out above.

5.6 The HoPS has the power to make this decision.

6. Equalities considerations

There are no issues arising as this is the regrade of a vacant post.

7. Appendices

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

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Emma Strain</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal <u>Finance and Legal</u> have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 19 April 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>Executive Personal Assistant</i>	6	3861			Regrade

Request for Head of Paid Service Decision

CO-278– Housing and Land Programme Team Changes

Decision Required

That the Head of Paid Service approves the:

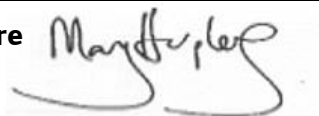
- *deletion of a G9 Analyst Programmer role (GLA 2416) and G7 Programme Support Officer (0.5 FTE GLA2237) to create a G10 Reporting Analyst post within Housing and Land's Programme Team.*
- *renaming and regrading of a current permanent G7 Programme Support Officer post (GLA 2238) - as a fixed term G11 Senior Programme Coordinator post.*

Job title	Grade	
Reporting Analyst	10	Create
Analyst Programmer	9	Delete
Programme Support Officer	7	Delete 0.5 FTE
Senior Programme Co-ordinator	11	Renaming and regrading a vacant role to 31 March 2023

Head of Paid Service

The above proposal has my approval.

Signature



Date 27/04/2021

1. Staffing proposals

A. Details of the proposals, including their justification

Overview of the proposed changes and justification:

The proposal requests (i) the deletion of a G9 Analyst Programmer post (GLA 2416), (ii) the deletion of a G7 Programme Support Officer (0.5 FTE GLA 2237) post, (iii) the creation of a G10 Reporting Analyst post and (iv) the renaming and regrading a further G7 Programme Support Officer post (GLA 2238) which has arisen from a two year secondment agreed for the GLA Ops team to create a fixed term G11 Senior Programme Coordinator post within Housing and Land's Programme Team. The proposed changes reflect a net reduction in the establishment of 0.5 FTE (delete 1.5 FTE and create 1.0 FTE = 0.5 FTE less). The retitling and regrading has no impact on the establishment FTE.

The G10 Reporting Analyst post has been in place since May 2020 on a temporary basis approved through CO157 in April 2020 to address key data analysis and reporting requirements arising from the increased focus on the affordable housing programmes and detailed programme management required to meet the Mayor's target to start to build 116,000 affordable homes by 2023. The impact of Covid 19, establishment of the new AHP 2021-26 programme and plans from MHCLG to increase monitoring from quarterly to monthly in order to secure £4bn funding requires additional resources to carry out data analysis.

The proposal also seeks to create a two-year fixed term G11 Senior Programme Coordinator post by renaming and regrading a G7 Programme Support Officer post (002238). This post is vacant as a result of the substantive post holder being on a long term secondment from Housing and Land to the GLA Ops team in the Technology Group to 31 March 2023. The Senior Programme Coordinator role will be for a fixed term period ending 31 March 2023. The secondment arrangement for the G7 Programme Support Officer post is also ending 31 March 2023 and the post holder would return to the H&L team on 1 April 2023. The requirement for an additional Senior Programme Coordinator post arises from wider changes the Affordable Housing Programmes and implementation of the new AHP 21-26 that will require detailed financial and programme delivery scrutiny. There is also a key requirement to increase oversight of the GLA budgets and expenditure to align with greater accuracy and monitoring of funds across H&L programmes both internally and with MHCLG.

Other points to note:

- 1) Current: The team currently has a G7 vacancy following the post holder's move to another team. This post (GLA 2237) is a permanent position at 0.5 FTE.
- 2) Current: The team also has another G7 vacancy following the substantive post holder's secondment to the GLA Ops team. The secondment arrangement has already been in place for one year and is now to be extended for a further two years to 31 March 2023.
- 3) Proposal: This proposal is to use the vacancies arising from these two posts to support the creation of a G10 Reporting Analyst post and a fixed term G11 Senior Programme Co-ordinator post to 31 March 2023. The Job Descriptions for both these posts already exist and have been fully evaluated.
- 4) Proposal: There are three G11 Senior Programme Co-ordinator posts in the team and this proposal requests the creation of a G11 Senior Programme Co-Ordinator post for a fixed term to March 2023. The workload for the team has increased significantly over the past 18 months in line with increased external funding for new programmes such as the Land Funds and new AHP 21-26 programmes, alongside increases to budget monitoring and the volume of transactions

arising from new projects and programmes. The new post will focus on supporting the G13 Head of Programme Management to provide detailed analysis of the budgets, expenditure and transactions across the GLA programmes to internal and external stakeholders, including MHCLG.

- 5) Proposal: A fixed term G10 Reporting Analyst post has already been in place in the team since May 2020 to May 2021 and was approved under CO157 in April 2020. The post was funded via an existing G9 Analyst Programmer post within the team plus funding from a G7 vacancy. The current post holder was recruited under a competitive recruitment process.
- 6) Proposal: The proposed changes do not impact on wider GLA budgets and will be funded from GLAP, RCGF and RTB interest receipts. There is net zero impact on funding as a result of these proposals, see finance comments.
- 7) Justification: The work of the programme team has changed significantly over the past 18 months, with much more focus on programme monitoring and reporting, programme management and scrutiny arising from the increase in projects and significant impact of Covid 19. The directorate is mid-way in the current housing settlement period and the focus between now and 2023 will be on increasing delivery of the schemes that are allocated against the Mayor's target to achieve 116,000 affordable homes to March 2023. Alongside this, the new AHP 21-26 programme has an increased set of reporting requirement to MHCLG plus specific project level checks to ensure that all the parameters of funding are met. To support the wider directorate and housing teams in the sector to manage their projects and deliver against the Mayor's target there is an increased need within the programme team for more senior level and specialist support. To provide this support, the proposals set out in this paper are to increase the team's capacity at a more senior level from G7/G9 to G10 and G11. These proposals will enable the team to support H&L Area teams to manage their portfolios and risk assess delivery and ensure the requirements for programme monitoring to MCHLG and budget management to corporate teams are met.

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

The programme team holds formal meetings with project managers every two weeks alongside ongoing Peer Reviews held monthly. These meetings have highlighted that projects managers and housing providers in the sector need to have more frequent access to reports showing details of the programme and project risks associated with delivery. During the past year, significant gaps in the programme team's staffing capacity to meet these requirements been highlighted. Additional responsibilities undertaken within the team's reporting analyst role have enabled to team to avoid immediate high risk issues however there is a need for much more in-depth support for Area Teams. Alongside this the volume of queries from the Assembly, MHCLG and press in relation to the Mayor's programmes has increased and to date, some of these queries have not been responded to at the level of detail that provides assurance that the Mayor's programmes are managed in line with robust governance processes. This proposal seeks to increase the senior level capacity in the team without increasing a call on wider GLA resources to enable more immediate programme risks and issues to be addressed. These proposals have been reviewed across the teams and with the Interim Executive Director of H&L, who is fully aware of the current gaps in the team's ability to offer increased support to the directorate. The Director is fully supportive of these proposals.

2. Consultation

There has been a consultation discussion with officers impacted by the above proposals and they are supportive of these changes to ensure the team can meet the increasing volume of work to be undertaken in the programme team. The proposals have also been discussed with the Executive Director of H&L who is supportive of the changes, subject to wide corporate approval.

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	G10 Reporting Analyst
Permanent posts to be (deleted)	2	G9 Analyst Programmer (002416) and Programme Support Officer x 0.5fte (002237)
Fixed-term posts to be created	1	Post created for two years to March 2023 by <i>renaming and regrading a further G7 Programme Support Officer post (GLA 2238)</i>
Fixed-terms posts to be (deleted)	0	
Net total of posts created / (deleted)	0	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

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

Cost centre GH.0940.001 Cost object (if different):

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

The posts support GLAP and Affordable Housing programmes, therefore will be externally funded through a combination of interest from Recycled Capital Grant Funds, interest from Right to Buy receipts and GLA Land and Property recharges.

Is the post full or part time? Full Time

Is the post permanent or temporary? The Senior Programme Co-ordinator post is a temporary fixed term post ending 31 March 2023 and the Reporting Analyst post is permanent.

What is expected start date? June 2021 Expected end date? 31 March 2023

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

Team: Programme
WBS Code: GH.0940.001

All pay costs are costed using the actual spinal point of the post holder. If the post is vacant the lowest spinal point is used.

Current Budget:

Post No.	FTE	Job Title	Post Grade	Spinal point	2021/22	2021/22
					Salary £ (*rounding to nearest £1,000)	Total Cost (Salary plus on-costs) £
2238	1	Programme Support Officer	7	31	41,000*	50,000
2237	0.5	Programme Support Officer	7	31	21,000*	25,000
2416	1	Analyst / Programmer	9	48	57,000	71,000
Total	2.5				119,000	146,000

Proposed Budget:

Post No.	FTE	Job Title	Post Grade	Spinal point	2021/22	2021/22
					Salary £	Total Cost (Salary plus on-costs) £
2238	0	Programme Support Officer (on secondment - budget used for Senior Programme Co-ordinator post below)	7	31	0	0
2237	0	Programme Support Officer (deleted post – part of this budget used for Reporting Analyst role below)	7	31	0	0
2416	0	Analyst / Programmer. (deleted post – budget used for new Reporting Analyst post below)	9	48	0	0
TBC	1	Senior Programme Co-ordinator (new fixed-term post – funded from post 2238 and part 2237)	11	51	59,000	73,000
TBC	1	Reporting Analyst (new permanent post - funded from post 2416 and part 2237)	10	48	57,000	71,000
Total	2				116,000	144,000

Funding

The proposed changes are within the current budget figure. The changes to posts outlined above can be met from existing salary costs for the programme team which are noted in the tables above. This indicates current budgets of £119,000 against proposed budgets of £116,000, indicating a net position on the new proposals of £3,000 below budget. With the inclusion of on-costs the current budget is £147,000 and proposed changes are £144,000. These posts are externally funded through a combination of interest from Recycled Capital Grant Funds, interest from Right to Buy receipts and GLA Land and Property recharges.

4.1 HOPS approval is being sought for the following:

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

This proposal requests *the deletion of a G9 Analyst Programmer role and G7 Programme Support Officer and the creation of a permanent G10 Reporting Analyst post and a fixed term Senior Programme Co-ordinator role until May 2023. The latter will also be part funded from the savings made from the G7 Programme Support Officer post being vacant due to the substantive post holder being on secondment to the GLA Ops team until May 2023.*

The G10 Reporting Analyst post has been in place for a fixed term period until May 2023 and was approved via CO in April 2020. The post went through an internal recruitment process following HR guidance on how to ensure the post is available fairly to staff who have the skills and expertise to carry out the requirements for the post. The fixed term Senior Programme Co-ordinator post will be advertised for recruitment.

7. Appendices

See further below.

8. Approval

	<i>Tick to indicate approval</i>
	✓
Interim Executive Director Rickardo Hyatt has reviewed and commented on this proposal.	✓
Assistant Director Rickardo Hyatt has reviewed and commented on this proposal.	✓
HR & OD Lead Officer Dawn James has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓ Finance Suzanne Somers ✓ Legal Kate Phelps
Corporate Management Team (CMT) This proposal was considered by CMT on 19 April 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>Reporting Analyst</i>	G10				create.
<i>Programme Support Officer Post</i>	G7	GLA 2237			delete
<i>Analyst Programmer</i>	G9	GLA 2416			delete
<i>Senior Programme Coordinator</i>	G11		May 2021	March 2023	Create

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

Chart 1: Current substantive team structure – programme team.

1) Programme Team - substantive

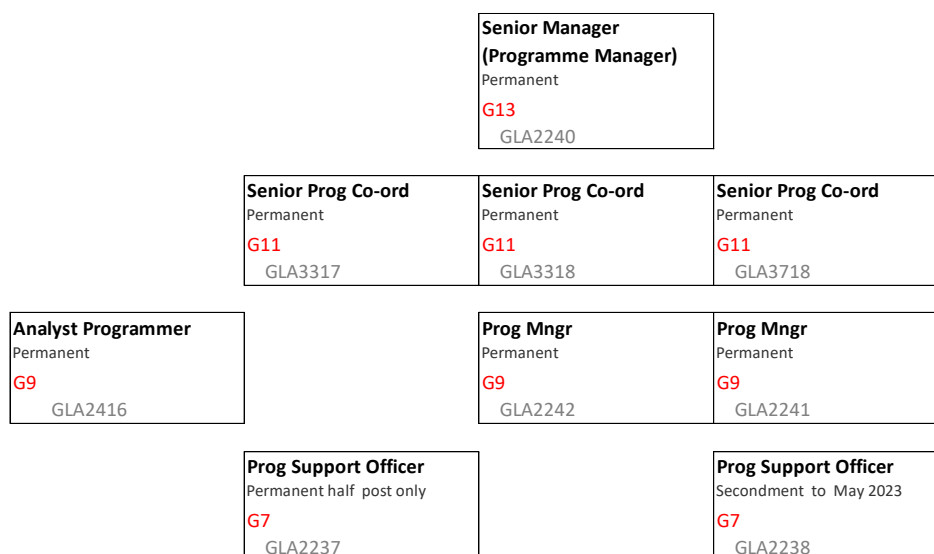
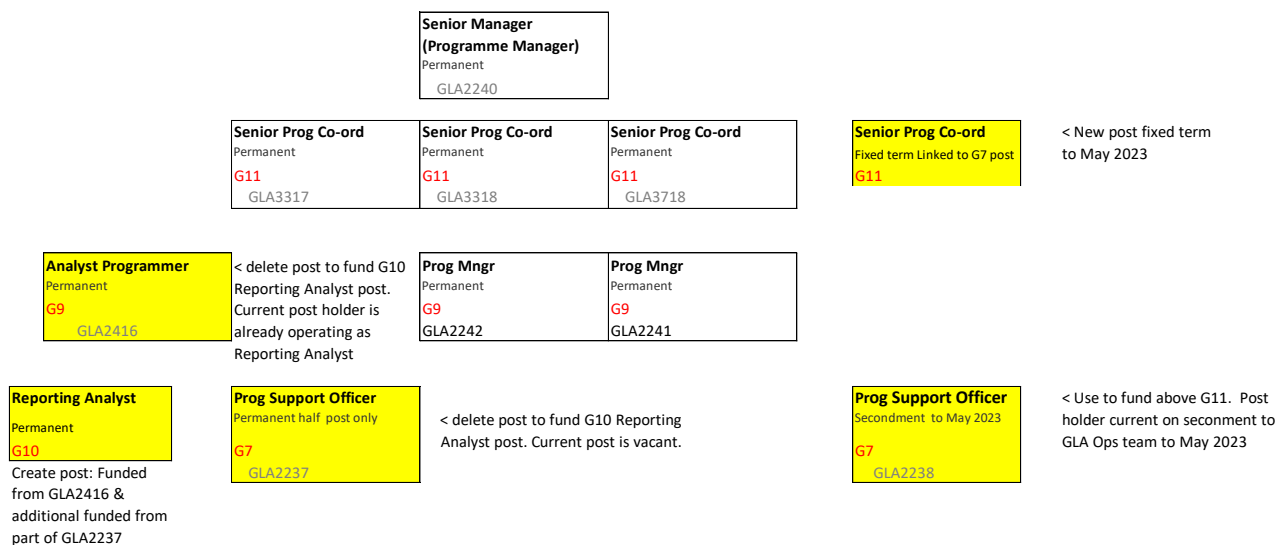


Chart 2: Proposed team structure – programme team.

2) Proposal Programme Team - March 2021



Request for Head of Paid Service Decision CO-281

Request for Head of Paid Service Decision CO-281

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 two existing permanent posts, 'LSAT Operations Manager' Grade 11 post and a 'Situation Centre Duty Officer' Grade 8 post.

<i>Job title</i>	<i>Grade</i>
<i>LSAT Operations Manager</i>	<i>11</i>
<i>Situation Centre Duty Officer</i>	<i>8</i>

- Approves the creation of two permanent posts, 'LSAT Manager – Operations and Incident Response' Grade 10 post and 'LSAT Manager – Intelligence and Analysis post' Grade 10 post.

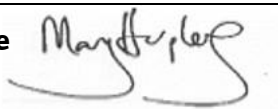
<i>Job title</i>	<i>Grade</i>
<i>LSAT Manager – Operations and Incident Response</i>	<i>10</i>
<i>LSAT Manager – Intelligence and Analysis</i>	<i>10</i>

There is no net change in staffing numbers to the London Situational Awareness Team (LSAT).

Head of Paid Service

The above proposal has my approval.

Signature



Date 27/04/21

1. Staffing proposals

- 1.1 The London Situational Awareness team (LSAT) is, in summary, responsible for providing the GLA's "first alert" capability by providing a 24 hour a day 365 days a year active monitoring of the capital. LSAT monitor, analyse and inform on disruptive incidents that affect London and the lives of Londoners.
- 1.2 LSAT went live in July 2019. This was the first team of its kind in regional/local government in the UK. Following the first 18 months of operating a review of operations was conducted. It was concluded that the shift pattern was having a detrimental effect on staff wellbeing and that due to the rota/shift patterns staff had very little contact with their line manager and had little to no supervision when on shift.
- 1.3 In order to address these issues the team were relocated to TfL's control room at Palestra at the end of 2020 which allowed for a significant change and improvement to the team's work pattern. This proposal now seeks to address the issues around access to management and provide supervision when on shift and dealing with major and sometimes traumatic incidents. These proposals will also increase in the team's incident response capability and a requirement to manage multi-site City Operations Incident and Briefing Rooms as well as maintain the ability to respond to business as usual.
- 1.4 In addition to the deletion and creation of two posts, it is also proposed to change the job title and line management responsibilities for the two permanent Team Leaders. These posts had line management responsibility for the Situation Centre Duty Officers but as the Team Leaders are also on shift it was proving extremely difficult to spend time with direct reports. The proposal is to shift line management responsibility to the two new LSAT Manager posts and to change the Team Leader posts to Situation Centre Senior Duty Officers. These re-designated Senior Duty Officer posts will provide a supervisory function when on shift.
- 1.5 There are currently 10.0 FTE posts within the LSAT structure. Under these proposals the structure would remain at 10.0 FTE posts.
- 1.6 Other proposals have been considered in the course of reviewing the LSAT structure are not proposed on the basis that:
 - It was essential that any changes did not affect the resource available to cover Team's 24/7 shift pattern;
 - That any changes provided greater resilience to the rota to ensure the team could always guarantee cover;
 - It was not feasible to remove the current Team Leader posts out of the rota so that staff would have greater interaction with their line manager;
- 1.7 With GLA now spread over three sites (including LSAT at Palestra) it was essential that any changes are able to respond to incidents and brief senior staff and the Mayoral team across multiple sites as well as provide an enhanced incident response capability. The proposals outlined above address the concerns raised by the operational review and are able to respond to a new way of working.

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 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 Neither of the posts proposed for deletion are currently occupied on a permanent basis.

3. Table of changes

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

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?

Permanent

What is expected start date?

April 2021

Expected end date?

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

- 4.1 This CO form seeks approval to delete 2 existing City Operations post at grade 11 and grade 8 costing approximately £127,000 (at 1st spinal points) and create two new permanent grade 10 posts. The total cost of the new post will be approximately £136,000 per annum at grade 10 first spinal point and including on costs (£68,000 per post per annum). The net increase in staffing budget of £9,000 has been budgeted for in the City Operations 2021-22 budget within the Strategy and Comms 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 Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 The proposals set out in this Chief Officer Form do not fall within the definition of a 'major restructure' contained within the Staffing Protocol so do not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.6 However, paragraph 5.3 of the Staffing Protocol states that *"The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before*

taking a decision on them". Paragraph 2 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.

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

5.8 The HoPS has the power to make this decision.

6. Equalities considerations

6.1 There are no equalities considerations associated with this proposal.

7. Appendices

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

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

8. Approval

	Tick to indicate approval
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director/Head of Service <u>Jon-Paul Graham</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal <u>Finance and Legal</u> have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 19 April 2021	

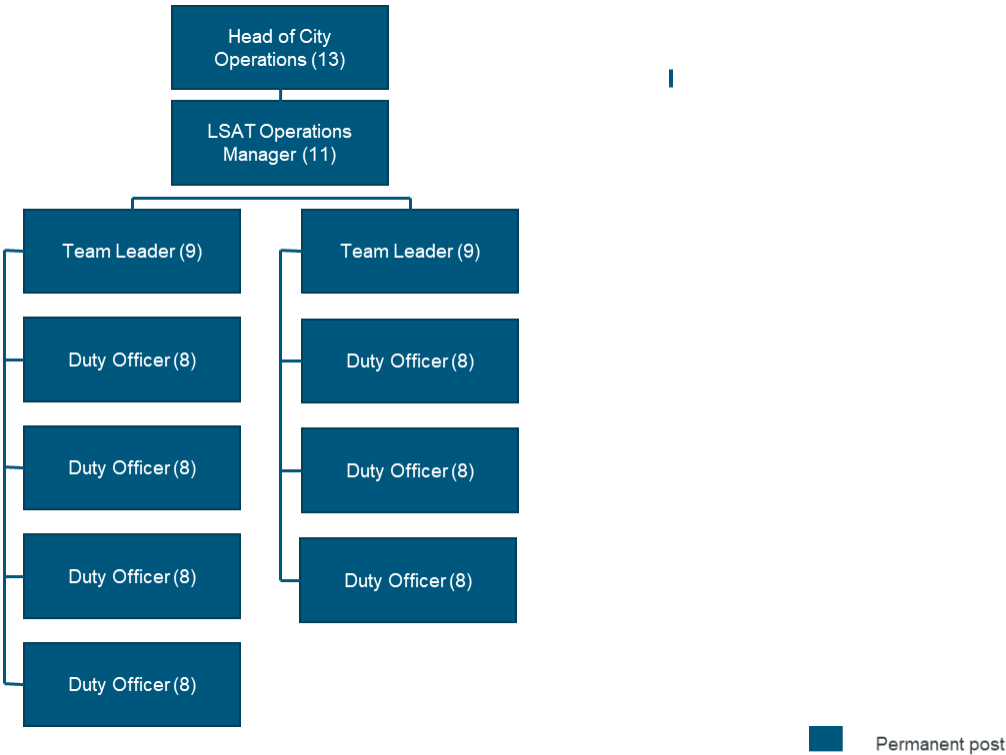
Appendix A

Details of all affected posts

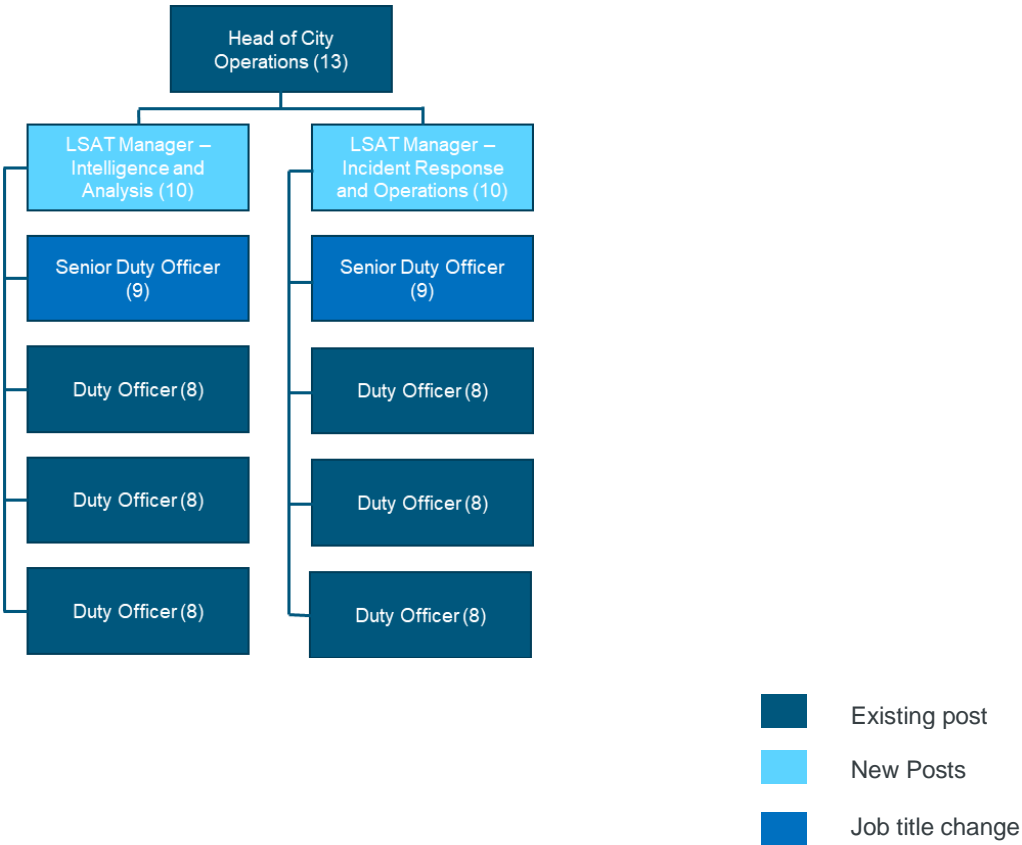
Post title	Post grade - current	Post grade - new	Post reference number	Start date	End date (fixed term/deletions only)	Proposal: creation / deletion / regrade
<i>LSAT Operations Manager</i>	11		GLA4175	09/04/2019		Deletion
<i>Sit Cen Duty Officer</i>	8		GLA4178	09/04/2019		Deletion
<i>LSAT Manager – Operations and Incident Response</i>		10		05/2021		Creation
<i>LSAT Manager – Intelligence and Analysis</i>		10		05/2021		Creation

Appendix B
Structure chart showing reporting lines and post reference numbers

Existing Structure



Proposed Structure



Request for Head of Paid Service Decision CO-282

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:

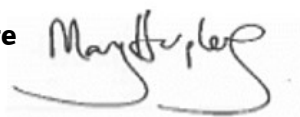
- Approves the creation of 5 GLA fixed-term posts proposed for creation within the 21/22 GLA:Mayor budget.

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
HR Wellbeing Officer – Recovery Programme	8	Up to 12 months
Policy and Projects Officer – WIN Coordinator	8	Up to 12 months
Senior Policy and Projects Officer – WIN Coordinator	9	Up to 12 months
Covid-19 Business Support Programme Manager	12	Up to 12 months
World Cities Forum Manager	12	Up to 12 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 08/06/2021

1. Staffing proposals

A. Details of the proposals.

This CO form requests approval to create 5 fixed term posts, each funded up to 31 March 2022 within the 21/22 GLA:Mayor budget. All posts will therefore be created as fixed term roles for up to 12 months.

Wellbeing Officer – HR – 1FTE

Temporary resource (six months) was created in November 2020 to provide two roles within the HR team to focus on the Wellbeing agenda, which, whilst already an organisational priority, became ever more important due to the impact of the pandemic. These roles have engaged extensively with Unison, the Wellbeing staff network and other key stakeholders in order to implement immediate, tactical interventions to improve the wellbeing of our workforce. They have also designed a longer term Wellbeing strategy for the GLA. This proposal is for the creation of one role to continue this critical work, taking the strategy forward to implementation.

Workforce Integration Network (WIN) Coordination roles – Senior Policy and Projects Officer and Policy and Projects Officer – Communities and Social Policy – 2FTE

The WIN programme is a high profile programme with a key focus on working with London's employers to improve strategies to recruit and retain young black men. The WIN team is currently under-resourced to deliver against the political ambitions and programmatic commitments; two additional posts (both listed here) were funded through the 21/22 budget to create additional capacity to drive the programme forward.

COVID-19 Business Support Programme Manager – Economic Development – 1FTE

This post is proposed for creation to support the programmes of work supporting business to recover from the impact of the pandemic and was set out within the 21/22 budget.

World Cities Forum Programme Manager – Culture and Creative Industries – 1FTE

This post is proposed in order to provide additional programme management capacity to support the delivery of the World Cities Forum, and strengthen the Culture and Creative Industries unit leadership team

2. Consultation

This proposal is to create 5 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	5	All to be created for up to 12 months (ending at 31 March 2022), and spread across three different units
Fixed-terms posts to be (deleted)	-	
Net total of posts created / (deleted)	5	
Permanent posts to be regraded	-	
Fixed-terms posts to be regraded	-	

4. Financial comments

- 4.1 This paper proposes the creation of five fixed term posts, all of which will be funded by the GLA. The cost will be £368k to the GLA.

Grade	Budget £	GLA FTE	Third Party FTE	GLA Cost £000s	Third Party Cost £000s
8	59,000	2	0	118.0	
9	64,000	1	0	64.0	
12	93,000	2	0	186.0	
TOTAL		5	0	368.0	

- 4.2 The funding for these fixed term posts for financial year 2021-22 was established as part of the 2021-22 budget setting process. The cost codes for these posts are as follows:

- Wellbeing Officer in HR - **GF.0730.001**.
- 2 WIN Co-ordination roles in CSP - **GG.0280.002.003.002**
- COVID 19 Business Support Programme Manager in Economic Development – **GE.0302.007**
- WCCF Programme Manager in Culture – **GG.0250.040**

- 4.3 The GLA may become liable for 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.

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 5 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

There are no specific 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>Relevant EDs</u> have reviewed and commented on this proposal.	✓
Assistant Director <u>Relevant ADs</u> have reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Alison Cubbins</u> has reviewed and commented on this proposal.	✓
Finance and Legal <u>Finance and Legal</u> have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT through ECM on 19 April 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>Wellbeing Officer</i>	8	n/a - creation	asap	31 March 2022	Creation
<i>Policy and Projects Officer – WIN Coordinator</i>	8	n/a - creation	asap	31 March 2022	Creation
<i>Senior Policy and Projects Officer – WIN Coordinator</i>	9	n/a - creation	asap	31 March 2022	Creation
<i>Covid-19 Business Support Programme Manager</i>	12	n/a - creation	asap	31 March 2022	Creation
<i>World Cities Forum Manager</i>	12	n/a - creation	asap	31 March 2022	Creation

Request for Head of Paid Service Decision CO-284

Request for Head of Paid Service Decision CO-284

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:

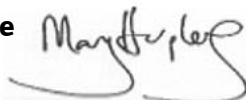
Approves the creation of two new Economist posts (one at Grade 10 and one at G7) in GLA Economics/City Intelligence Unit to support the development of strategic analyses of London's Skills System and Labour market, in support of Adult Education Budget and employment and skills policy delivery.

The proposed posts have been included in the Mayor's Budget under the Skills element of the Helping Londoners into Good Work Mission and would be externally funded (including overheads) by a combination of Skills Advisory Panel (SAP) grant and Adult Education Budget.

Head of Paid Service

The above proposal has my approval.

Signature



Date 10/06/2021

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 proposals include the creation of two additional Economist posts in the GLA Economics team to support strategic analysis of London's skills system and labour market in support of skills, employment and adult education policy delivery.

The posts are part of a broader strengthening and restructuring of analytical support for education and skills analysis which involves GLA Economics and the Skills and Employment Team.

Since its inception in 2018, the core Skills Analysis team in GLA Economics has undertaken much valuable work to support the inception of the devolved Adult Education Budget (AEB) delivery programme and in ensuring that some of the key building blocks of AEB analysis were successfully set-up (from developing our knowledge with the ILR, to starting a series of key statistical releases on AEB delivery, to advising on the impacts of programme development).

Three years on, and under the pressure of increasing expectations from stakeholders, new policy commitments (including to the Skills for Londoners Board) and the new challenges posed by the COVID-19 crisis and its impact on London's skills system and labour market, it became clear that a number of issues in relation to this support had to be addressed, including the need for additional analytical resources for strategic analysis, the need for some additional senior posts and the need to better define management and reporting lines across the Skills and Education team and the GLA Economics team.

To address these issues, the Skills Team and GLA Economics are proposing to increase the overall amount of analytical resources in this important area and to reorganise the way in which resources are organised. The key changes are the following:

- **The creation of a new, small analytical team dedicated to complex statistical and economic analysis on the Adult Education programme and on adult education policy more generally,** lead by a G11 Educational Economist who will take responsibility for monitoring of programme delivery and for external publications on the AEB programme. This would inherit some of the economist and data analyst resources that are currently based in GLA Economics but funded through AEB, and it would be embedded into the Funding and Policy Systems team, with the senior Economist reporting to the new head of the team.
- **The creation of a new branch within the GLAE microeconomics team with responsibility for strategic skills, employment and labour market analysis.** This would include a mixture of existing and new Economist posts (including the new G10 and G7 Economist posts which are the subject of this CO form) fully funded through AEB and Skills Advisory Panel (SAP) grant. It would inherit responsibility for the Annual Local Skills Report and for providing regular and substantial evidence bases to underpin policy direction in relation to skills and employment policy, as well as consolidating these functions with broader labour market and recovery-related analysis (but without responsibility for statistical publications).
- **The creation of a new strategic group and the introduction of day to day working practices to ensure the effective coordination of Labour market analysis required for the AEB and**

all other aspects of skills and employment policy development (including recovery).

- Also the creation of **professional oversight ‘dotted lines’ and informal networking to promote and support the embedded Economists** in their professional roles and professional development, as well as championing quality and robustness of analysis.

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.

An informal consultation was conducted with staff in the Skills and Education Team and in GLA Economics during the month of February 2021 and HR were involved. A number of members of staff sent in detailed comments about the proposals. The majority of the comments received were supportive of the changes and also included some useful suggestions with regards to the type of expertise we should be bringing into the teams, for example highlighting the importance for new recruits in the Skills and Education Team to have coding skills. There was general support for increasing the overall level of Economist resources across the two teams, including for the new posts in GLA Economics whose creation is being proposed.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	2	
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 regraded		

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

4. Financial comments

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

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

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

**Yes via AEB
funding
and SAP
funding**

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

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

What is expected start date? **01/06/21** Expected end date? **NA**

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

Approval is being sought for the creation of 2 posts within the GLA Economics Team – both of which will be permanent. The proposed posts are to be fully funded from the 'Adult Education Budget' (AEB) and Skills Advisory Panel (SAP) grant held within the Skills and Employment Unit. AEB is funded via the income from the Department for Education and SAP is grant income.

The total estimated cost for these two posts is approximately £130,000 per annum. This is based upon the salary costs shown in the table below which are at the first spinal point salary scale for each grade, on-costs and £6,000 per post per annum support service charge. The breakdown of which is seen below.

	Basic £	Employer NI £	Employer Pension £	Overhead/support service charge £	Total £
Economist (Grade 10)	55,000	6,000	7,000	6,000	74,000
Economist (G7)	41,000	4,000	5,000	6,000	56,000
					£130,000

It should be noted that these are permanent posts to be funded from AEB external income from the Department of Education and Skills Advisory Panel (SAP) grant and that when these income sources cease funding for these posts will need to be identified within existing budgets.

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 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

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.	✓
Assistant Director providing the budget <u>Michelle Cuomo-Boorer</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal <u>Finance and Legal</u> have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 17 May 2021.	

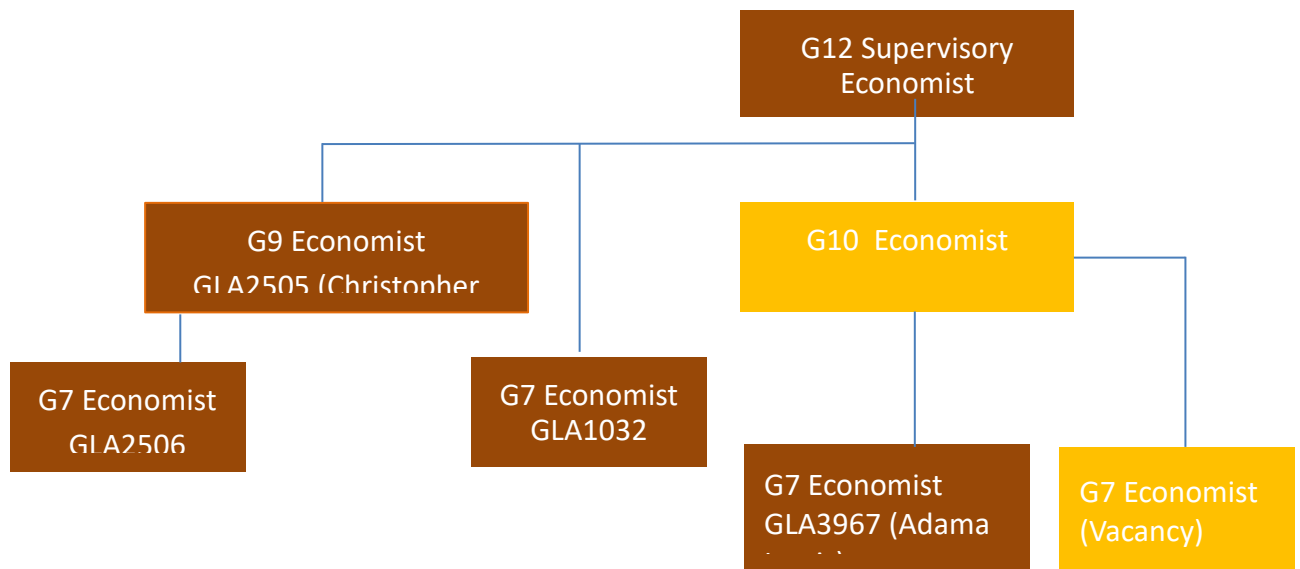
Appendix A

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>Economist</i>		G10	NA	01/06/2021	NA	Creation
<i>Economist</i>		G7	NA	01/06/2021	NA	Creation

Appendix B

Structure chart showing reporting lines and post reference numbers
(new posts show in yellow)



Request for Head of Paid Service Decision CO-285

Request for Head of Paid Service Decision CO-285

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:

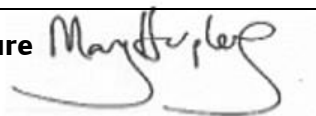
Approves the creation of the following fixed-term post to support collaboration across the GLA Group and transformation at the GLA and as a senior lead for the Public Liaison Unit (PLU), Internal Communications and Information Governance teams.

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
Senior Manager: Public Liaison and Internal Communications	13	9 months

Head of Paid Service

The above proposal has my approval.

Signature



Date 27/04/21

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.

Senior Manager: Public Liaison and Internal Communications, Grade 13, nine months, 0.8 FTE (July 2021 – March 2022)

The Senior Manager: Marketing (Elections 2021) has been leading the Public Liaison Unit (PLU) on an interim basis since March 2020. This arrangement was put in place when the Interim Assistant Director External Relations left the GLA and the Senior Manager Digital Transformation did not have capacity to lead the PLU. The Senior Manager: Marketing (Elections 2021) had capacity initially due to the one year postponement of the Mayor of London and London Assembly elections. The Senior Manager: Marketing (Elections 2021) also led the Information Governance team for four months while the Information Governance Manager and Data Protection Officer took an extended period of family leave.

The Senior Manager Digital Transformation post is now vacant (as of 2 March 2021) and the duties of that post are being split. It is proposed that the responsibility for the PLU and the Internal Communications team will move to the Senior Manager: Public Liaison and Internal Communications post. In addition, it is proposed that the Information Governance team reports to the Senior Manager: Public Liaison and Internal Communications post. For the PLU and Internal Communications team, the Senior Manager: Public Liaison and Internal Communications will report to the Assistant Director External Relations with a dotted reporting line to the Executive Director Strategy and Communications for the Information Governance team.

This post is required because the remit of leading the PLU, Internal Communications team and Information Governance team has grown in the context of the transformation work linked to the relocation of City Hall, as well as the collaboration work with the GLA Group for customer service and information governance. A strategic review of the GLA's customer service vision, systems and channels is required in order to develop a citizen experience contact strategy for the GLA that meets statutory requirements as well as Londoners' needs. Multiple office locations for the GLA as well as increased staff working from home also requires senior leadership of the internal communications function to ensure the GLA's employee engagement strategy adapts to suit changing ways in working.

The GLA is to fund the post from the External Relations budget but a request for funding will also be made to the Group Collaboration workstream for 50% of the cost.

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

Creation of this fixed term post provides senior leadership for the GLA's citizen experience contact strategy and the GLA's collaboration work with the GLA Group, which are both part of the GLA's transformation and relocation work.

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.

Consultation has taken place with relevant staff in the External Relations unit and Strategy and Communications directorate.

This proposal is to create one temporary staff 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. This proposal must be reported by the Head of Paid Service (the "HoPS") to these persons in a six monthly report.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	0.8	1 x G13 for 9 months
Fixed-terms posts to be (deleted)		
Net total of posts created	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

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

Cost centre GA.0401.001 (PLU) Cost object (if different):

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

Is the post full or part time? Part -time 0.8 FTE 4 days a week

Is the post permanent or temporary? Fixed term from July 2021 to March 2022

What is expected start date? 1 July 2021 Expected end 31 March 2022

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

- 4.1 This CO form is to approve the creation of a fixed-term Senior Manager: Public Liaison and Internal Communications to support collaboration across the GLA Group and transformation at the GLA and as a senior lead for the Public Liaison Unit (PLU), Internal Communications and Information Governance teams. The post is planned to start from 1st July 2021 for 9 months ending 31 March 2022 for 0.8 FTE (4 days a week) at grade 13, top spinal point. This is expected to cost approximately £64,000 including on costs at grade 13.5 salary scale at 0.8 FTE, based on 2021-22 salary budgets. The cost of this fixed term post is proposed to be funded from exiting External Relations Marketing units staffing budget agreed as part of 2021-22 budget setting (post 4321 and post 4417) and a vacant post within PLU/ Digital Transformation unit (post 2927). This post will sit within the PLU Team that is part of External Relations Unit within the Strategy and Communication Directorate.
- 4.2 The GLA may become liable for redundancy costs if the post holders have on-going continuous service from a local authority or equivalent body. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process.

5. Legal comments

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

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

5.8 The HoPS has the power to make this decision.

6. Equalities considerations

There are no equalities issues arising.

7. Appendices

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

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Emma Strain</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
Finance and Legal <u>Finance and Legal</u> have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 19 April 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>	13			July 2021	March 2022	creation
<i>Post B</i>						
<i>Post C</i>						
<i>Etc.</i>						

Request for Head of Paid Service Decision CO-288

Request for Head of Paid Service Decision CO-288

Decision Required

That the Head of Paid Service approves the following changes to posts in the London Datastore Team within the Strategy & Communications directorate:

- The deletion of the existing G4 Data Analyst post and creation of a new G6 Data Curator post
- A re-evaluation of the G8 Senior Open Data Officer post

Head of Paid Service

The above proposal has my approval.

Signature



Date 10/06/2010

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 London Datastore was established in 2010 primarily as a platform transparent publication of GLA data. The datastore is now serving around 150,000 users per month.

- In 2019 we commissioned the Open Data Institute to consider how the London Datastore could become a better source for data; a destination for insights; and a trusted guide and steward for the many users of data in London and beyond. Recommendations were made including how to make finding data easier; increase the variety and volume of data; showcase how data is being used; document best practices; champion the adoption and development of data and related standards ; and encourage and facilitate collaboration.
- In early 2020 Public Digital supported the CIU to consider how the London Datastore could support the delivery of data services and data sharing (both public and private). Recommendations included a rebuild of the London Datastore Platform and proposed the roles and capabilities required to fulfil these objectives.

The current data platform does not meet the Government Digital Standard, nor does it allow users to interrogate databases and easily create their own data products, which is increasingly the norm.

During the Budget process for 2020/21, it was agreed that the London Datastore requires substantial investment to enable: the provision of a range of data services across the GLA Group; data sharing for multiple organisations when collaborating on joint projects; private datasets to be shared with and between partners; live feeds of data being shared through the datastore to meet growing demand.

Covid-19 in particular has highlighted the reliance on relevant, timely, up-to date data – with demand for public health as well as economic data. The datastore will be the go-to place for many years when monitoring and measuring London's recovery from Covid-19.

The 21/22 GLA Budget provides capital investment to build a new City data platform (a 'minimum viable product') with an anticipated spend of £500k in 2021/2, £100k in 2022/23 and £100k reserved for future years capital investment.

To fulfil these objectives, we propose to:

1. To re-evaluate and regrade the **G8 Senior Open Data Officer** role to ensure responsibility for leading on delivering the vision and roadmap, ensuring that it continuously improves as a platform that can deliver data services, data sharing, support data collaboration and meet demands for sharing new types of data for the London Datastore is fully incorporated to that role.
 - The present postholder has been in receipt of an acting up award to G9 while he leads and delivers on the first stage of the platform redevelopment.

- This revised JD has been developed in consultation with the GLA Digital Team to ensure continuity with similar roles.
2. To create a new permanent role of **Data Curator** (see attached JD). This postholder will be accountable for the data register and ensuring that data is discoverable. They will also be required to be accountable for GLA owned content on the London Datastore, including description of the data, details of data licences, warnings related to use of the data, and the metadata of the dataset; and to manage a publication schedule of data updates on the site.
- The present G4 Data Analyst role does not presently reflect these responsibilities. In addition, the new city data platform will automate or make more efficient a number of processes that make up a substantial part of that role.
 - We also anticipate that the new role will be evaluated at G6 or higher.
 - Given these factors we propose to delete the G4 post and create the new Data Curator post. As the present postholder would be put at risk they would be ringfenced for the new Data Curator post in recruitment.

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.

There is also a proposal to re-evaluate one post. 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 re-evaluation proposal.

The grade 4 post being recommended for deletion is currently filled by a permanent member of staff. This post holder would be placed at risk and ring-fenced for the newly created post of G6 Data Curator. Consultation with the post holder in line with the Management of Change policy is already underway and the trade union is also being consulted.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	1	
Permanent posts to be (deleted)	1	
Fixed-term posts to be created	0	
Fixed-terms posts to be (deleted)	0	
Net total of posts created / (deleted)	0	No additional headcount

Permanent posts to be regraded	1	
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

Finance & Governance to complete.

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

Cost centre	Coded to GG.0220.005 (Opinion Research team) Funded from GG.0220.006.007 (London Datastore)	<input type="text"/> (if different):	Cost object
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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 CO approval is sought for the following:

- The deletion of the existing Grade 4 Data Analyst post and creation of a new Grade 6 Data Curator post
- A re-evaluation of the Grade 8 Senior Open Data Officer post to Grade 9

4.2 The financial implication of the above is broken down in the table below and are based on the first spinal point salary scale of the new grade 6 and regrade of post 191 to grade 9 and includes on-costs.

	£000s
Saving from deletion of post 2564 Grade 4	-38
Creation of new Data Curator Grade 6 (at 1 st spinal point)	43
Regrade of post 191 from Grade 8 to Grade 9 (to 1 st spinal point of grade 9)	2
Net total growth	7

- 4.3 The total net cost of approximately £7,000 per annum from this decision will be funded by the London Datastore budget that is part of City Intelligence and within Strategy and Communication's directorate.
- 4.4 The GLA may become liable for redundancy costs if the post holders have on-going continuous service from a local authority or equivalent body. Such costs cannot yet be quantified but if applicable will be subject to further approval via the Authority's decision-making process.

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 The proposals to delete and create posts set out in this Chief Officer Form do not fall within the definition of a 'major restructure' contained within the Staffing Protocol so do not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.6 However, paragraph 5.3 of the Staffing Protocol states that *"The HoPS will also inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them"*. Paragraph 2 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.
- 5.7 Paragraph 8.1 of the Staffing Protocol says that *"For all matters or decisions that are not covered by sections 5, 6 and 7 above and which affect staff appointed by the HoPS, these must be dealt with or taken in accordance with the HoPS Scheme of Delegation (see below) and any other applicable policies and procedures"*. The proposal to re-evaluate one post is not covered by sections 5, 6 and 7 of the Staffing Protocol which relate to Restructures – creating or deleting staff posts, Temporary staff posts and Terms and conditions respectively.
- 5.8 The HoPS is authorised to determine grades of staff in accordance with the job evaluation scheme for posts above the Assistant Director/Head of Unit level. However, paragraph 7.1 of the Staffing Protocol, Scheme of Delegation says that *"The AD of HR & OD is authorised to determine grades of*

staff in accordance with the job evaluation scheme for posts at the Assistant Director/Head of Unit level and below, subject to budget allocation being identified". It has been determined (by mutual consent) that the delegation referred to above should not currently be exercised and that the HoPS should approve all job re-evaluations. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to re-evaluate the post set out above.

- 5.9 If the proposals set out in this Chief Officer Form result in any change to the terms and conditions of employment of existing GLA employees, then the GLA will need to follow a proper process in order to make such changes.
- 5.10 The GLA should follow its Management of Change Procedure in dealing with this restructure. If any employees are made redundant, the GLA's Compensation Payments Policy may apply.
- 5.11 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.12 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>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 17 May 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>Data Analyst</i>	G4		GLA2564		TBC	Deletion
<i>Data Curator</i>		G6	TBC	TBC		Creation
<i>Senior Open Data Officer</i>	G8	G9	GLA191	TBC		Regrade

Job Title: London Datastore Project Support Officer

Grade: 4 **Post number:**

Directorate: Communities and Intelligence

Unit: City Intelligence Unit

Job Purpose

To manage content on the London Datastore and support the London Datastore team in providing a high-quality data analysis service.

Principal Accountabilities

1. To ensure data on the London Datastore is up-to-date, in the correct format, and has high quality metadata.
2. Liaise with and manage a contacts list of external data providers to obtain data for the London Datastore.
3. To manage other content on the London Datastore including maintaining webpages and a schedule of blogs that promotes the analytical work of GLA.
4. To support the London Datastore Team in responding to data requests that require the use of specialist microdata datasets, including the ONS Labour Force Survey and Annual Population survey.
5. Promote content on the London Datastore through use of social media, email and any other channels deemed suitable.
6. Maintain the GLA's City Dashboard, updating the charts and analysis when new data becomes available.
7. To provide general support to the London Datastore team, including:
 - a. Responding to requests for information from internal and external contacts
 - b. Producing presentations or briefings
 - c. Desk based research
 - d. Arranging and attending meetings
 - e. Other administrative responsibilities as may be required
8. Maintain awareness of and where appropriate, contribute to other aspects of the City Intelligence Unit's work, including policy analysis.
9. 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 project teams.

Key contacts: The London Datastore team, City Intelligence Unit, officers and staff of the Authority and Functional Bodies.

Accountable to: Senior Open Data Officer

Accountable for: Resources allocated to the job

Technical requirements/experience/qualifications

1. GCSE English and Maths, grades A*-C, or equivalent.
2. A high level of numeracy.
3. Evidence of ability to use spreadsheet, word-processing and presentational software to a high standard. Ability to use a mapping application would be an advantage.
4. Ability to process and analyse datasets and present findings clearly and succinctly.

Behavioural competencies

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

Stakeholder Focus

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

Level 2 indicators of effective performance

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

Communicating & Influencing

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

Level 1 indicators of effective performance

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

Planning and Organising

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

Level 1 indicators of effective performance

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

Problem Solving

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

Level 1 indicators of effective performance

- Breaks down work issues, seeking further information if necessary
- Provides workable solutions to solve immediate work problems
- Makes suggestions and implements improvements to personal work processes
- Actively supports new initiatives and tries different ways of doing things
- Learns from others' experiences

Responding to Pressure and Change

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

Level 1 indicators of effective performance

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

Job Title: London Datastore Curator

Grade: 6 (TBC) Post number: (TBC)

Directorate: Communities and Intelligence

Unit: City Intelligence Unit

Job Purpose

To manage the London Datastore data registry, maintaining its quality and promoting its use, and making London's data accessible and easier for our users to find.

Principal Accountabilities

10. To have responsibility and be accountable for the quality of the London Datastore data registry by ensuring metadata for datasets meet the agreed standard, all datasets have an owner, and old and outdated datasets are archived or labelled appropriately.
11. Provide guidance and support to Datastore users. Help set up new users on the platform, provide written guidance on how to use the Datastore, and set up new datasets for users where required.
12. Act as a first point of contact for the London Datastore and manage the platform's various communication channels.
13. Help raise awareness and promote the use of the London Datastore both internally & externally.
14. Maintain a selection of datasets on the London Datastore, ensuring they are up-to-date and in the correct format.

15. Liaise with and manage a contacts list of external data providers to obtain data for the London Datastore.
16. Maintain the GLA's City Dashboard, updating the charts and analysis when new data becomes available.
17. To provide general support to the London Datastore team, including:
 - Responding to requests for information from internal and external contacts
 - Producing presentations or briefings
 - Desk based research
 - Arranging and attending meetings
 - Other administrative responsibilities as may be required

Key contacts: The London Datastore team; City Intelligence Unit; officers and staff of the Authority and Functional Bodies; current and potential users of the London Datastore.

Accountable to: London Datastore Product Manager

Accountable for: Resources allocated to the job

Technical requirements/experience/qualifications

5. Demonstrable experience working with and managing data.
6. An understanding of data platforms, data sharing and data publishing. An understanding of how to use metadata to aid data discoverability.
7. Evidence of managing stakeholders across professional and operational boundaries both within an organisation and with external organisations to achieve positive outcomes.
8. GCSE English and Maths, grades A*-C, or equivalent.
9. A high level of numeracy.
10. Ability to process and analyse datasets and present findings clearly and succinctly.
11. Evidence of ability to use spreadsheet, word-processing and presentational software to a high standard. Ability to use a mapping application would be an advantage.

Behavioural competencies

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

Communicating & Influencing

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

Level 2 indicators of effective performance

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

Stakeholder Focus

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

Level 2 indicators of effective performance

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

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

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

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 Title: Senior Open Data Officer

Grade: G8 Post:

Directorate: Communities and Intelligence

Unit: City Intelligence Unit

Job Purpose

To lead on delivering the vision and roadmap for City Hall's London Datastore platform, ensuring that it continuously improves as a digital product, and works to make London's data accessible and able to fully realise the social, economic and environmental value that data can bring.

Principal Accountabilities

18. To own the London Datastore roadmap, working with developers to ensure that this product and content supports the ambitions of the Mayor, Chief Digital Officer and objectives set out in the Smarter London Together action plan.
19. To champion the London Datastore both internally and externally, raising the profile of the open data agenda and data publishing standards.
20. To influence and work with senior stakeholders across London's public sector in support of publishing open data and to encourage the take up of the London Datastore as a data publishing platform.
21. To stimulate activity to solve city problems using data, via facilitating meet-ups with Boroughs and other partners to share experiences, skills and common issues; and piloting a collaborative project to solve a city or civic challenges via the London Office of Technology & Innovation.
22. To harness available user insight (including user testing, surveys, tracking tools and ad hoc user feedback) to improve the London Datastore product; and to routinely collect and monitor performance data to ensure that content, functionality, operation and user experience are in accordance with industry-wide and GLA standards.
23. To have responsibility and be accountable for GLA owned content on the London Datastore, including description of the data, details of data licences, warnings related to use of the data, and the metadata of the dataset; and to manage a publication schedule of data updates on the site.
24. To maximise usage of the London Datastore through the development of a strategic approach to acquisition, retention and promotion across all communication channels.

25. To proactively develop relationships with stakeholders including regional, national, international, professional and other bodies dealing with general data to keep abreast of new developments and innovations that may inform our policies, strategies and data requirements.
26. To have responsibility for the financial management of the London Datastore, including procurement and contracts, allocating the budget, monitoring spend, and ensuring value for money.
27. To manage the London Datastore team and other resources allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards.
28. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job and participate in multi-disciplinary, cross-department and cross-organisational groups and project teams as needed

Key contacts

Accountable to: Senior Manager, Research & Public Engagement

Accountable for: London Datastore Project Support Officer and other resources as required

Principle contacts: Chief Digital Officer, Assistant Directors, senior managers and officers of the Authority and Functional Bodies; senior staff in Government departments and London local authorities, London-wide bodies; external consultants, data providers, bodies dealing with relevant data and analysis in London, nationally and internationally, academic institutions and professional organisations

Technical requirements/experience/qualifications

1. Demonstrable experience of managing a digital product.
2. Strong understanding of the concept of open data, its benefits, and how it can be implemented across the public sector.
3. A mixture of strong statistical, analytical and IT skills evidenced by a degree with appropriate technical content or relevant professional experience.
4. Substantial post-academic experience managing projects in statistics / analysis / research in a relevant and comparable environment, requiring skills in the analysis and interpretation of large complex computerised datasets.
5. Evidence of managing stakeholder and other working relationships across professional and operational boundaries both within an organisation, and with external organisations to achieve positive outcomes.
6. A strong understanding of important concepts to data publishing, including:
 - the use of metadata;
 - the relative positives and drawbacks to the different formats in which data can be published;
 - communicating potential statistical limitations in a dataset;
 - appropriate handling of confidential or sensitive data; and
 - data licenses.
7. Good working knowledge of Google Analytics and/or other tools for web analytics.

Behavioural competencies

Strategic Thinking

... is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

Level 3 indicators of effective performance

- Translates GLA vision and strategy into practical and tangible plans for own team or delivery partners
- Consistently takes account of the wider implications of team's actions for the GLA
- Encourages self and others to think about organisation's long-term potential
- Informs strategy development by identifying gaps in current delivery or evidence
- Takes account of a wide range of public and partner needs to inform team's work

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 3 indicators of effective performance

- Actively engages partners and encourages others to build relationships that support GLA objectives
- 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

... 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

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

Decision Making

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

Level 2 indicators of effective performance

- Takes decisions as necessary on the basis of the information available
- Makes decisions without unnecessarily referring to others
- Involves and consults internal and external stakeholders early in decisions that impact them
- Identifies potential barriers to decision making and initiates action to move a situation forward
- Demonstrates awareness of the GLA's decision making processes and how to use them

Managing and Developing Performance

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

Level 2 indicators of effective performance

- Seeks opportunities to develop professional skills and knowledge and encourages team to do so.
- Ensures own and others' workloads are realistic and achievable
- Provides staff with clear direction and objectives, ensuring they understand expectations
- Recognises achievements and provides constructive feedback and guidance
- Gives staff autonomy and confidence to perform well and to their potential

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

Responsible Use of Resources

... is taking personal responsibility for using and managing resources effectively, efficiently and sustainably.

Level 2 indicators of effective performance

- Continually looks for opportunities to work more efficiently and sustainably
- Reduces team impact on the environment by implementing methods for reducing use of, reusing and recycling resources
- Improves local processes to maximise use of resources
- Monitors and stays within budget at all times

Job Title: London Datastore Product Manager

Grade: 9 (TBC) Post: GLA191

Directorate: Communities and Intelligence

Unit: City Intelligence Unit

Job Purpose

To lead on delivering the vision and roadmap for the London Datastore, ensuring that it continuously improves as a platform that can deliver data services, data sharing, support data collaboration and meet demands for sharing new types of data.

Principal Accountabilities

1. To own the London Datastore roadmap and set priorities for the delivery team in line with user needs and business goals.

2. To lead on improving and creating new site functionalities, including effective requirement gathering, story creation, testing, measuring success, reviewing and iterating the platform.
3. To champion the London Datastore both internally and externally, building brand awareness, encouraging take up of the Datastore as a publishing platform, and optimising the Datastore's place in the City Hall strategies.
4. To represent users throughout the delivery process and harness user insight (including user testing, surveys, tracking tools and ad hoc user feedback) to inform continuous improvement.
5. To input into the business processes and governance that underpins the London Datastore platform, including accessibility standards, data privacy and cyber security, and terms and conditions.
6. To routinely collect and monitor performance data to ensure that content, functionality, operation and user experience are in accordance with industry-wide and GLA standards.
7. To proactively develop relationships with stakeholders including regional, national, international, professional and other bodies dealing with general data to keep abreast of new developments and innovations that may inform our policies, strategies and data requirements.
8. To have responsibility for the financial management of the London Datastore, including procurement and contracts, allocating the budget, monitoring spend, and ensuring value for money.
9. To manage the London Datastore team and other resources allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards.
10. Realise the benefits of a flexible and approach to work in undertaking the duties and responsibilities of this job and participate in multi-disciplinary, cross-department and cross-organisational groups and agile project teams as needed

Key contacts

Accountable to: Senior Manager, Research & Public Engagement

Accountable for: London Datastore Data Curator and other resources as required

Principle contacts: Chief Digital Officer, Executive Director for Strategy & Communications, Assistant Director City Intelligence Unit and CIU managers and staff, senior managers and officers of the Authority and Functional Bodies; senior staff in Government departments and London local authorities, London-wide bodies; external consultants, data providers, bodies dealing with relevant data and analysis in London, nationally and internationally, academic institutions and professional organisations

Technical requirements/experience/qualifications

1. Demonstrable track record of managing a digital product, maintaining and improving websites and applications.
2. Strong understanding of data platforms, data services, data sharing and collaboration and data publishing.
3. Evidence of managing stakeholders across professional and operational boundaries both within an organisation and with external organisations to achieve positive outcomes.
4. Experience and passion for working in an agile way. Confident in promoting the benefits of it to others at all levels of management.
5. Background in working in a user focused manner. Significant experience in drawing out user needs, writing user stories and testing and iterating stories.
6. Experience migrating content and integrating applications, systems and sites.
7. Working knowledge of standards relating to web authoring, government digital services and accessibility.
8. Good working knowledge of Google Analytics and/or other tools for web analytics.
9. A working knowledge of a range of digital and collaborative tools, including those focused on sprint management, project planning, wire framing, photo editing and budget monitoring.

Behavioural competencies

Stakeholder focus

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

Level 3 indicators of effective performance:

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

Communicating and Influencing

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

Level 3 indicators of effective performance

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

Managing and Developing Performance

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

Level 3 indicators of effective performance

- Seeks opportunities to develop professional skills and knowledge and encourages team to do so.
- Ensures own and others' workloads are realistic and achievable
- Provides staff with clear direction and objectives, ensuring they understand expectations
- Recognises achievements and provides constructive feedback and guidance
- Gives staff autonomy and confidence to perform well and to their potential

Decision Making

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

Level 3 indicators of effective performance

- Takes decisions as necessary on the basis of the information available
- Makes decisions without unnecessarily referring to others
- Involves and consults internal and external stakeholders early in decisions that impact them
- Identifies potential barriers to decision making and initiates action to move a situation forward
- Demonstrates awareness of the GLA's decision making processes and how to use them

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:

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

Research and Analysis

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

Level 2 indicators of effective performance

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

Responding to pressure and change

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

Level 2 indicators of effective performance:

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

Working Patterns

This post does not require any unusual work patterns.

Reasonable adjustment

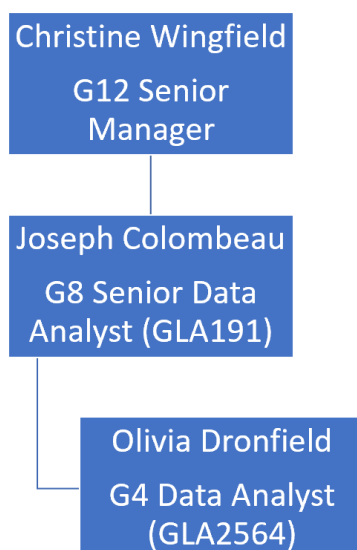
Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.

Appendix B

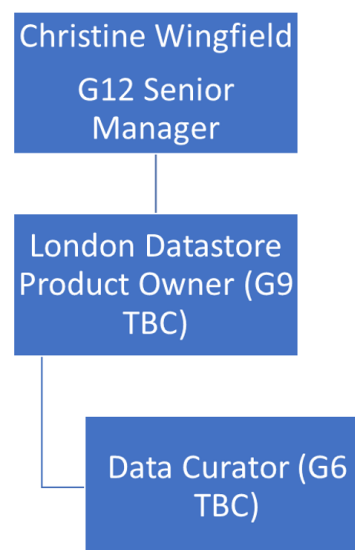
Structure chart showing reporting lines and post reference numbers

London Datastore Team, City Intelligence Unit

Current:



Proposed:



Request for Head of Paid Service Decision CO-290

Request for Head of Paid Service Decision CO-290

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

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

Decision Required

That the Head of Paid Service:

Approves

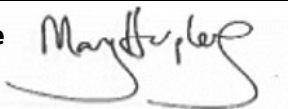
- The creation of one GLA fixed-term Census Trainer post in the Demography and Policy Analysis team in the City Intelligence Unit

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Census Trainer</i>	<i>7</i>	<i>2 years</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date 01/06/2021

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.

Following the 2001 and 2011 censuses, the GLA organised consortia comprising the GLA, the London Local Authorities and the GLA functional bodies to acquire, disseminate and analyse information from these censuses. In 2018, partners requested that GLA develop a new scheme in respect of the 2021 census.

In 2019 GLA held detailed discussions with the boroughs and functional bodies to agree what the elements of a 2021 Scheme should be. These revealed a key component should be the development and delivery of a programme of training to support partners' analyses of census outputs. The final Scheme therefore proposed recruiting a dedicated trainer for two years, covering the period over which most census outputs will be produced. The Scheme will fully fund the post for its duration.

The proposal was adopted by the Mayor in Mayoral Decision MD2643 in July 2020, and agreed by the London Local Authorities in February 2021. The Scheme will come into effect in October 2021.

A trainer/analyst was recruited on a similar 2-year fixed-term basis in advance of the 2011 census outputs to conduct training and analysis. This post, GLA2162, was similar to the proposed Trainer role for 2021. It was deleted on completion of the 2011 training programme in 2013.

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

3. Table of changes

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

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

4. Financial comments

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

Cost centre

GG.0220.003.004

Cost object

(if different):

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

Yes – all salary and other costs associated with this post will be funded by the Census Information Scheme that is resourced by London boroughs and functional bodies. The Scheme was confirmed in February and will run from October 2021 to September 2031.

Is the post full or part time?

Full time

Is the post permanent or temporary?

Fixed term – two years' duration

What is expected start date?

1/10/2021

Expected end date?

30/09/2023

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

- 4.1 CO approval is sought for the creation of a Census Trainer post for 2 years in the Demography and Policy Analysis team in the City Intelligence Unit.

- 4.2 The total estimated cost for this post at grade 7 is approximately £112,000 for 2 years and will span 3 financial years as shown below. The costs below are based on the first spinal point salary scale, on-costs and £6,000 per annum support service charge. The breakdown of which is seen below. The costs of the fixed term post will be funded by the 2021 Census Information Scheme (contributions from London boroughs and functional bodies).

	Basic £	Employer NI £	Employer Pension £	Overhead/support service charge £	Total £
2021-22 (1 October 2021 to 31 March 2022)	20,500	£2,000	£2,500	3,000	28,000
2022-23 (1 April 2022 to 31 March 2023)	41,000	4,000	5,000	6,000	56,000
2023-24 (1 April 2023- 30 September 2023)	20,500	£2,000	£2,500	3,000	28,000
Total					112,000

- 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 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

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

	<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 17 May 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
Census Trainer		7		1/10/2021	30/09/2023	creation

Appendix B

Structure chart showing reporting lines and post reference numbers

Request for Head of Paid Service Decision CO-294

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

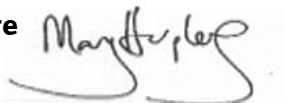
That the Head of Paid Service:

- Approves the creation of 16 fixed term Business Administrator Advanced Apprentice posts to enable the GLA to meet the public sector target for apprenticeship hires in 2021/2022. The posts will start on 13 September 2021 and run for 15 months.
- Approves the creation of 2 fixed term Associate Project Manager Higher Apprenticeship posts to cover the overlap period between two cohorts of Project Management Apprentices. These fixed term posts will cover the period of 11 June - 16 October 2021..

Head of Paid Service

The above proposal has my approval.

Signature



Date 25/05/2021

1. Staffing proposals

The proposal for the 2021-22 apprenticeship intake was presented and agreed at CMT on the 8 March.

It was agreed that in order to meet the public sector target for 2021/22, the GLA will recruit :

- 17 new Business Administrator Advanced Apprentices and
- 10 new Associate Project Manager Higher Apprentices.

This decision has two parts:

1) *To create 16 fixed term Business Administrator Advanced Apprentice posts*

This will give the required total of 17 posts as there is already 1 vacant Business Administrator Advanced Apprentice post held on the establishment available for use (BMAC established 1.10.2008).

2) *To create 2 fixed term Associate Project Manager Higher Apprenticeship posts (for 4 months).*

This will give the required total of 10 posts for new apprentice starts, as two of the 10 established Higher Apprentice posts are currently occupied until October 2021.

1.1 Business Administrator Advanced Apprenticeship Scheme (15 month-scheme)

16 fixed-term Business Administrator Advanced Apprentice posts would need to be created.

16 Business Administrator Advanced Apprentice posts from the March 2020 intake will end before the new apprentices start. These posts have been previously established as fixed term posts (06/03/2020 CO Decision). There is therefore no net impact on the establishment overall.

1.2 Associate Project Manager Higher Apprenticeship Scheme (24 month-scheme)

There are 10 existing Higher Apprenticeship posts already established. 2 Associate Project Manager Higher Apprentices (2019 intake) are due to end their contract on 16 October 2021. These 2 apprentices currently occupy 2 of the 10 established posts.

2 fixed-term Higher Apprentice posts would be created to cover a period of 4 months when 2 Associate Project Manager Apprentices are still in post after the new intake begins their contracts on 11 June. The current 2 Higher Apprentices will be moved to these two fixed term posts for the remainder of their contract. The posts will be removed when the contract ends in October so there is no permanent growth to the establishment.

2. Consultation

This proposal is to create temporary staff posts (defined as being up to 15 months 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	16	Business Administrator Advanced Apprenticeship posts to meet Public sector apprenticeship hire target for 2021/2022
	2	Associate Project Manager Higher Apprenticeship posts to cover the overlap period between two cohorts of apprentices (June-October 2021)
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 and G0384	Cost object (if different):	GF.0730.003 (for 11 new Business Administrator Advanced Apprenticeships and 2 fixed term Associate Project Manager Higher Apprentice) GE.0384.001 (for 5 new Business Administrator Advanced Apprenticeships)
Cost centre	Cost object (if different):		

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

5 posts are to be funded by Skills and Employment AEB funding that is from Department for Education

Is the post full or part time?

Full time

Is the post permanent or temporary?

Temporary

11 June 2021 (Associate Project Manager Higher Apprenticeships)

13 September 2021 (Business Administrator

What is expected start date?

Advanced
Apprenticeships)

Expected end date?

October 2021 (Associate
Project Manager Higher
Apprenticeships)
13 December 2022 (
Business Administrator
Advanced Apprenticeships)

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

- 4.1 CO approval is being sought to create 16 x 15 month Business Administrator Advanced Apprentice posts and the creation of 2 x 4 month Associate Project Manager Higher Apprentice posts to cover the period between the start of the new apprentice cohort and the end of the previous one. The cost at the current London's Living wage rate (£10.85 per hour) per annum including on costs and £6k overhead costs per apprentice per annum for 16 Advanced Apprentice posts will be approximately £640,000 for 15 months and the costs will span two financial years as shown below:

	At London Living Wage, including on costs
2021-22 (13 September 2021 to 31 March 2022- approx. 7 months)	£243,000
2020-21, £6k per apprentice per annum overheads– pro rota for 7 months	£56,000
2022-23 (1 April 2022 to 13 December 2022 – approx. 8 months)	£277,000
2022-23 £6k per apprentice per annum overheads– pro rota for 8 months	£64,000
Total Advanced Apprentice x16 for 15 months	£640,000

- 4.2 The cost of the 16 Business Administrator Advanced Apprentice posts for 15 months will be funded as follows (including on costs and overhead costs of £6k per apprentice pro-rotas) and as agreed as part of 2021-22 budget setting process:
- 11 via HR apprentices' budget (approx. £440,000 in total where £205,000 will be in 2021-22 and £1235,000 in 2022-23)
 - 5 via Skills and Employment AEB budget that is funded via income from Department for Education (approx. £200,000 in total where £93,000 will be in 2021-22 and £107,000 will be in 2022-23). Skills and Employment unit are part of Communities and Skills Directorate.
- 4.3 The cost for the 2 Associate Project Manager Higher Apprentice posts for 4 months to cover the period between the start of the new apprentice cohort and the end of the previous one will be approximately £23,000 (including on costs and £6k overhead costs per post per annum pro rota) at grade 1 mid-point spinal point. The cost for all these 2 posts for 4 months will be funded from the existing HR apprentices budget within HR & OD unit and part of Chief Officer's Directorate.

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

6. Equalities considerations

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

7. Appendices

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

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

Titles of any other Appendices

8. Approval

	<i>Tick to indicate approval</i>
Executive Director 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 on 3 March 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>					
<i>Post B</i>					
<i>Post C</i>					
<i>Etc.</i>					

Request for Head of Paid Service Decision CO299

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

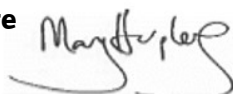
That the Head of Paid Service:

Approves the following changes to the GLA Establishment in line with changes noted in the 2021/22 GLA budget for the extension of 45.6 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 08/06/2021

1. Staffing proposals

- 1.1 The agreed GLA budget for 2021/22 – presented to the Budget & Performance Committee on 10 March 2021 – proposed the extension to 45.6 FTE posts with scheduled end dates during 2021-22. Of these 31.0FTE posts are externally funded with the residual balance of 14.6 being GLA funded.
- 1.2 In addition, a further 3.0FTE posts are proposed to be converted from fixed term to permanent. Of these three posts two are in Strategy and Communications and are GLA funded and one is an externally funded post in Good Growth.

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 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 25 May 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: Assembly Secretariat, Communities and Skills, Good Growth, Housing and Land 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	45.6	
Fixed-terms posts to be (deleted)	3	
Net total of posts created / (deleted)/extended	48.6	

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 45.6 FTE fixed term posts and the conversion of 3 FTE fixed term posts to permanent positions. 15.6 of the extensions will be funded by the GLA and 30 will be funded from external sources. The cost will be £891k to the GLA and £1,946k to external sources. A breakdown of the cost, by grade of staff is shown in the table below.

Grade	Budget £	GLA FTE	Third Party FTE	GLA Cost £000s	Third Party Cost £000s
1	29,000	2		58.0	
6	44,000	1		44.0	

7	53,000	2	2	106.0	106.0
8	59,000	3	5	177.0	295.0
9	64,000	5.6	18	358.4	1,152.0
10	72,000	1	1	72.0	72.0
11	76,000	1	3	76.0	228.0
12	93,000		1		93.0
TOTAL		15.6	30	891.4	1,946.0

- 4.3 2 of the 3 conversions to fixed term posts to permanent posts will be funded by the GLA and 1 will be funded from external sources. The cost will be £165k to the GLA and £53k to external sources. A breakdown of the cost, by grade, is shown in the table below.

Grade	Budget £	GLA FTE	Third Party FTE	GLA Cost £000s	Third Party Cost £000s
7	53,000	0	1	0.0	53.0
8	59,000	1	0	59.0	0.0
13	106,000	1	0	106.0	0.0
TOTAL		2	1	165	53.0

- 4.4 The cost for the extensions will be covered by the 2021-22 agreed budget. Externally funded roles will also be subject to a £6k per annum corporate oncost, which will be a contribution towards the cost of corporate infrastructure. The total sum involved relating to the posts above will be £186k, although whilst this constitutes a cost to the individual unit or programme in which the role is employed, this is an internal recharge and hence does not constitute a cost to the GLA.

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>
Executive Director <u>Mary Harpley</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Charmaine De Souza</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Patrick Alleyne</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 17 May 2021 .	

Appendix A**Details of all affected fixed term posts**

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Assembly Secretariat	Assembly Communications	004286	Events Officer	1.00	Grade 6	12/09/2019	31/05/2021	GLA	31/05/2022
Communities and Skills	Team London	003083	Network Lead	1.00	Grade 8	01/08/2018	31/08/2021	External	30/08/2024
Communities and Skills	Team London	003253	Network Lead	1.00	Grade 8	01/08/2018	31/08/2021	External	30/08/2024
Communities and Skills	Team London	003920	Regional Lead London	1.00	Grade 9	21/09/2018	31/08/2021	External	30/08/2024

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Good Growth	Culture and Creative Industries	003308	Senior Policy Officer Creative Enterprise Zones	1.00	Grade 9	01/10/2018	31/10/2021	GLA	31/03/2023
Good Growth	Culture and Creative Industries	003310	Programme Manager World Cities Culture Forum	1.00	Grade 9	01/11/2018	31/03/2022	GLA	31/03/2023
Good Growth	Culture and Creative Industries	003379	Senior Policy Officer Cultural Education and Music	1.00	Grade 9	01/11/2018	31/03/2022	GLA	31/03/2023
Good Growth	Culture and Creative Industries	003562	Policy and Projects Officer Cultural Strategy	1.00	Grade 7	01/10/2018	31/03/2022	GLA	31/03/2023
Good Growth	Culture and Creative Industries	003935	Policy and Research Officer 24 hr London	1.00	Grade 8	01/10/2018	31/03/2022	GLA	31/03/2023
Good Growth	Culture and Creative Industries	004167	Senior Policy Officer Diversity in the Creative Workforce	1.00	Grade 9	01/04/2019	31/05/2021	GLA	31/03/2023
Good Growth	Culture and Creative Industries	004172	Senior Policy Officer London Borough of Culture Round Two	1.00	Grade 9	01/04/2019	31/05/2021	GLA	31/03/2023
Good Growth	Culture and Creative Industries	004173	Project Officer London Borough of Culture Round Two	0.60	Grade 7	01/04/2019	31/05/2021	GLA	31/03/2023

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Good Growth	Culture and Creative Industries	004174	Senior Programme Manager Creative Enterprise Zones	1.00	Grade 10	02/04/2019	15/09/2021	GLA	31/03/2023
Good Growth	Culture and Creative Industries	004479	Policy Officer Thames Estuary Production Corridor	1.00	Grade 8	01/09/2020	31/03/2022	External	31//03/2023

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Good Growth	Environment	004140	Project Manager for Home Response	1.00	Grade 9	18/02/2019	31/03/2022	External	31/3/222

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Housing and Land	Programme, Policy and Services	003915	Programme Officer	1.00	Grade 8	01/09/2018	30/04/2021	External	31/10/2021
Housing and Land	Programme, Policy and Services	004310	Project Officer Private Rented Sector	1.00	Grade 7	17/10/2019	16/09/2021	External	31/03/2022
Housing and Land	Programme, Policy and Services	004312	Senior Policy and Project Officer Rough Sleeping and Migration	1.00	Grade 9	17/10/2019	14/10/2021	External	31/03/2023
Housing and Land	Programme, Policy and Services	004313	Project Officer Rough Sleeping and Migration	1.00	Grade 7	17/10/2019	30/09/2021	External	31/03/2023
Housing and Land	Programme, Policy and Services	004319	Senior Project Officer Community Led Housing	1.00	Grade 8	17/10/2019	16/09/2021	External	31/03/2024
Housing and Land	Programme, Policy and Services	004371	Grenfell Inquiry Coordination Officer	1.00	Grade 8	16/01/2020	31/07/2021	GLA	31/03/2022
Housing and Land	Programme, Policy and Services	004488	Senior Programme Manager Building Safety	1.00	Grade 12	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004489	Programme Manager Building Safety	1.00	Grade 11	20/08/2020	31/03/2022	External	31/03/2022

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Housing and Land	Programme, Policy and Services	004490	Programme Manager Building Safety	1.00	Grade 11	20/08/2020	31/03/2022	External	11/04/2022
Housing and Land	Programme, Policy and Services	004491	Programme Manager Building Safety	1.00	Grade 11	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004492	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	01/05/2022
Housing and Land	Programme, Policy and Services	004493	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004494	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	04/04/2022
Housing and Land	Programme, Policy and Services	004495	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004496	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	24/07/2022
Housing and Land	Programme, Policy and Services	004497	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004498	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004499	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	06/04/2022
Housing and Land	Programme, Policy and Services	004500	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	17/07/2022

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Housing and Land	Programme, Policy and Services	004501	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	04/07/2022
Housing and Land	Programme, Policy and Services	004502	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004503	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	01/05/2022
Housing and Land	Programme, Policy and Services	004504	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004505	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004506	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Strategy and Communications	External Relations	004344	Major Sports Events Business Manager	1.00	Grade 9	03/12/2019	31/10/2021	GLA	31/10/2022
Strategy and Communications	External Relations	003596	EURO 2020 Project Manager	1.00	Grade 11	16/08/2019	31/10/2021	GLA	31/10/2022
Strategy and Communications	Mayor's Press Office	004535	Press and Marketing Intern	1.00	Grade 1	03/03/2020	31/07/2021	GLA	31/08/2022
Strategy and Communications	Mayor's Press Office	004536	Press and Marketing Intern	1.00	Grade 1	03/03/2020	31/07/2021	GLA	31/08/2022
Strategy and Communications	Strategy Intelligence and Analysis	004144	Back End Developer Data Web Services	1.00	Grade 10	18/02/2019	17/08/2021	External	31/03/2022
Strategy and Communications	Strategy Intelligence and Analysis	004363	Communications Manager	1.00	Grade 8	21/11/2019	31/12/2021	External	31/12/2021

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	Funding Source
Good Growth	Planning	004285	Communications Officer	1.00	Grade 7	12/09/2019	30/04/2021	External
Strategy and Communications	External Relations	004417	Senior Digital Communications Officer	1.00	Grade 8	20/03/2020	31/05/2021	GLA
Strategy and Communications	External Relations	004321(004549)	Head of Digital Communications	1.00	Grade 13	27/07/2020	31/07/2021	GLA

Subject: Changes to the GLA Establishment

Report to: GLA Oversight Committee

Report of: Chief Officer

Date: 25 May 2021

report will be considered in public

1. Summary

- 1.3 The development of the GLA:Mayor budget 2021-22 has involved detailed consideration 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 to ensure it is configured to support recovery.
- 1.4 The detailed staffing implications set out in the published Budget included a number of staffing changes. This paper addresses the requirement to extend a number of fixed term posts and to convert a small number of posts from fixed term to permanent.
- 1.5 The GLA Oversight Committee are being consulted on these proposals.
- 1.6 45.6 fixed-term posts (31.0 FTE funded externally) are proposed for extensions for a further fixed-term period beyond their current end dates in 2021-22. 3.0 FTE posts are proposed for conversion from fixed-term 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 post. **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

Extensions to Fixed Term Posts

- 3.1 The following section of the paper takes Committee members through the details of the 45.6 FTE fixed term posts to be extended. The full proposed changes are listed as follows:

Fixed Term Extensions by FTE				
Directorate	Unit	External	GLA	Total Sum of Post FTE
Assembly Secretariat	Assembly Communications		1	1
Communities and Skills	Team London	3		3
Good Growth	Culture and Creative Industries	1	8.6	10.6
	Environment	1		
Housing and Land	Programme Policy and Services	24	1	25
Strategy and Communications	External Relations		4	6
	Strategy Intelligence and Analysis	2		
Grand Total		31	14.6	45.6

Assembly Secretariat – Assembly Communications

3.2 The following posts are proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Assembly Communications	004286	Events Officer	1.00	Grade 6	GLA

3.3 The Assembly Comms team advises, plans and executes all external communications materials for the London Assembly and its Committees that are of a cross party, non-political or balanced nature. The Events Officer post supports events, whether virtual or online, being delivered by the London Assembly. If the post were not to be extended there would be a significant reduction in events and a cut to the support from the Assembly for the Chair of the Assembly in any GLA-related events. This would also significantly reduce the additional support to the London Youth Assembly that is current provided on an informal, 'goodwill' basis.

Communities and Skills – Team London

3.4 The following fixed term posts are proposed for extension

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Team London	003083	Network Lead	1.00	Grade 8	External
Team London	003523	Network Lead	1.00	Grade 8	External
Team London	003920	Regional Lead London	1.00	Grade 9	External

3.5 The extension of the 3 posts is connected with the expansion and commissioning model of the Careers and Enterprise Company (CEC) programme and the London Enterprise Advisors Network. Team London delivers this on behalf of the CEC for the London region.

Good Growth – Culture and Creative Industries

3.6 The following fixed term posts are proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Culture and Creative Industries	003308	Senior Policy Officer Creative Enterprise Zones	1.00	Grade 9	GLA
Culture and Creative Industries	003310	Programme Manager World Cities Culture Forum	1.00	Grade 9	GLA
Culture and Creative Industries	003379	Senior Policy Officer Cultural Education and Music	1.00	Grade 9	GLA
Culture and Creative Industries	003562	Policy and Projects Officer Cultural Strategy	1.00	Grade 7	GLA
Culture and Creative Industries	003935	Policy and Research Officer 24 hr London	1.00	Grade 8	GLA
Culture and Creative Industries	004167	Senior Policy Officer Diversity in the Creative Workforce	1.00	Grade 9	GLA
Culture and Creative Industries	004172	Senior Policy Officer London Borough of Culture Round Two	1.00	Grade 9	GLA
Culture and Creative Industries	004173	Project Officer London Borough of Culture Round Two	0.60	Grade 7	GLA
Culture and Creative Industries	004174	Senior Programme Manager Creative Enterprise Zones	1.00	Grade 10	GLA
Culture and Creative Industries	004479	Policy Officer Thames Estuary Production Corridor	1.00	Grade 8	External

3.7 The creative and night-time industries are vital to London, and will deliver jobs, growth and community support as the city recovers from COVID-19. These sectors have been hardest hit by the economic impacts of the pandemic and the changes brought about by Brexit; London's creative industries stood to lose £16.5bn and 152,500 jobs by the end of 2020 due to COVID-19. But these are also London's growth industries, worth £58.4bn a year and providing 1 in 6 jobs in the capital; they will significantly drive economic and social recovery.

3.8 The Culture and Creative Industries Unit has a growing and complex portfolio, reflecting the impact of COVID-19 on the sectors it supports, and the vital role that those sectors will play in driving recovery. Its projects are not restricted to a single Foundation or Mission, but cut widely across the recovery programme, contributing to five London Recovery Missions and seven Recovery foundations; from High Streets for All and Helping Londoners into Good Work, to Building Strong Communities and Supporting Business, Jobs and Growth.

3.9 These extensions should be seen as part of the broader proposals to amend the structure of this unit, which will also be considered by this committee and can be seen in full at [paper xxx](#).

Good Growth - Environment

3.10 The following fixed term post is proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
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Environment	004140	Project Manager for Home Response	1.00	Grade 9	External
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- 3.11 The completion of this project was delayed due to the impact of Covid-19. An extension to funding to continue this work has now been confirmed by BEIS, which includes the proposed extension to this post.

Housing and Land – Programme Policy and Services

- 3.12 The following fixed term posts are proposed for extension.

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Programme, Policy and Services	004371	Grenfell Inquiry Coordination Officer	1.00	Grade 8	GLA
Programme, Policy and Services	003915	Programme Officer	1.00	Grade 8	External
Programme, Policy and Services	004310	Project Officer Private Rented Sector	1.00	Grade 7	External
Programme, Policy and Services	004312	Senior Policy and Project Officer Rough Sleeping and Migration	1.00	Grade 9	External
Programme, Policy and Services	004313	Project Officer Rough Sleeping and Migration	1.00	Grade 7	External
Programme, Policy and Services	004319	Senior Project Officer Community Led Housing	1.00	Grade 8	External
Programme, Policy and Services	004488	Senior Programme Manager Building Safety	1.00	Grade 12	External
Programme, Policy and Services	004489	Programme Manager Building Safety	1.00	Grade 11	External
Programme, Policy and Services	004490	Programme Manager Building Safety	1.00	Grade 11	External
Programme, Policy and Services	004491	Programme Manager Building Safety	1.00	Grade 11	External
Programme, Policy and Services	004492	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004493	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004494	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004495	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004496	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004497	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004498	Senior Programme Officer Building Safety	1.00	Grade 9	External

Programme, Policy and Services	004499	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004500	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004501	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004502	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004503	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004504	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004505	Senior Programme Officer Building Safety	1.00	Grade 9	External
Programme, Policy and Services	004506	Senior Programme Officer Building Safety	1.00	Grade 9	External

- 3.13 The Grenfell Inquiry Coordination Officer post is proposed to be extended to 31 March 2022. The extension is in line with the Grenfell Inquiry timetable.
- 3.14 All other posts proposed for extension in Housing and Land are externally funded and the extensions are linked to the programmes of work being undertaken by those teams. In the Spring Budget 2020, the Government announced £1bn of grant funding available nationally via a new Building Safety Fund (BSF) for the remediation of residential buildings with unsafe non-ACM external wall systems. Through MD2630, the Mayor of London agreed to administer the BSF. Extensions here are to that team.

Strategy and Communications – External Relations

- 3.15 The following fixed term post is proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
External Relations	003596	EURO 2020 Project Manager	1.00	Grade 11	GLA
External Relations	004535	Press and Marketing Intern	1.00	Grade 1	GLA
External Relations	004536	Press and Marketing Intern	1.00	Grade 1	GLA
External Relations	004344	Major Sports Events Business Manager	1.00	Grade 9	GLA

- 3.16 The EURO 2020 Project Manager post is proposed for extension to 31 October 2022 to support work associated with the postponed UEFA Women's European Football Championship from July 2021 to July 2022 which was delayed as a result of the Covid -19 pandemic.
- 3.17 The Press and Marketing Intern posts are part of a rolling programme of internships as a positive action programme to open up opportunities into press and marketing roles for BAME graduates.
- 3.18 The Major Sports Events and Business Manager role was originally created in February 2020 and exists to centralise, coordinate and manage a variety of core functions, including procurement, governance and finance for these very large projects and our extensive contractual host city

commitments. The role plays a central part in project management and ensuring delivery is on track. This post is also fixed term until 31 October 2021. Similarly, the extension of this post is required given the remaining period of the contract no longer covers the delivery dates of the Women's EURO championship. The extension to 31 October 2022 is to allow for the extensive close down and wrap up work to ensure all the reporting and end of contract requirements are met and lessons learnt captured and fed into future large scale sporting events.

Strategy and Communications – Strategy Intelligence and Analysis

3.19 The following fixed term post is proposed for extension:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Strategy Intelligence and Analysis	004363	Communications Manager	1.00	Grade 8	External
Strategy Intelligence and Analysis	004144	Back End Developer Data Web Services	1.00	Grade 10	External

3.20 The Communications Manager post is one of the three Sharing Cities posts extended until the end of this calendar year to reflect the extension of the entire programme, which suffered delays in completion as a result of Covid-19. As a reminder, the Sharing Cities programme is a fully externally funded, 5-year programme, drawing to a close, funded from the EU Horizon budget (the successor to which the UK remains part of), which the GLA has been leading.

3.21 The Back End Developer Data Web Services post is fully funded from external sources and the extension is in line with the funding and relevant programmes of work for this post.

Conversions of Fixed Term to Permanent roles

Good Growth - Planning

3.22 The following fixed term posts are proposed for conversion to permanent:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
Planning	004285	Communications Officer	1.0	Grade 7	External

3.23 The work undertaken through this post to support and promote the activity of the unit is now clearly required on a permanent basis (e.g. recent work to support the London Plan). There is no longer a clear rationale through which this post can be maintained on a temporary basis.

Strategy and Communications – External Relations

3.24 The following fixed term posts are proposed for conversion to permanent:

Unit	Post Reference	Post	Post FTE	Post Grade	Funding Source
External Relations	004417	Senior Digital Communications Officer	1.0	Grade 8	GLA

External Relations	004549	Head of Digital Communications	1.0	Grade 13	GLA
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- 3.25 The Senior Digital Communications Officer role was created as a fixed term contract to provide additional capacity in response to COVID 19. The role provides essential BAU support to the work of the External Relations unit and in particular to paid digital advertising which spans several teams, primarily Digital Communications and Marketing Campaigns, but also the GLA's policy teams. This role is necessary to be able to continue delivering this work. The GLA, relies on more in-house capacity to deliver digital advertising in a cost-effective way, and through this post the GLA has increased its in-house digital advertising volumes, and reduced costs by circa £300k for the GLA.
- 3.26 The function of the Head of Digital Communications post is to act as a senior representative of the External Relations Unit, working across the organisation to coordinate and deploy all digital communications activity, including advising on digital outputs for GLA Campaigns, Press activity and other strategic communications activity. This post provides significant contribution to the GLA's core strategic communications.

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 45.6 FTE fixed term posts and the conversion of 3 FTE fixed term posts to permanent positions. 14.6 FTE of the extensions will be funded by the GLA and 31 FTE will be funded from external sources. The cost of will be £832k to the GLA and £2,005k to external sources. A breakdown of the cost:

	Budget	GLA	Third Party	GLA Cost	Third Party Cost
Grade					

	£	FTE	FTE	£000s	£000s
1	29,000	2		58.0	
6	44,000	1		44.0	
7	53,000	2	2	106.0	106.0
8	59,000	2	6	118.0	354.0
9	64,000	5.6	18	358.4	1,152.0
10	72,000	1	1	72.0	72.0
11	76,000	1	3	76.0	228.0
12	93,000		1		93.0
TOTAL		14.6	31	832.4	2,005.00

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

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

Information Government (Access to Information) Act 1985

Background Papers: None

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Appendix A
Details of all affected fixed term posts

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Assembly Secretariat	Assembly Communications	004286	Events Officer	1.00	Grade 6	12/09/2019	31/05/2021	GLA	31/05/2022
Communities and Skills	Team London	003083	Network Lead	1.00	Grade 8	01/08/2018	31/08/2021	External	30/08/2024
Communities and Skills	Team London	003253	Network Lead	1.00	Grade 8	01/08/2018	31/08/2021	External	30/08/2024
Communities and Skills	Team London	003920	Regional Lead London	1.00	Grade 9	21/09/2018	31/08/2021	External	30/08/2024

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Good Growth	Culture and Creative Industries	003308	Senior Policy Officer Creative Enterprise Zones	1.00	Grade 9	01/10/2018	31/10/2021	GLA	31/03/2023
Good Growth	Culture and Creative Industries	003310	Programme Manager World Cities Culture Forum	1.00	Grade 9	01/11/2018	31/03/2022	GLA	31/03/2023
Good Growth	Culture and Creative Industries	003379	Senior Policy Officer Cultural Education and Music	1.00	Grade 9	01/11/2018	31/03/2022	GLA	31/03/2023
Good Growth	Culture and Creative Industries	003562	Policy and Projects Officer Cultural Strategy	1.00	Grade 7	01/10/2018	31/03/2022	GLA	31/03/2023
Good Growth	Culture and Creative Industries	003935	Policy and Research Officer 24 hr London	1.00	Grade 8	01/10/2018	31/03/2022	GLA	31/03/2023
Good Growth	Culture and Creative Industries	004167	Senior Policy Officer Diversity in the Creative Workforce	1.00	Grade 9	01/04/2019	31/05/2021	GLA	31/03/2023
Good Growth	Culture and Creative Industries	004172	Senior Policy Officer London Borough of Culture Round Two	1.00	Grade 9	01/04/2019	31/05/2021	GLA	31/03/2023
Good Growth	Culture and Creative Industries	004173	Project Officer London Borough of Culture Round Two	0.60	Grade 7	01/04/2019	31/05/2021	GLA	31/03/2023

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Good Growth	Culture and Creative Industries	004174	Senior Programme Manager Creative Enterprise Zones	1.00	Grade 10	02/04/2019	15/09/2021	GLA	31/03/2023
Good Growth	Culture and Creative Industries	004479	Policy Officer Thames Estuary Production Corridor	1.00	Grade 8	01/09/2020	31/03/2022	External	31//03/2023

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Good Growth	Environment	004140	Project Manager for Home Response	1.00	Grade 9	18/02/2019	31/03/2022	External	31/3/222

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Housing and Land	Programme, Policy and Services	003915	Programme Officer	1.00	Grade 8	01/09/2018	30/04/2021	External	31/10/2021
Housing and Land	Programme, Policy and Services	004310	Project Officer Private Rented Sector	1.00	Grade 7	17/10/2019	16/09/2021	External	31/03/2022
Housing and Land	Programme, Policy and Services	004312	Senior Policy and Project Officer Rough Sleeping and Migration	1.00	Grade 9	17/10/2019	14/10/2021	External	31/03/2023
Housing and Land	Programme, Policy and Services	004313	Project Officer Rough Sleeping and Migration	1.00	Grade 7	17/10/2019	30/09/2021	External	31/03/2023
Housing and Land	Programme, Policy and Services	004319	Senior Project Officer Community Led Housing	1.00	Grade 8	17/10/2019	16/09/2021	External	31/03/2024
Housing and Land	Programme, Policy and Services	004371	Grenfell Inquiry Coordination Officer	1.00	Grade 8	16/01/2020	31/07/2021	GLA	31/03/2022
Housing and Land	Programme, Policy and Services	004488	Senior Programme Manager Building Safety	1.00	Grade 12	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004489	Programme Manager Building Safety	1.00	Grade 11	20/08/2020	31/03/2022	External	31/03/2022

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Housing and Land	Programme, Policy and Services	004490	Programme Manager Building Safety	1.00	Grade 11	20/08/2020	31/03/2022	External	11/04/2022
Housing and Land	Programme, Policy and Services	004491	Programme Manager Building Safety	1.00	Grade 11	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004492	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	01/05/2022
Housing and Land	Programme, Policy and Services	004493	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004494	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	04/04/2022
Housing and Land	Programme, Policy and Services	004495	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004496	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	24/07/2022
Housing and Land	Programme, Policy and Services	004497	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004498	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004499	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	06/04/2022
Housing and Land	Programme, Policy and Services	004500	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	17/07/2022

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Housing and Land	Programme, Policy and Services	004501	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	04/07/2022
Housing and Land	Programme, Policy and Services	004502	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004503	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	01/05/2022
Housing and Land	Programme, Policy and Services	004504	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004505	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022
Housing and Land	Programme, Policy and Services	004506	Senior Programme Officer Building Safety	1.00	Grade 9	20/08/2020	31/03/2022	External	31/03/2022

Directorate	Unit	Post Reference	Post	Post FTE	Post Grade	Post start date	Current End date	Funding Source	Proposed end date
Strategy and Communications	External Relations	004344	Major Sports Events Business Manager	1.00	Grade 9	03/12/2019	31/10/2021	GLA	31/10/2022
Strategy and Communications	External Relations	003596	EURO 2020 Project Manager	1.00	Grade 11	16/08/2019	31/10/2021	GLA	31/10/2022
Strategy and Communications	Mayor's Press Office	004535	Press and Marketing Intern	1.00	Grade 1	03/03/2020	31/07/2021	GLA	31/08/2022
Strategy and Communications	Mayor's Press Office	004536	Press and Marketing Intern	1.00	Grade 1	03/03/2020	31/07/2021	GLA	31/08/2022
Strategy and Communications	Strategy Intelligence and Analysis	004144	Back End Developer Data Web Services	1.00	Grade 10	18/02/2019	17/08/2021	External	31/03/2022
Strategy and Communications	Strategy Intelligence and Analysis	004363	Communications Manager	1.00	Grade 8	21/11/2019	31/12/2021	External	31/12/2021

Appendix B

Proposed conversions of existing fixed term posts to permanent

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Strategy and Communications	External Relations	004417	Senior Digital Communications Officer	1.00	Grade 8	20/03/2020	31/05/2021	GLA
Strategy and Communications	External Relations	004321(004549)	Head of Digital Communications	1.00	Grade 13	27/07/2020	31/07/2021	GLA