

**Request for Head of Paid Service Decision CO-137**

**Decision Required**

That the Head of Paid Service approves the following changes in the Digital Team, External Relations, External Affairs:

The re-evaluation of the following permanent post:

Job title	Current Grade	New Grade
1 x Digital Content Manger (currently vacant)	7	8

The deletion of the following permanent post:

Job title	Grade
1 x Content Designer (currently vacant)	6

The creation of the following permanent post:

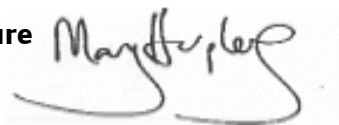
Job title	Grade
1 x Digital Content Assistant	5

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**Head of Paid Service**

The above proposal has my approval.

**Signature**



**Date 18/09/20**

## 1. Staffing proposals

### Background, proposal and justification

The Digital Content Team (External Relations) is responsible for content on the organisation's websites – writing, editing and publishing on london.gov.uk (and associated sites) to ensure what the GLA does is easily found, understood and engaged with.

This team works very closely with the Digital Communications team who manage content across social media sites, email newsletters and blogs.

The organisation has seen a significant rise in requirements on both teams as the GLA works to meet where and how people want to engage with us. The teams working on content have grown to meet demand and more Londoners than ever are now seeing what we do online.

Having reviewed the remit and capacity of both teams, it has been agreed that it would be more sensible for the Digital Content Team to take responsibility for email newsletters and blogs, which is naturally aligned with managing website content.

The Digital Content Manager post is currently vacant, and after adding this additional responsibility to the job description, it became clear that we would not attract the quality of candidate we require without reviewing the grade of the post. Since the creation of the Digital Content Team, there have been recurring performance management and retention issues within the team. We aim to address this by increasing the responsibility within the manager post for team performance and wellbeing, which is currently shared with the Digital Portfolio Manager for the Digital Team.

Comparing job descriptions across External Relations, we believe this post should also have parity with the Senior Digital Communications Officer role in the Digital Communications Team, which is a grade 8.

Currently the content team within Digital is made up of:

Job title	Staff in post	Post number	Current Grade
1 x Digital Content Manager	Vacant	1809	7
3 x Content Designer	1 x filled and 2 x vacant	325	6

It is proposed that the Digital Content Manager post within the team is re-evaluated as follows:

Job title	Current Grade	New Grade
1 x Digital Content Manager (currently vacant)	7	8 (indicative)

Additionally, the proposal is to ensure this wider content function is fully supported and has the space to focus on their skilled tasks. Therefore, it is proposed to delete one of the existing Content Designer posts (which is currently vacant) and create a new permanent Digital Content Assistant post (see tables below). It is intended that this new post would remove some of the time-consuming tasks from both teams that don't require officer-level skills.

Deletion of the following permanent post:

<b>Job title</b>	<b>Grade</b>
1 x Content Designer (currently vacant)	6

Creation of the following new permanent post:

<b>Job title</b>	<b>Grade</b>
1 x Digital Content Assistant	5

## **Processes taken to arrive at proposal**

The requirement for guidance and mentorship became apparent as the wider Content Team expanded across Digital Communications. At the same time, feedback from departing Content Designers was that there were limited documented ways of working and a lack of senior content experience within External Relations.

Following an internal move of the last Content Manager, the Content Manager job description was reviewed, updated and regraded to grade 8 . Before advertising for the updated post, one of the three Content Designers moved internally, and another left the organisation.

During this time Digital Communications' staff retention was at low levels, and they required more support from the Marketing and Digital teams.

With three of the four Content positions in Digital vacant, and knowing the recent concerns and requirements of staff, a wider look at the issues was conducted. It was determined that an experienced Content professional was needed to offer consistent guidance and oversight to all teams writing content. To support those writing on our social platforms (within Digital Communications) and to improve efficiency, the Content Designers could begin working in a way that meant further adapting their content for the social channels.

As advised by External Affairs' Senior Human Resources Advisor; the proposed Digital Content Manager job description has been updated and the Digital Content Assistant job description been created. A business case for both posts and the proposed changes have been completed, including appended comparable roles.

The two most affected team leads - the Digital Portfolio Manager and the Senior Digital Communications Officer - have worked together with their Senior Managers and Assistant Director on this process to ensure it is fair and meets what is required.

## **2. Consultation**

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

The proposal to re-evaluate the Digital Content Manager post is a proposal to re-evaluate a post and therefore it is not necessary to formally consult with or inform the Chief of Staff (on behalf of the Mayor) or

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

### 3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	1	1 x Digital Content Assistant
Permanent posts to be (deleted)	1	1 x Content Designer (vacant)
Fixed-term posts to be created	-	-
Fixed-terms posts to be (deleted)	-	-
<b>Net total of posts created / (deleted)</b>	0	No change to headcount
Permanent posts to be re-evaluated	1	1 x Digital Content Manager
Fixed-terms posts to be re-evaluated	-	-

### 4. Financial comments

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

Cost centre  Cost object   
(if different):

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

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date?  Expected end date?

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

4.1 HOPS approval is being sought for the following within the Digital team that is part of External Affairs Unit:

- Re-grade of 1 Digital Content Manager post from grade 7 to grade 8.

- Deletion of 1 Content Designer permanent post grade 6; and
- Creation of 1 permanent Digital Content Assistant post grade 5.

0.2 The cost of this is summarised in the table below and is to be funded permanently from Digital Programme budget. The cost below is at mid-point salary cost and includes on costs.

<b>Position</b>	<b>Grade</b>	<b>Permanent Budget required/ (savings) £000s</b>	
Digital Content Manager	7 to 8	6	Regrade
Content Designer	6	(44)	
Digital Content Assistant	5	40 (+6 for on costs)	
	<b>Permanent Budget required per annum (£000s)</b>	<b>2 (+6 for on costs)</b>	

## 5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the HoPS may, after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority:
- appoint such staff as the HoPS considers necessary for the proper discharge of the functions of the Authority (section 67(2)); and
  - make such appointments on such terms and conditions as the HoPS thinks fit (section 70(2)).
- 5.2 The Assembly has delegated its powers of consultation on staffing matters to the Assembly's staffing committee, currently the GLA Oversight Committee.
- 5.3 After consultation with the Mayor and the Assembly, the Staffing Protocol was adopted by the HoPS in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the HoPS will discharge the staffing powers contained in sections 67(2) and 70(2) of the Greater London Authority Act 1999 (as amended).
- 5.4 Paragraph 5.1 of the Staffing Protocol says that, *"The HoPS will consult the Chief of Staff, on behalf of the Mayor, and the Assembly's staffing committee, on behalf of the Assembly, on any major restructure; namely the creation or deletion of five or more posts within any one unit."* As set out above, the Assembly's staffing committee is currently the GLA Oversight Committee.
- 5.5 The proposal to delete one Content Designer post and create a new Digital Content Assistant post as set out in this Chief Officer Form does not fall within the definition of a 'major restructure' contained within the Staffing Protocol so 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 proposal to delete one Content Designer post and create a new Digital Content Assistant post set out above. The proposal is not considered to be contentious.
- 5.7 Paragraph 8.1 of the Staffing Protocol says that *“For all matters or decisions that are not covered by sections 5, 6 and 7 above and which affect staff appointed by the HoPS, these must be dealt with or taken in accordance with the HoPS Scheme of Delegation (see below) and any other applicable policies and procedures”*. The proposal to re-evaluate the Digital Content Manager post set out in this Chief Officer Form is not covered by sections 5, 6 and 7 of the Staffing Protocol which relate to Restructures – creating or deleting staff posts, Temporary staff posts and Terms and conditions respectively.
- 5.8 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 The HoPS has the power to make this decision.

## **6. Equalities considerations**

The Equality Act 2010 provides that in exercising its functions, the Mayor and the GLA (as a public authority) shall have due regard to the need to a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act; b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and, c) foster good relations between people who share a relevant protected characteristic and those who do not.

It is important that the GLA pay and grading structure is fair, open and transparent. The re-evaluation will identify where incremental changes could impact different content roles, bringing them in-line with comparable roles across External Relations and matching the required skills and expectations of the adjusted positions.

## 7. Appendices

### Appendix A

#### Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / re- evaluation
Digital Content Manger	7	1809	-	-	Re-evaluation (which is currently vacant)
Content Designer	6	325	-	-	Deletion of one of the three posts (which is currently vacant)
Digital Content Assistant	-	-	-	-	Creation

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

*Titles of any other Appendices*

## 8. Approval

	<i>Tick to indicate approval</i>
	✓
<b>Executive Director</b> <u>Niran Mothada</u> has reviewed and commented on this proposal.	
<b>Assistant Director</b> <u>Katharine Segal</u> has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> Linda Laurent-Hughes has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	✓

**Corporate Management Team (CMT)**

This proposal was considered by CMT on 14 September 2020

**Request for Head of Paid Service Decision CO-173**

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

**Decision Required**

That the Head of Paid Service:

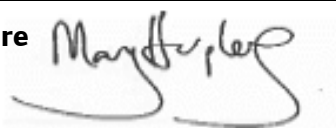
*Approves*

- The creation of the following new posts within the Building Safety team within the Housing Unit of the Housing & Land Directorate
  - 1 FTE fixed-term Grade 12 Senior Programme Manager (Building Safety)
  - 3 FTE fixed-term Grade 11 (indicative) Programme Manager (Building Safety)
  - 15 FTE fixed-term Grade 9 Senior Programme Officers (Building Safety)
- Restructure of the current team to accommodate the new posts; and
- Re-evaluation of the grade of the existing Programme Manager post (currently grade 10) within the Building Safety team within the Housing Unit of the Housing & Land Directorate

**Head of Paid Service**

The above proposal has my approval.

**Signature**



**Date 18/09/20**

### 1. Staffing proposals

Details of the proposals, rationale and justification are set out in the corresponding Oversight Paper (Appendix B).

### 2. Appendices

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

*Appendix B: Oversight Paper*

*Appendix C: Job descriptions*

### 3. Approval

	Tick to indicate approval
	✓
<b>Executive Director</b> <u>Rickardo Hyatt</u> has reviewed and commented on this proposal.	✓
<b>Assistant Director</b> <u>Click and insert name</u> has reviewed and commented on this proposal.	N/A
<b>HR &amp; OD Lead Officer</b> <u>Dawn James</u> has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	✓
<b>Corporate Management Team (CMT)</b> This proposal was considered by CMT on 23 June 2020.	

## Appendix A

### Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Senior Programme Manager</i>	12		September 2020	February/March 2022	Creation (1 post)
<i>Programme Manager</i>	10 but proposing a G11		September 2020	February/March 2022	Re-evaluation of one G10 role and creation of three other = 4 posts in total with this JD and Grade
<i>Senior Programme Officer</i>	9		September 2020	February/March 2022	Creation (15 posts)

**Subject: Expansion of GLA Building Safety Team****Report to: GLA Oversight Committee****Report of: Chief Officer****Date: 21 July 2020****This report will be considered in public****1. Summary**

1.1 In the Spring Budget 2020, the Government announced it was making £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.

1.2 This paper sets out the proposed expansion in the GLA's Building Safety team to administer the BSF. A total of 19 additional posts are sought on 18-month fixed term contracts. The paper also sets out wider changes in the structure of the existing team to accommodate the expansion.

1.3 The Ministry of Housing, Communities and Local Government (MHCLG) will cover all capital and revenue costs associated with the administration of the BSF, such that there is no cost to the GLA from these additional posts.

**2. Recommendation**

- 2.1 **That the Committee respond to the Chief Officer's consultation on the proposed expansion and associated changes to the GLA's Building Safety team.**

**3. Background**

3.1 The cladding on the external walls of Grenfell Tower has been identified as one of the significant contributing factors in the rapid fire spread during the tragedy on 14 June 2017. While central Government undertook a testing programme to identify other high-rise buildings in unsafe aluminium composite material (ACM) cladding systems and provided funds to remediate these buildings, it has since become clear that other materials on external walls of high-rise buildings are unsafe, most notably high-pressure laminates and timber cladding. The Mayor has long called for the ACM remediation funding to be widened to cover all types of unsafe cladding.

3.2 The GLA is currently administering the Social and Private Sector ACM Cladding Remediation Funds (SSCRF and PSCRF) with a national budget of £400m and £200m respectively. SSCRf is a lighttouch programme with minimal technical and legal due diligence required, delivered by existing GLA staff. The PSCRF programme is more complex. It requires detailed technical and legal due diligence processes and, as a result, the GLA has a team of seven staff members funded by MHCLG to administer it.

### **Reason for Change**

3.3 In the Budget earlier this year, central Government announced it was making £1bn of grant funding available nationally via a new Building Safety Fund (BSF) for the remediation of residential buildings over 18m with unsafe non-ACM external wall systems. Through MD2630, the Mayor agreed to administer the BSF. MHCLG has agreed to cover all capital and revenue costs associated with the administration of the new programme.

3.4 The PSCRF and the BSF are similar in the complexity of their programme design, for example:

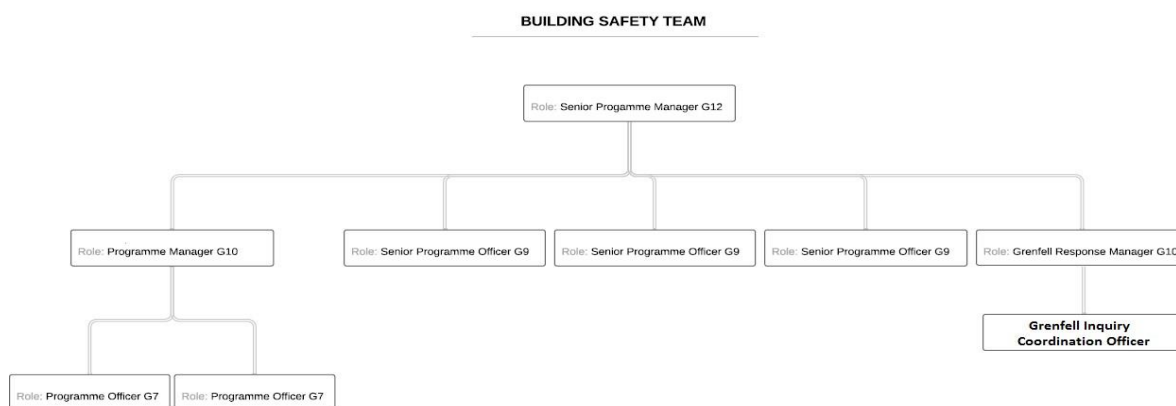
- Relationship management with private responsible entities is resource intensive because the GLA has no existing relationships (unlike councils and housing associations for example). Moreover, there is little incentive for private responsible entities to apply for the funding so bringing forward applications can take significant coaxing;
- Private responsible entities are likely to have limited capacity and expertise in managing major construction works and may require significant technical support;
- Risks related to State Aid must be managed effectively with appropriate administration carried out thoroughly; and
- The diligence required throughout the programme involves instructing and receiving advice from external lawyers and technical consultants.

3.5 Despite these similarities with PSCRF, the BSF is much greater in scale. Through the PSCRF, the GLA is administering funding applications for 57 buildings. For the BSF, MHCLG estimates that around 390 buildings in London will be eligible to apply.

3.6 Central Government has set a very challenging timeline for delivery of the BSF. Initially, the GLA understood that HM Treasury had made the £1bn available in 2020/21. Given the COVID-19 outbreak, it is expected that some flexibility may be afforded, but nevertheless the programme may be shorter than programmes focused on ACM cladding. For example, PRSCF is expected to run until 2023.

## Current Building Safety Team structure

3.7 Currently, the Building Safety Team is made up of nine posts: two are funded by the GLA and focus on Grenfell response and the Inquiry; and seven are funded by MHCLG and focus on administering the PSCRF.



3.8 An additional Head of Building Safety post is currently progressing through approvals separately. The new Head of Building Safety post is being established to reflect the increasing priority of building safety for the GLA, and to provide more senior level leadership of the Mayor's approach to building safety policy and the Grenfell Tower Inquiry, as well as oversight of the delivery of the Government's cladding remediation programmes. The Head of Building Safety will directly line manage the Grenfell Response Policy and Programme Manager and the existing Senior Programme Manager, as well as the additional Senior Programme Manager proposed here.

## 4. Issues for consideration

4.1 The GLA will need up to 19 new posts to administer the BSF. Of these, 15 will be Senior Programme Officers - caseworkers responsible for managing a portfolio of buildings applying to the BSF. The remaining four posts will be management posts.

4.2 In order to arrive at a proposal for new posts required to administer the BSF, GLA officers considered the design of the fund and the likely scale of demand among applicants.

4.3 Administering the PSCRF requires two Programme Officers and three Senior Programme Officers (plus management). This equates to a buildings-to-caseworker ratio of 11:1 (i.e. each member of staff is responsible for 11 buildings). Applying the same ratio to the expected caseload for the BSF would require between 30 and 40 new caseworkers plus management. However, MHCLG intends to streamline the design of the BSF compared to the PSCRF to enable a larger buildings-to-caseworker ratio and hence the proposal here for a maximum of 15 Senior Programme Officers.

4.4 While the best estimate is that 390 buildings will be eligible for BSF funding in London, it is uncertain whether applications will come forward at once. Unlike for the PSCRF, MHCLG estimates that the national programme budget of £1bn will be insufficient to cover the costs of remediating

all eligible buildings. Consequently, there will be an element of rationing in the BSF which might encourage early applications not least given the requirement that remediation works must start on site by 31 March 2021.

4.5 Given these uncertainties, officers recommend that these posts should be recruited to in waves. Officers will use GLA's recruitment and selection process to ensure there is a fair and transparent campaign. In the first recruitment wave, the GLA will initially recruit ten caseworkers plus three management posts:

- a. 1 FTE x Senior Programme Manager (grade 12): to establish the programme, develop appropriate processes and systems, manage the relationship with the Government, Homes England, local authorities, and other stakeholders; and maintain oversight of the team;
- b. 2 FTE x Programme Managers (grade 11 – indicative): to lead on programme level reporting, line manage of Senior Programme Officers and support them with complex problem-solving on individual applications, contract manage external legal and technical advisers, attend and participate in programme meetings with the Government and Homes England, and deputise for Senior Programme Manager where needed.
- c. 10 FTE x Senior Programme Officers (grade 9): to lead on day-to-day administration of applications, including building relationships with responsible entities, collating information to support payment claims and maintaining oversight of compliance with programme criteria.

4.6 If there is additional demand and the new team is overburdened with applications during the summer of 2020, the mitigation is that work will be managed in the short term by existing Housing and Land staff while a second wave of recruitment is progressed.

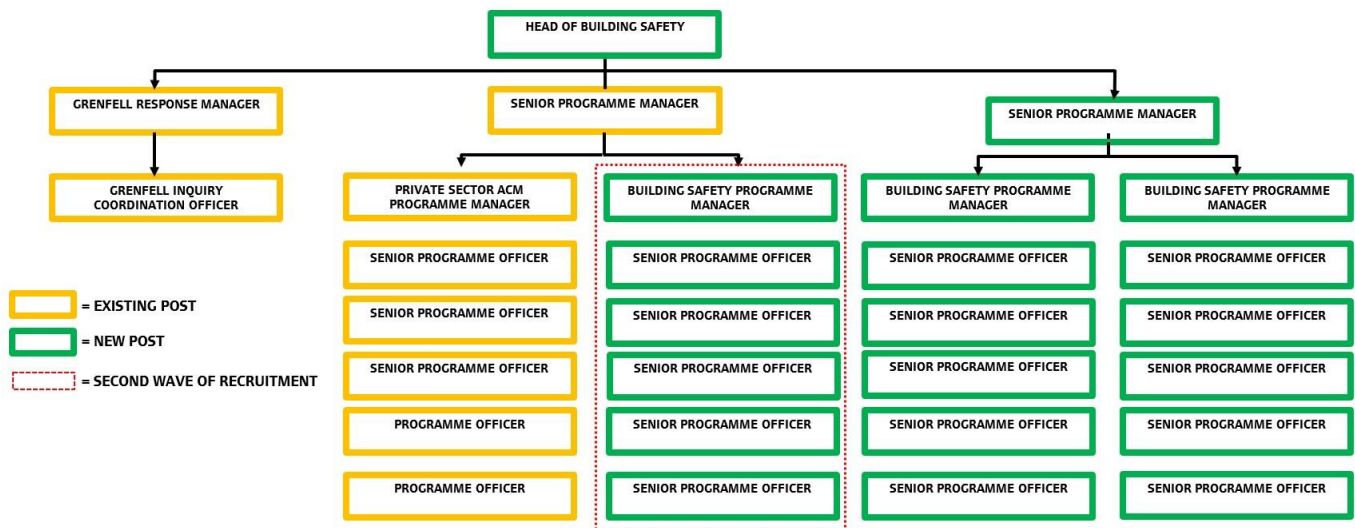
4.7 The second wave of recruitment, if required, would be for a further five caseworkers plus one management post:

- 1 FTE x Programme Managers (grade 11 – indicative)
- 5 FTE x Senior Programme Officers (grade 9)

4.8 This report proposes the creation of all 19 posts (excluding the Head of Building Safety post) irrespective of how the recruitment is managed. If more posts are needed for instance because the buildings-to-caseworker ratio for the BSF is still unmanageable, it would be subject to a separate Chief Officer Approval Form.

4.9 Officers propose that all new posts are fixed term (18 months) rather than permanent for two reasons. First, MHCLG fund the posts required to deliver the BSF only for the length of the programme. These posts will not be required once the programme has completed. Second, while the existing posts that administer the PSCRF are permanent, the lighter touch design of the BSF means the programme may be delivered quicker than the PSCRF.

#### 4.10 Proposed new structure for Building Safety Team:



#### Changes to existing posts within the Building Safety Team

4.11 The existing Programme Manager for PSCRF currently line manages two Programme Officers. Under the changes outlined, the existing Programme Manager would also take on line management responsibility for the three existing Senior Programme Officers who are currently responsible for the PSCRF portfolio. In addition, since the existing Senior Programme Manager would take on additional responsibilities for the Building Safety Fund, the existing Programme Manager for PSCRF will be required to take on greater autonomy in overseeing delivery of the PSCRF.

4.12 Given these additional responsibilities, it is proposed that the grade of the existing Programme Manager (currently grade 10) is re-evaluated. It is also proposed that the grade determined following the re-evaluation process applies to both the existing and the newly created Programme Manager posts.

#### Consultation

4.13 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") will take their views into consideration when making this decision.

4.14 Formal consultation with staff and their representatives (Unison) has also been undertaken in accordance with the GLA Management of Change Procedure.

## 5. Legal Implications

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. Financial Implications

6.1 It is estimated that the staffing cost for the 19 additional staff required in the Building Safety Team for an 18-month fixed term contract will be £2,174,500. Costs are detailed below.

6.2 All costs incurred by the GLA will be reimbursed by MHCLG, such that there is no cost to the GLA from these additional posts.

	<b>20/21</b>	<b>21/22</b>	<b>Total (£)</b>
Grade and FTE	Cost (mid point of scale plus on-costs) 6 mths (£)	Cost (mid point of scale plus on-costs) 12 mths (£)	Cost (mid point of scale plus on-costs) 18 mth (£)
Grade 12 - 1FTE	46,500	94,000	140,500
Grade 11 - 3 FTE	114,000	237,000	351,000
Grade 9 - 15 FTE	480,000	975,000	1,455,000
Support costs (£6k per FTE)	114,000	114,000	228,000
<b>Total</b>	<b>754,500</b>	<b>1,420,000</b>	<b>2,174,500</b>

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**List of appendices to this report:** None

### Local Government (Access to Information) Act 1985

List of Background Papers: None

Contact Officer: Rickardo Hyatt, Interim Deputy Executive Director, Housing and Land  
 Telephone: 07717 785494  
 Email: [rickardo.hyatt@london.gov.uk](mailto:rickardo.hyatt@london.gov.uk)

## Appendix C

### Job descriptions

**Job title:** Senior Programme Manager

**Grade:** 12

**Directorate:** Housing and Land

**Unit:** Housing

#### Job purpose

Responsible for implementing and managing investment programmes established to improve the quality and safety standards of new and existing homes in London. Provides a professional lead on relationships with relevant stakeholders within the Ministry for Housing Communities and Local Government, London boroughs, housing providers and building owners across London.

The primary focus will be to ensure that the building safety investment programmes are delivered within the parameters agreed with Government and in accordance with Mayoral objectives. Provide the Housing and Land senior management team and Deputy Mayor for Housing and Residential Development with regular reports and briefings on progress.

#### Principal accountabilities

1. Establish and maintain close working relationships with senior decision makers within the GLA, the Ministry for Housing Communities and Local Government and in each London Borough at Portfolio Holder level to ensure successful implementation of the building safety investment programmes.
2. Contribute to development of GLA policies to improve the quality and safety of existing and new homes in London, engaging with teams across the directorate and the wider GLA as appropriate.
3. Lead on the development, management and monitoring of all initiatives, projects and programmes relating to building remediation, including programme management of the building safety investment programmes.
4. Develop and maintain processes to enable effective management of investment programmes established to improve the quality and safety standards of existing and new homes in London.
5. Manage the procurement of relevant legal, technical and other services in line with the GLA's procurement procedures.
6. Champion design quality and safety issues in respect of the Authority's own sites and with external partners.
7. Provide professional leadership through the management, development, mentoring and coaching of team members, fostering a culture of continuous improvement.
8. Ensure that all resources are appropriately safeguarded and utilised and risk management is embedded in all aspects of delivery and reporting.

9. Over the development and implementation of a communication strategy for external stakeholders including members of the public and residents of unsafe blocks.
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 post and participating in multi-disciplinary cross department and cross organisational groups and project teams.

**Key contacts** GLA housing teams, building owners, central Government, Homes England, London Boroughs and external consultants

**Accountable to:** Head of Building Safety

**Accountable for:** Resources allocated to the role, including line management of two Programme Managers.

## **Person specification**

### **Technical requirements/experience/qualifications**

1. Appropriate degree level qualification or equivalent experience
2. Appropriate experience of managing staff in a performance oriented culture
3. Appropriate experience of managing large investment programmes and detailed project and contract management
4. Experience of effective relationship management in a highly political environment.
5. Appropriate experience of public sector procurement and management of external consultants.

### **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 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

### **Problem Solving**

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

#### Level 3 indicators of effective performance

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

### **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

### **Organisational Awareness**

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

#### Level 3 indicators of effective performance

- Uses understanding of differences between the GLA and its partners to improve working relationships
- Helps others understand the GLA and the compel environment in which it operates
- Translates changing political agendas into tangible actions
- Considers the diverse needs of Londoners in formulating GLA objectives
- Helps others understand how the media and eternal perceptions of the GLA influence work

### **Managing and Developing Performance**

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

#### Level 3 indicators of effective performance

- Motivates and inspires others to perform to their best, recognising and valuing their work and encouraging them to learn and reflect
- Sets clear direction and expectations and enables others to interpret competing priorities

- Agrees and monitors challenging, achievable performance objectives in line with GLA priorities
- Manages performance issues effectively to avoid adverse impact on team morale and performance

### **Planning and Organising**

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

#### Level 3 indicators of effective performance

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

### **Responsible Use of Resources**

#### Level 3 indicators of effective performance

- Allocates financial and people resources efficiently to maximise value for team and wider organisation
- Thinks in terms of maximum efficiency when planning resource allocation
- Implements good practice on efficient use of resources
- Monitors financial performance and efficiency of own team, ensuring delivery of work within budget
- Negotiates and manages contracts responsibly across a diverse supplier base

### **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.

## **Job Description**

**Job title:** Programme Manager – Building Safety

**Grade:** 11 (indicative)

**Post number:**

**Directorate:** Housing and Land

**Unit:** Housing

### **Job purpose**

To lead a team focused on making London buildings safer. To lead on the provision of expert advice and guidance on cladding remediation in London to the Mayor and his advisors. To lead the implementation of, and influence any ongoing redesign of, the Government's building safety investment programmes. To take overall responsibility for ensuring grant is provided in line with rigorous legal and technical processes, including supervising the negotiation and agreement of funding agreements with building owners. To manage the GLA's relationships with other stakeholders and partners involved in cladding remediation.

### **Principal accountabilities**

1. Maintain a broad overview of issues related to building safety, seek to anticipate and identify emerging trends, risks, new developments and innovations that may impact on the Mayor's strategy and policies, and provide written and oral briefings, high level advice and specialist reports for the Mayor and advisers on these issues.
2. Design and refine appropriate legal and technical processes for the building safety investment programmes and ensure projects comply by providing close and effective supervision of the application, assessment and approval processes.
3. Develop and maintain excellent working relationships with officials at the Ministry of Housing, Communities and Local Government and Homes England, working closely with them to ensure GLA recommendations on applications and associated issues are seen as credible, consistent with the programme principles and/or reflective of the Mayor's position and to ensure technical and legal compliance.
4. Deputise for the Senior Programme Manager and take responsibility for managing and motivating a team.
5. Lead the development, negotiation and agreement of the individual funding agreements with building owners in partnership with the relevant Senior Programme Officer, legal and technical consultants and central Government.
6. Provide professional and technical advice, guidance and support to enable the Building Safety team to fulfil its functions in line with its investment programme criteria and associated legislation.
7. Regular and accurate reporting of building safety investment programmes, including outputs, budgets and risks, including approval/update papers for internal and external stakeholders.
8. Provide rigorous contract management of the GLA's appointed technical and legal consultants to ensure they provide services in line with the specification and contract.

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. Take a flexible approach to undertaking the duties and responsibilities of the job and participate in multi-disciplinary, cross-department and cross organisational groups and project teams as required.

**Accountable to:** Senior Programme Manager – Building Safety

**Accountable for:** Staff and resources allocated to the post, including line management of five Senior Programme Officers.

**Principal contacts:** GLA housing teams, building owners, central Government, Homes England, London Boroughs and external consultants.

## **Person specification**

### **1. Technical requirements/experience/qualifications**

1. Appropriate Degree level qualification and/or appropriate professional qualifications/membership (e.g. RICS) and/or demonstrable and relevant experience and skills
2. Understanding of, and experience in, negotiating and managing funding agreements.
3. Experience of undertaking legal and financial due diligence in relation to projects involving residential property and/or complex structures (including joint-ventures etc.)
4. Detailed project management experience, including demonstrable past experience in managing a complex, high-profile programme autonomously.
5. Appropriate experience of managing a team in a performance-oriented culture and an understanding of the GLA's commitment to equality and diversity.

### **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

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

#### **Stakeholder Focus**

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

#### 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

## **Problem Solving**

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

### Level 3 indicators of effective performance

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

## **Planning and Organising**

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

### Level 2 indicators of effective performance

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

## **Organisational Awareness**

### Level 2 indicators of effective performance

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

## **Responsible Use of Resources**

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

### Level 3 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

## **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.

**Job title:** Senior Programme Officer – Building Safety

**Grade:** 9 **Post Number:**

**Directorate:** Housing and Land

### **Job purpose**

Provides a professional lead on administration of the GLA's investment programmes established to improve the safety standards of existing homes in London. Lead all aspects of the application, assessment, approval and monitoring process for a portfolio of buildings. Manage day-to-day relationships with a portfolio of stakeholders, including building owners and London boroughs.

### **Principal accountabilities**

1. Build and maintain effective working relationships with investment partners to support effective administration of the GLA's building safety investment programmes.
2. Use professional judgement to support the effective use and management of public sector resources to maximum benefit of local communities. Manage the procurement of services required by the programme or project in line with the GLA's procurement procedures.
3. Ensure that all funding is appropriately safeguarded and utilised and risk management is embedded in all aspects of delivery and reporting.
4. Analyse, assess and interpret funding bids from applicants. Manage the subsequent investment programme, ensuring key milestones are achieved. Ensure project and programme performance is accurately maintained in line with reporting requirements.
5. Grow and maintain a thorough understanding of building safety and quality issues affecting residential buildings in London. Working with colleagues within Housing and Land, Planning, London Fire Brigade, Homes England, Government Departments and Local Authorities to support the development of business cases to support further investment and delivery by the Mayor or central Government.
6. Implement Mayoral or government policy initiatives and funding opportunities as they arise to support Mayoral and GLA housing objectives.
7. Ensure relevant residents and leaseholders are kept informed about remediation progress for buildings in receipt of GLA funding.
8. Use commercial and professional experience to provide constructive challenge through the use of commercial skills, business acumen and innovation and work with partners, including local authorities, to evaluate local priorities and targets and deliver cost effective development solutions.
9. Manage the delivery of compliance audits and ensure shortcomings in process are addressed.
10. Take a lead on specific technical building safety policy areas as needed to provide a strategic lead across the building safety team and support advice to the Mayor and other key stakeholders.

11. 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.
12. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job, and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams.

**Accountable to:** Senior Programme Manager – Building Safety

**Accountable for:** Resources allocated to the role.

**Principal contacts:** GLA housing teams, building owners, central Government, Homes England, London Boroughs and external consultants.

## Person specification

### 1. Technical requirements/experience/qualifications

1. Appropriate Degree level qualification and/or appropriate professional qualifications/membership and/or demonstrable and relevant experience and skills.
2. Experience of programme or project management, including managing and working with external professional advisers
3. Knowledge of the housing, construction, building safety or a related sector.

### 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

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

#### Stakeholder Focus

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

#### 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

## **Problem Solving**

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

### Level 2 indicators of effective performance

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

## **Planning and Organising**

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

### Level 3 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

## **Organisational Awareness**

### Level 2 indicators of effective performance

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

## **Responsible Use of Resources**

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

### Level 3 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

## **Reasonable adjustment**

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

**Request for Head of Paid Service Decision CO-184**

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

**Decision Required**

That the Head of Paid Service:

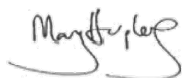
Approves the extension of two existing fixed term posts and current post holders in the Mayor's Construction Academy team, within the Skills & Employment Unit until the current programme end date of March 21:

Job title	Grade
Principal Project Officer – MCA	G10
Senior Project Officer	G9

**Head of Paid Service**

The above proposal has my approval.

**Signature**



**Date** 23/09/20

## 1. Staffing proposals

### Introduction and background

The Mayor's Construction Academy (MCA) is a programme of activity delivering the Mayor's manifesto commitment to create a pipeline of skilled talent to address skills shortages in London's homebuilding sector and the workforce underrepresentation of women and BAME Londoners. The MCA programme was initially awarded £1.8m core GLA (£1m) and LEAP (£800k) revenue funding and £7.2m capital funding (as part of the wider Skills for Londoners Capital Fund) under [MD2213](#). Two fixed term posts were created to oversee delivery of the programme: Principal Policy Officer (at grade 10) to lead on business engagement activity to support delivery of the MCA and the Senior Project Officer (at grade 9) to manage the revenue and capital grant projects.

A subsequent £3.2m revenue funding was awarded under [MD2363](#). As a result of the increased project scope a further three roles were created within the team until the current project end date of March 21.

### Proposal

The proposal is to extend the two fixed term posts and current post holders to reflect the project delivery timetable to the end of March 2021 which is when the programme is currently due to end. Extension of the posts will ensure business continuity and meet the programme delivery requirements.

Both posts will be fully funded from within existing MCA programme funds outlined above.

### G10 Principal Policy Officer

The role leads on the stakeholder engagement activity and provides construction industry insight to help inform the strategic direction of the Mayor's Construction Academy. The role requires the post holder to build and maintain effective and influential industry relationships across a wide range of key stakeholders including employers, developers, boroughs, providers at a local and regional level. Beth Penwarden started in the post on 4/9/18 and the role is required for the duration of the project in order to ensure that delivery responds to the needs of the industry.

### G9 Senior Project Officer

The role is responsible for the contract management and day to day running of the five round one hubs, overseeing spend, delivery and working closely with the hubs to maximise the impact of the projects at a local, sub-regional and pan-London level. The role also leads on delivery of some capital delivery, ensure spend against target and the capturing of delivery of outcomes for Londoners. Matthew Bracewell started in the post on 31/7/2018 and the role is required until the programme end date of 31 March 2020 as the round one hubs run until this end date.

## 2. Consultation

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

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

Both posts will be fully funded from within existing MCA programme funds.

### 3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	0	
Permanent posts to be (deleted)	0	
Fixed-term posts to be created	0	
Fixed-terms posts to be (deleted)	0	
Fixed-terms posts to be <b>extended</b>	2	The proposal is to extend a Grade 10 and Grade 9 posts within the MCA team, based in the Skills & Employment Unit
<b>Net total of posts created / (deleted) / extended</b>	2	
Permanent posts to be regraded	0	
Fixed-terms posts to be regraded	0	

### 4. Financial comments

- 4.1 This report seeks approval for the extension of two existing fixed term posts in the Mayor's Construction Academy team, until the programme's end date of March 2021. The G10 post is for an extended period of 7 months costing £33, 317 and the G9 post is for an extended period of 8 months, costing £34, 000, total cost for the two extended posts of £67,585.
- 4.2 These posts will be funded from an additional £3.2m revenue funding which was made available under cover of MD 2363.

### 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 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 If the proposals set out in this Chief Officer Form are approved, then the fixed term arrangements that are currently in place to fill the post will need to be extended accordingly.
- 5.8 The HoPS has the power to make this decision.

## 6. Equalities considerations

There are no specific equalities considerations as this relates to an extension of

## 7. Appendices

- Appendix A: Details of all affected posts, including post reference numbers
- Appendix B: G10 Principal Policy Officer Job Description
- Appendix C: G9 Senior Project Officer Job Description

### Appendix A

#### Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	Current end date (fixed-term/deletions only)	Proposed end date	Proposal: creation / deletion / regrade / extension
Principal Policy Officer	10	GLA3749	4/9/2018	3/9/2020	31/3/21	Extension
Senior Project Officer	9	GLA3748	31/07/2018	30/7/2020	31/3/21	Extension



## 8. Approval

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

**Request for Head of Paid Service Decision CO-188**

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

**Decision Required**

That the Head of Paid Service:

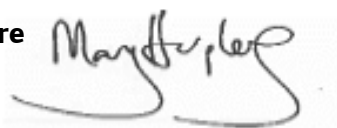
*Approves the:*

- **Creation of a 12 month fixed term post (Head of Digital Communications & Data Innovation)** from August 2020 to the end of July 2021. It is proposed that this fixed-term post will sit within the External Relations Team.
- **Movement of the Senior Digital Comms Officer** fixed term post (due to end in May 2021) already established in the Mayor's Office to the External Relations Team.

**Head of Paid Service**

The above proposal has my approval.

**Signature**



**Date 27/07/2020**

## **1. Staffing proposals**

### **1.1 *Head of Digital Communications & Data Innovation – creation of a 12 month fixed-term post from August 2020 to the end of July 2021***

- 1.2 The post of Head of Digital Communications & Data Innovation is an established permanent post in the Mayor's Office. It is a post which encompasses the strategic leadership of digital communications and also focuses on digital services, data and innovation for the Mayor's office working closely with the Chief Digital Officer.
- 1.3 The substantive post holder had a period of parental leave from October 2019 to March 2020 and an alternative postholder was recruited on a fixed-term basis to cover this period of absence.
- 1.4 A decision was taken to extend the alternative postholder's fixed-term contract (from March 2020 to the end of July 2020) to cover a longer period of handover when the substantive postholder returned to the office and to allow the substantive postholder to focus on addressing significant workload in the digital innovation part of the role particularly in relation to the Digital and Technology Strategy and the Digital Board pipeline and delivery activity. CO Form 151 refers.
- 1.5 At this point, COVID-19 then hit us. In these last 3 months, there has been a huge impact on digital communications as a result of COVID-19. All of the Mayor's engagement has been via digital communications channels and the volume of content which the Digital Comms team is producing has more than doubled and has also increased in complexity given the myriad of challenging issues facing London including COVID-19, its impact on BAME communities and the Black Lives Matters movement.
- 1.6 This has resulted in a need for significantly increased capacity and capability at a senior level for digital communications. This senior level of digital comms expertise and political nuance is not currently within the structure of External Relations as it has previously been provided by the Mayor's Office.
- 1.7 Given the continuing impact of COVID-19 and the vital importance of digital communications during this period, we anticipate that having additional capacity at a senior level will continue to be needed to support the communication around COVID recovery.
- 1.8 As such, it is proposed that a new 12 month fixed-term post (Head of Digital Communications & Data Innovation) is created and the alternative postholder (who provided cover while the substantive postholder was on parental leave) has their fixed-term contract extended for a further 12-months to support this challenging period and to provide increased capacity at a senior level.
- 1.9 As part of our ongoing desire to ensure our communications (across all channels) are integrated, as recommended by the recent Bloomberg Associates review, it is recommended that this fixed-term post sits within the External Relations Team reporting to the AD External Relations but with dotted-line reporting to the Mayoral Director, External & International Affairs to ensure a continued close working relationship with the Mayor's team.
- 1.10 The substantive Head of Digital Communications & Data Innovation post-holder will remain in the Mayor's office and the workload will be shared among them appropriately. To note, the substantive post-holder has a second period of parental leave scheduled from August to mid-October 2020.
- 1.11 Movement of the Senior Digital Comms Officer, a fixed term post already established in the Mayor's Office, to External Relations.**
- 1.12 As a result of the COVID-19 pandemic, a grade 8 Senior Digital Comms Office post was created on a 12-month fixed-term basis to bring additional digital comms capacity into the Mayor's office. The postholder reports to the Head of Digital Communications & Data Innovation. CO form 160 refers.
- 1.13 As part of ongoing desire to ensure our communications (across all channels) are integrated, as recommended by the recent Bloomberg Associates review, it is recommended that this fixed-term post is moved to External Relations.

- 1.14 The job description and grade for this post is identical to those already in existence in the Digi Comms team within External Relations. As such it is proposed that this post will report to the Senior Digital Comms Manager alongside other posts with this JD.

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

- 1.15 The Mayor's Office is in strong support of this proposal. The creation of a new fixed-term post will provide senior level digital content and channel expertise which is of vital importance given London's COVID-19 recovery needs.
- 1.16 As noted above, the Mayoral Director, External & International Affairs will continue to have a close working-relations with the fixed-term post holder.
- 1.17 The Chief of Staff has indicated that he is supportive of the proposal and is aware that budget will need to be sought from outside of External Relations to fund this proposal.
- 1.18 It is proposed that the budget associated with the Senior Digital Communications Officer moves with the 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.*

- 2.1 The substantive post holder in the Head of Digital Communications & Data Innovation post and the individual who was brought in on a fixed-term basis to cover this role while the substantive postholder was on parental leave are both aware of the proposal and are supportive.
- 2.2 The Senior Digital Communications Officer is supportive of this proposal.
- 2.3 The Senior Digital Communications manager is supportive of this proposal.
- 2.3 The Assistant Director, External Relations is supportive of this proposal.
- 2.4 The proposal to create a 12 month fixed-term post is a proposal to create a temporary staff post (defined as being up to two years in duration) and therefore it is not necessary to formally consult with or inform the Chief of Staff (on behalf of the Mayor) or the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) about the proposal. However, this proposal must be reported by the Head of Paid Service (the "HoPS") to these persons in a six monthly report.
- 2.5 The other proposal set out in this Chief Officer form is a proposal to move the Senior Digital Comms Officer post from the Mayor's Office to the External Relations Team. 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 this proposal.

## 3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	1	12 month fixed-term post from August 2020 to the end of July 2021

Fixed-terms posts to be (deleted)		
<b>Net total of posts created / (deleted)</b>		
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?   
Head of Digital Communications & Data Innovation to July 2021  
Senior Digital Comms Officer to May 2021

What is expected start date?   
Senior Digital Comms Officer to External Relations from August 2020

Expected end date?   
Senior Digital Comms Officer to May 2021

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

4.1 This CO form is to approve extension of a fixed term post - Head of Digital Communications & Data Innovation from 1 August 2020 to 31 July 2021 for reasons detailed above in this CO form. Approval is also sought to move this post from the Mayor's office to External Relations. The extension of 12 months at grade 13 will cost approximately £106,000 based on mid-point salary budget including on costs and 2020-21 salary budgets. The costs will span 2 financial years as shown below:

- 2020-21 - 8 months £71,000
- 2021-22 - 4 months £35,000

This fixed term extension for 12 months will be funded from COVID 19 funds and will sit within the External Relations Unit part of Strategy and Communication directorate.

- 4.2 Also in addition to the above this CO form further requests approval to move fixed term post Senior Digital Comms Officer from the Mayor's office to External Relations from August 2020 to May 2021, for reasons detailed above in this CO form. The cost of this post for 10 months (Aug 2020 to May 2021) at grade 8 will cost approximately £49,000 based on mid-point salary budget including on costs and 2020-21 salary budgets. The costs will span 2 financial years as shown below:

- 2020-21- 8 months £39,000
- 2021-22 – 2 months £10,000

This fixed term post will be funded from COVID 19 funds and will sit within the External Relations Unit part of Strategy and Communication 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 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 Staffing Protocol does not refer to any process that needs to be followed when moving a post from one team to another. However, it has been determined (by mutual consent) that such proposals should be approved by the HoPS via a Chief Officer Form. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal to move the Senior Digital Comms Officer post from the Mayor's Office to the External Relations Team.
- 5.8 If the proposal to move the Senior Digital Comms Officer post from the Mayor's Office to the External Relations Team results in any change to the terms and conditions of employment of existing GLA employees, then the GLA will need to follow a proper process in order to make such changes.
- 5.9 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.*

- 6.1 There are no issues arising.

## **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> ✓
<b>Executive Director</b> <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
<b>Assistant Director</b> <u>Emma Strain</u> has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	
<b>Corporate Management Team (CMT)</b> This proposal was considered by CMT on [DATE].	

## Appendix A

### Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Head of Digital Comms and Data Innovation</i>	13		August 2020	End July 2021	Creation of a 12 month fixed term post in the External Relations Team
<i>Senior Digi Comms Officer</i>	8			May 2021	Move a current fixed term post from the Mayor's office to the External Relations Team



## Request for Head of Paid Service Decision CO-191

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

### Guidance

This form should be used by Executive Directors and/or Assistant Directors seeking approval for the:

- Creation and/or deletion of GLA permanent posts, regardless of their number and laid out as follows in the **Decision Required** box:

Job title	Grade
e.g. Senior Policy Officer	9
e.g. Project Support Officer	5

- Creation and/or deletion of GLA fixed-term posts, regardless of their number or duration;

Job title	Grade	Duration
e.g. Senior Policy Officer	9	2 years
e.g. Project Support Officer	5	18 months

- Regrading of GLA permanent and/or fixed-term posts, regardless of their number or duration.

Job title	Current Grade	New Grade
e.g. Project Support Officer	5	6

This form supersedes: (i) the previous Head of Paid Service decision form which had a "HoPS" rather than a "CO" reference number; (ii) the STAF decision form for fixed-term posts; (iii) the Minor Restructuring decision form; & (iv) the Job Evaluation Review & Request decision form for regradings.

In all cases proposals should be presented in final draft form to the monthly Corporate Management Team (CMT) meeting set aside to look at staffing matters. That should be done via this decision form; i.e. while it is in final draft form and before it is signed off. All sections of the form must be completed prior to CMT. The CMT support team and/Senior HR Advisers can provide the dates of those CMT meetings.

**Decision Required**

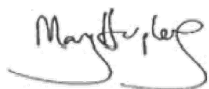
That the Head of Paid Service:

*Approves the extension of four existing fixed-term posts as follows:*

<b>Role</b>	<b>Grade</b>	<b>Team</b>	<b>Current End Date</b>	<b>Proposed End Date</b>
Regional Lead	9	Team London and Sport	31 August 2020	31 August 2021
Network Lead	8	Team London and Sport	31 August 2020	31 August 2021
Network Lead	8	Team London and Sport	31 August 2020	31 August 2021
Network Lead	8	Team London and Sport	31 August 2020	31 August 2021

**Head of Paid Service**

The above proposal has my approval.

**Signature****Date** 23/09/20

## Staffing proposals

### Background and reasons why the posts are required

The attached roles will support the delivery of the London Enterprise Adviser Network (LEAN). Current funding for the LEAN continues until August 2020. Funding for the LEAN has now been extended until August 2021 so the extension of these fixed-term posts reflects the programme and funding extension. The current posts and proposed extensions are co-funded by the GLA and the Careers & Enterprise Company, the national funder.

The Enterprise Adviser Network is a national programme that supports social mobility through matching up to two senior business volunteers (Enterprise Advisers) with a school or college careers leader to support them to increase business engagement with the school or college and develop a whole-school careers strategy and employer engagement plan that is representative of all pathways into employment and considers all sectors.

The GLA submitted a proposal to the national funder to deliver the LEAN in 2015. Team London was commissioned to deliver a small pilot on behalf of the GLA in 2016. The delivery of the LEAN from September 2018 to August 2020 was approved by MD2262. Since then, the delivery of the LEAN has been outsourced to external delivery organisations and managed by a core staff team in Team London (the posts covered in this decision).

The extension and expansion of the LEAN has been a key element of the Mayor's support for improving careers provision and continues to deliver several objectives set out in the [Skills for Londoners Strategy](#) and [Careers for Londoners Action Plan](#).

Continuing the delivery of the LEAN across London will give the GLA direct and ongoing relationships with careers leaders in the vast majority of London's secondary schools and colleges. These relationships provide a mechanism for staff to signpost schools and colleges to other elements of the Mayor's developing careers offer for London's schools and colleges. It will also allow us to promote and share best practice in careers education provision, ensuring that more schools and colleges benefit from good practice. For this to happen, the posts covered in this decision are required to effectively manage the delivery of the LEAN.

The core staff team in Team London who manage the LEAN consists of the Regional Lead who oversees and manages the LEAN and three Network Leads who support and manage external delivery partners across London.

Since September 2018 the LEAN has scaled from working with 125 schools and colleges and up to 200 volunteers in 18 boroughs to working with 492 schools and colleges and 500 volunteers in 32 London boroughs by August 2020.

Funding for the current LEAN is due to end in August 2020. Funding has now been confirmed to extend the LEAN until August 2021. This funding will again expand the LEAN to work with 663 schools and colleges and 700 at least volunteers by August 2021. This includes procurement of a new delivery partner to work specifically with special educational needs schools.

With the additional scaling of the LEAN, contract management and stakeholder management support is still required to ensure successful delivery of the programme. The extension of the four posts is to continue effective management and support of the LEAN.

## **Covid-19**

Schools and colleges are currently closed due to the Covid-19 pandemic. Should school and college closures continue after August 2020, the LEAN can continue to operate virtually. Under current lockdown conditions, the programme is continuing its delivery and the Network Lead and Regional Lead posts are increasingly important to connect GLA support and provision with schools and colleges across London.

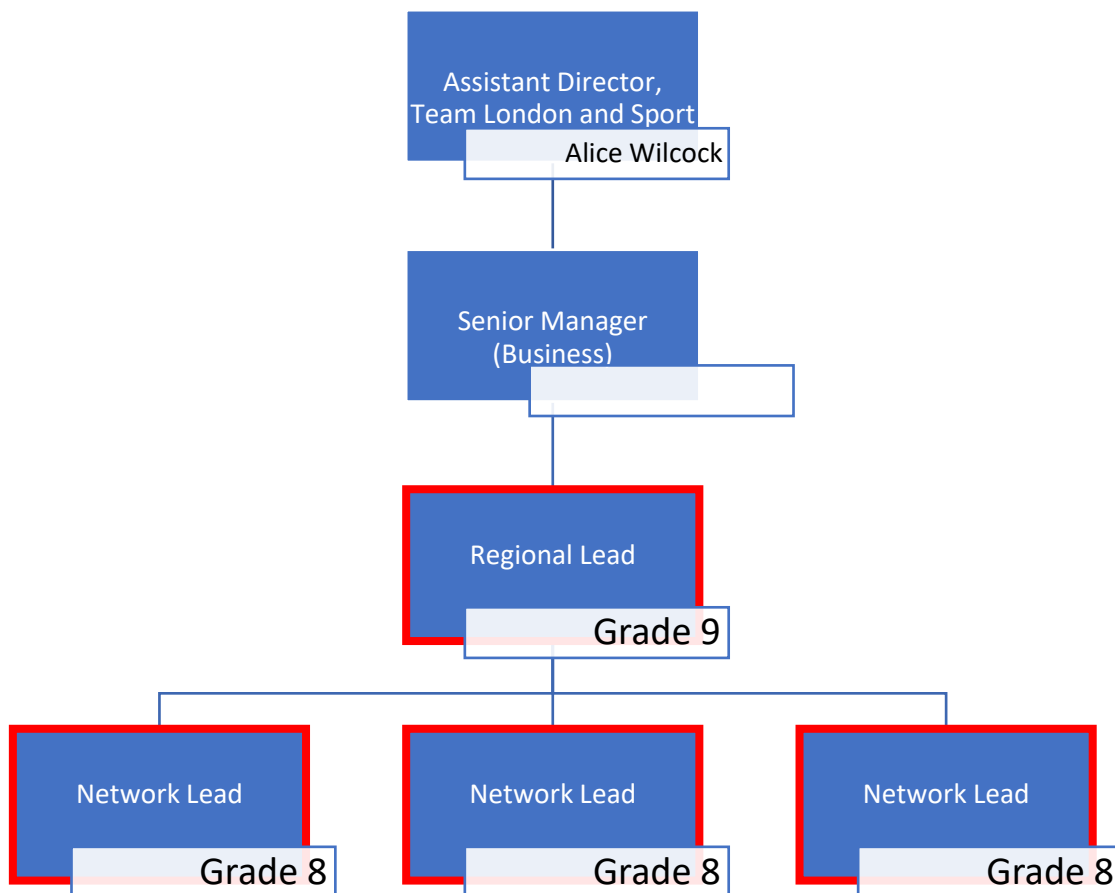
Now, more than ever, schools and colleges need support to ensure every young person gets access to appropriate, personalised careers information. The education debate has understandably focused heavily upon the pressing concerns regarding qualifications in the absence of examinations, safeguarding and home-schooling arrangements. But we must also make the transitions that young people were intending to make into further and higher education, employment or apprenticeships a priority.

## Staffing Resource and Structure

This form seeks approval for the extension of four existing fixed-term posts (the Regional Lead (Grade 9) and three Network Leads (Grade 8)) until 31 August 2021.

The post holders will provide comprehensive programme, contract and stakeholder management to the delivery of the LEAN. The post holders will sit in the Employer Supported Volunteering Team in Team London.

The staffing structure is below, the posts outlined in red are the posts covered in this request.



### 1. Consultation

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

Formal consultation with the postholders is not required but has there been discussion and agreement with them about the extensions to these posts.

## 2. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created/extended	4	Extension of existing posts
Fixed-terms posts to be (deleted)		
<b>Net total of posts created</b>	4	
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*

## 3. Financial comments

The total cost of extending the following posts; 1x Regional Lead posts (Grade 9 for 12 months until 31 August 2021 per post) and 3x Network Lead posts (Grade 8 for 12 months until 31 August 2021 per post) amounts to a total of £241,000.

The table below lists the costs associated with each post, calculated at the mid-point of the grades including on-costs.

Post	Duration	Grade	FTE	Net Cost
Regional Lead	12 Months	9	1	£64,000
Network Lead	12 Months	8	1	£59,000
Network Lead	12 Months	8	1	£59,000
Network Lead	12 Months	8	1	£59,000
<b>Total Costs</b>				<b>£241,000</b>

This expenditure will spread over two financial years; £139,000 in 2020/21 and £102,000 in 2021/22 and will be funded by the London Enterprise Adviser Network (LEAN) Programme budget (approved by MD2609) held within the Team London Unit.

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 and contained within the Team London Unit budget.

#### 4. Legal comments

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

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

5.8 The HoPS has the power to make this decision.

## **5. Equalities considerations**

Team London has a focus on ensuring that the benefits of its programmes can be accessed by all Londoners and that all of its programmes are designed with accessibility and inclusivity in mind. This includes a particular focus on involvement of Londoners from protected characteristic groups.

## **6. Appendices**

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

*Appendix B: GLA Oversight Committee paper (if there is one) – n/a*

*Titles of any other Appendices – n/a*

## 8. Approval

	<i>Tick to indicate approval</i> ✓
<b>Executive Director</b> <u>Sarah Mulley/Halima Khan</u> has reviewed and commented on this proposal.	
<b>Assistant Director</b> Alice Wilcock has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> <a href="#">Alison Cubbins</a> has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	✓
<b>Corporate Management Team (CMT)</b> This proposal was considered by CMT on [DATE].	

## Appendix A

### Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Regional Lead</i>	9	003920	1 September 2020	31 August 2021	Creation (extension)
<i>Network Lead</i>	8	003253	1 September 2020	31 August 2021	Creation (extension)
<i>Network Lead</i>	8	003084	1 September 2020	31 August 2021	Creation (extension)
<i>Network Lead</i>	8	003083	1 September 2020	31 August 2021	Creation (extension)

**Request for Head of Paid Service Decision CO-198**

**Decision Required**

That the Head of Paid Service:

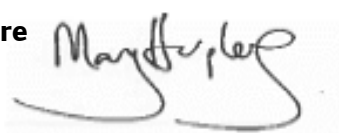
*Approves an increase in hours for three existing part-time permanent posts (as set out below):*

<b><i>Job title</i></b>	<b><i>Current hours</i></b>	<b><i>Proposed new hours</i></b>
Digital Communications Officer 05760	21 per week (0.6 FTE)	25.8 per week (0.7 FTE)
Digital Communications Officer 05793	21 per week (0.6 FTE)	25.8 per week (0.7 FTE)
Digital Communications Officer 05585	21 per week (0.6 FTE)	25.8 per week (0.7 FTE)

**Head of Paid Service**

The above proposal has my approval.

**Signature**



**Date 18/09/20**

## 1. Staffing proposals

### *Digital Communications Officer, External Relations*

This proposal is to revise the hours for three part-time Digital Communications Officer posts, all of whom work out-of-hours covering our digital communications operations on a 7-day per week basis from 7am to 10pm. This request is to revise their working hours from 0.6 FTE (21 hours per week) to 0.7 FTE (25.8 hours per week). There are four posts of this description in the division, with the fourth post already at 0.7 FTE (25.9 hours per week) since September 2019.

The case for increasing the hours is built on an increased need for content production and digital channel management, as well as the success of assigning additional hours to one of the extremely challenging posts who already provides these services.

Originally, three Digital Communications Officer posts were appointed at 0.6 FTE and within one year or less, all post holders resigned. In September 2019, a post holder was appointed at 0.7 FTE in the same post and remains employed, reporting high job satisfaction. Extending their hours by 4.8 hours a week and bringing their time spent working during 'normal' (Monday to Friday) working hours closer to 50% enabled this post holder to achieve much better integration within the team, improved morale, resulted in better performance management, and gave more opportunities to develop as more of their time was spent within the 'normal' working day (as well as covering evenings and weekends).

The organisational context for the increase in need for content production and channel management is the sustained and developing need for the GLA to prioritise our social media engagement of our audiences and stakeholders, and in particular responding dynamically to the situation in London, including the ongoing COVID-19 pandemic and long term recovery work. Maintaining resource in communicating with the public through these channels is critical for Londoners. Since March 2020 two Digital Communications Officers have been doing additional hours to bring their total hours up to 0.7 FTE in order to respond to the needs of the organisation. At the same time, the team has retained a full-time temporary worker above establishment since November 2019 in order to cope with the demands. It will be significantly more cost effective to enable the three existing post holders to extend their hours to 0.7 FTE, setting up the team for success in meeting the communication demands and decreasing the risk of burnout and high turnover.

The risks of us not increasing the hours of the posts include: increased turnover and low retention, an inability to manage the current postholders' performance due to excessive isolation from the rest of the organisation due to out of hours work, an inability to recruit to fill these posts should they become vacant and an ongoing risk of burnout for the entire Digital Communications team.

The business case for increasing the hours of the posts is included as an appendix to this document, alongside the existing and proposed job descriptions.

## 2. Consultation

This proposal is to increase the part-time hours of three 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.

The incumbent staff in post have all been informally consulted on this proposition and are all supportive of it. The line manager of these posts has also been informally consulted 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)		
<b>Net total of posts created / (deleted)</b>		
Permanent posts to be re-evaluated		
Fixed-terms posts to be re-evaluated		
Other	0.1 FTE increase x 3 posts	Digital Communications Officer x3 increasing hours from 0.6 to 0.7 FTE

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

### 4. Financial comments

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

Cost centre  Cost object   
(if different):

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

Is the post full or part time?

Is the post permanent or temporary?

What is expected start date?  Expected end date?

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

- 4.1 The CO form is to approve the increase in FTE's (hours) for the Digital Communication Officers Grade 7 Posts from 0.6 FTE to 0.7 FTE. The Increase will cost approximately £18,000 per annum

based on 2020-21 mid-point salary budget including on costs. The salary costs are to be funded from the Marketing and Events Non-Pay/Non-Programme budget

- 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 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 Paragraph 5.2 of the Staffing Protocol, Scheme of Delegation says that the following function is delegated to Executive Directors and Assistant Directors/Heads of Unit: *"To undertake any staffing-related actions the Executive Director or Assistant Director/Head of Unit considers to be appropriate in relation to staff in their directorate appointed by the HoPS below the level of Assistant Director/Head of Unit, conducive to the efficient operation of the business of the Authority, subject to this Scheme (and any other relevant schemes) and the Authority's decision making framework requirements and procedures (as they may apply) "*.
- 5.6 However, as these three posts were created as 0.6 FTE posts, HoPS approval is required to increase the hours of the posts beyond 0.6 FTE. Therefore, this Chief Officer Form seeks to obtain the approval of the HoPS for the proposal set out above.
- 5.7 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.
- 5.8 The HoPS has the power to make this decision.

## **6. Equalities considerations**

These posts will continue to be managed in line with the GLA's commitment to Diversity & Inclusion, in terms of development, training and performance management.

## **7. Appendices**

Appendix A – Details of All Affected Posts

Appendix B – Business Case for re-evaluation

Appendix C – Current job description for the Digital Communications Officer post

Appendix D – Proposed revised job description for the Digital Communications Officer post

Appendix E – Team Organisation Chart with the proposed changes

## 8. Approval

	<i>Tick to indicate approval</i> ✓
<b>Executive Director</b> <u>Niran Mothada</u> has reviewed and commented on this proposal.	✓
<b>Assistant Director</b> <u>Emma Strain</u> has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> <u>Linda Laurent-Hughes</u> has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	✓
<b>Corporate Management Team (CMT)</b> This proposal was considered by CMT on 14 September 2020	

## Appendix A

### Details of all affected posts

<b><i>Job title</i></b>	<b><i>Ref no.</i></b>	<b><i>Current hours</i></b>	<b><i>New hours</i></b>
<i>Digital Communications Officer</i>	05760	21 per week (0.6 FTE)	25.8 per week (0.7 FTE)
<i>Digital Communications Officer</i>	05793	21 per week (0.6 FTE)	25.8 per week (0.7 FTE)
<i>Digital Communications Officer</i>	05585	21 per week (0.6 FTE)	25.8 per week (0.7 FTE)

## **Appendix B**

### **Business Case for increasing the hours**

#### **Background**

The Digital Communications Officer posts provide critical operational support for the GLA's communications and marketing activity, including but not limited to the activity of the Digital Communications team, the Press Office and the Marketing Campaigns team. These four officers provide a cover on the GLA social media channels, predominantly the Mayor of London accounts, from 7am-10pm seven days a week, producing and posting content as well as reacting dynamically to the situation in London, and responding to content needs and requests coming in from across the organisation.

The four posts were approved for creation as two-year fixed-term posts in January 2018 as a response to a requirement for the GLA social media channels to operate outside of standard working hours, and resourcing and retention challenges this presented for existing posts. In July 2019, all four posts were converted to permanent posts in recognition of the fact that their work will be ongoing and considered business as usual – vital to the organisation.

The role of the Digital Communications team is to run all digital marketing channels to engage Londoners with the Mayor's priorities and activities, working very closely with the Mayor's Office, and delivering to the ambitions of all GLA policy teams.

The role of the Marketing Campaigns Team is to plan, manage and deliver campaigns, collaborating with colleagues across the directorate and other directorates and working closely with the Mayor's Office. This involves developing strategies and plans for integrated communications campaigns, and managing their delivery across social media, paid advertising channels, press, events and digital channels.

#### **Organisational requirement for the work undertaken within this post**

At present, the shift pattern for the Digital Communications Officer post is as follows:

Week 1 Mon-Thu 7am-12:30pm

Week 2 Fri 4:30pm-10pm, Sat-Sun 2:15pm-10pm

Week 3 Fri 7am-12:30pm, Sat-Sun 7am-2:45pm

Week 4 Mon-Thu 4:30pm-10pm

This means post holders only coincide with the rest of the Digital Communications team, and other GLA colleagues, for an average of about 8 hours per week. Over 60% of their time falls out of hours where they cannot interact with team members or other colleagues, with the exception of Mayoral Directors who sign off social content. This makes the posts very isolated and presents substantial management challenges. Challenges have been consistently reported by post holders, where the part-time nature of the post is greatly compounded by its out of hours nature, making it near impossible to keep up with changing priorities, staying on top of workstreams which progress when post holders are off shift, and managing performance with very limited contact with the line manager as well as the rest of the team.

Development opportunities are consistently lacking when large breaks occur between shifts, and the post holder is unable to own or contribute substantially to workstreams, forced to constantly hand work over.

When the majority of the post holders' time is spent on reactive communications with very little exposure to the rest of the team and strategic planning, their ability to develop and their sense of belonging to the team are severely reduced. It is important to note that to successfully fulfil the responsibilities of the post, it is

not possible to “switch on” and “switch off” as required – the post holders must follow the developments of workstreams that occur when they are off shift.

When working predominantly out of hours, they are also unable to develop relationships with other colleagues as successfully as in hours staff, and have reduced opportunities to participate in routine GLA staff activities such as staff networks, volunteering, lunchtime sessions and lectures, training, away days, all staff briefings, etc. Time Off In Lieu is given to be able to complete required training or attend mandatory staff briefings, but it is clear that post holders are not able to participate in staff opportunities as freely as others whose working patterns fall within regular hours.

As a result of this extremely challenging setup, the turnover in these posts has been incredibly high. Three post holders appointed in September-October 2018 had all resigned within a year or less. Recruitment and retention for these posts has proven extremely challenging, including for temporary resource. In September 2019 two temporary Digital Communications Officers were appointed and both resigned within two weeks of what was to be a six-month cover. Staff often cited the extreme challenge of the out of hours setup, and the lack of development opportunities and therefore career prospects as their reasons for leaving these posts.

The post requires a very specific skillset, and because of the part-time and out of hours nature does not attract as many qualified candidates as a full-time in hours post would. In the last two recruitment processes for these posts (September 2019 and then again in November 2019), we have seen a very small number of appointable candidates, and several instances of candidates withdrawing their applications during the recruitment process on learning more about the nature of the post. When any of these posts are vacant, their out of hours shifts still need to be covered by full-time members of staff, which combined with a high turnover leads to a very high risk of burnout and further resourcing issues, and impacts the team’s performance.

These challenges can be overcome with increasing the hours of the post holders and for these hours to fall within regular GLA hours. We have evidence of this being the case as one of the four posts was appointed in September 2019 at 0.7 FTE with 25.8 hours per week. This post holder’s experience of the post with the same responsibilities but with 4.8 additional hours per week, all falling within regular GLA hours, has been radically different and significantly more positive than the other post holders in 0.6 FTE posts. Bringing their time in hours closer to 50%, this post holder achieved much better integration with the team, improved morale, better performance management, and many more opportunities to develop. The additional 4.8 hours per week allowed the post holder to take greater ownership of projects and workstreams, gave them higher exposure to colleagues and stakeholders across the organisation, and improved their sense of team belonging in comparison to the post holders in 0.6 FTE posts. Nearly a year on from appointment, this post holder is reporting in their annual review high job satisfaction and the intention to continue in the post. The high performance and job satisfaction of this post holder compared to the three post holders consistently reporting challenges in their posts, with the only difference being the additional hours, is clear evidence that adding the hours to the pattern within usual working hours greatly improves these posts and offers post holders a much better and fairer opportunity to fulfil their responsibilities. It is also extremely cost-effective compared to the costs of a high turnover and funding additional capacity.

### **Evidence against accountabilities that past post holders have worked at this level or will be required to**

The COVID-19 outbreak has significantly increased needs for social media content in the GLA, with daily post volumes at 200-300% of the usual team output. The post of Digital Communications Officer is crucial to this process, as these officers provide a cover on the channels from 7am-10pm seven days a week, producing and posting content on social media channels, as well as reacting dynamically to the situation and responding to content needs and requests coming in from across the organisation.

Even if organisational priorities shift, it will not reduce the need to reflect them on social media channels – on the contrary, shifting priorities requires higher volumes of work to produce updated communication lines, graphics, videos and other content.

Maintaining resource in communicating with the public through these channels is critical for Londoners – we have a duty to inform them about health guidance and how they can protect themselves and those around them from further spreading COVID-19. The recovery work presenting similar demands will be ongoing, with the addition of all other business as usual communications needs of the organisation.

Increasing the hours of the Digital Communications Officers has been crucial for the team to continue operating at the level required by the GLA to serve Londoners during the outbreak, and further into recovery. Since March 2020 two Digital Communications Officers have been doing additional hours to bring their total hours up to 0.7 FTE in order to respond to the needs of the organisation. At the same time, the team retained a full-time temporary worker above establishment since November 2019 in order to cope with the demands. It would be significantly more cost effective to enable the three existing post holders to extend their hours to 0.7 FTE, setting up the team for success in meeting the communication demands and decreasing the risk of burnout and high turnover.

Even if changes are made to how content commissioning and team collaboration works within ER, these posts will always be crucial to the communications needs, as they provide posting cover on social media channels – an activity which will always be needed, regardless of organisational structures.

### **Potential implications on other posts of similar work and pay**

None expected. There are no comparable posts in the organisation in terms of shift patterns and hours allocations. Officers who manage social media channels for policy teams are typically full-time employees who manage posting on the channels in hours only, therefore their position is not comparable.

### **Potential equal pay implications in the GLA**

No perceived risks associated with equal pay.

### **Other options considered**

#### Option 1 - Changing the hours of operation of the team

We could consider narrowing the social posting cover to start later (for example 8am) and finish earlier (for example 8pm) so as to enable Digital Communications Officers to spend more of their time in hours, while other team members are online. However, as requests for posts are likely to come earlier in the morning and later in the evening on a routine basis (including early morning media rounds, events ending late in the evening, breaking news) this is likely to result with different team members working overtime and having a negative impact on the team's performance and wellbeing.

It would also not provide the Digital Communications Officers with further opportunities to develop, and therefore a risk would be that the retention and recruitment issues would continue. This option would also not respond to the consistent increased need for content production and channel management, and affect the entire Digital Communications team negatively, causing resourcing issues.

#### Option 2 - Creating a new post to cover the same responsibilities

To enable the team to respond to the consistent increased need for content production and channel management, we could consider creating a new post which would cover these duties. This could be a post similar to the Digital Communications Officer who would cover content production and channel management between the current out of hours shifts (at minimum 12:30pm-4:30pm five days a week).

However, this would require a considerable resource to manage, would be less cost effective, and we would likely encounter some of the same issues with regards to limited time for development opportunities. In contrast, extending the hours of existing posts ensures covering the required responsibilities while providing a better environment for post holders to develop in their current posts.

**Date change to take effect if agreed**

With immediate effect.

## Appendix C

### Current job description for the Digital Communications Officer post

#### Job Description

**Job title:** Digital Communications Officer (social media channel manager)

**Grade:** 7 **Post number:**

**Directorate:** External Affairs

**Unit:** External Relations

#### Job purpose

To provide a high quality, reliable and resilient out-of-hours social media and digital channel management service for the Greater London Authority as part of City Hall's digital communications team.

#### Principal accountabilities

1. Managing the GLA's social media and digital communications channels, mainly out of core business hours (mornings, evenings and weekends including bank holidays) to provide a 7am-10pm service, seven days a week, on a shift rota basis.
2. Posting to and monitoring GLA business and Mayor of London channels, including Twitter, Facebook, Instagram, YouTube, email marketing lists and London.gov.uk pages
  - Twitter – post content, including videos, photos and cards, tagging stakeholders and influencers, monitoring conversation, replying to comments (from @LDN\_GOV) and suggesting engagement opportunities for Mayoral channels.
  - YouTube – post videos, ensuring that they are tagged effectively, engaging with other YouTube users to promote the GLA's work, and ensuring that the video is integrated with other digital assets including content on [london.gov.uk](https://www.london.gov.uk).
  - Facebook – ensure timely posting of content, moderating discussions and engaging with other FB users, setting up paid media posts and boosted posts in Facebook's business manager.
  - Instagram – post images and video, identifying popular content/topics for engagement.
  - Email – load and send emails using the GLA's email CRM.
  - London.gov.uk – publish content using the GLA's CMS, select appropriate images, draft page headline and content where necessary.
  - Other networks as they emerge and are incorporated into our overall channel strategy.
3. Work with the marketing and digital communications, press and digital team to ensure that the GLA's digital channels are integrated appropriately into broader marketing and communication activity.

4. Manage and edit social media assets, including processing and editing event photography and subtitling videos and editing images and graphics in photoshop to publish online.
5. Draft social media copy about news and events in London.
6. Provide customer service support to social media users around GLA events/policy.
7. Work closely with the digital team and digital communications team to increase referrals to London.gov.uk and generate new YouTube subscribers and email subscribers.
8. Administrative tasks linked to the role, including rota management, producing digital comms reports and regular shift reports.

### *Key contacts*

**Accountable to:** Senior Digital Communications Manager  
**Accountable for:** Resources allocated to the role.  
**Principal contacts:** Mayor's Office Head of Digital Communications, External Relations Head of Marketing Campaigns, External Relations marketing, digital and public liaison teams, Mayor's Press Office.

## **Person specification**

### **Technical requirements/experience/qualifications**

- A digital communications and/or social media customer service expert with significant experience of running public-facing digital channels. Ideally, this would be for a high-profile government / public sector organisation.
- Experience of using social media for marketing campaigns, customer service or PR/communications.
- Experience of a wide range of digital and social media platforms, website content management systems, email marketing CRMs, and some associated skills, including basic HTML and CSS (desirable, but not essential).
- Experience of working with press and marketing teams to provide communications or customer services support via social media channels.
- Excellent communicator, capable of working without direct supervision in a public-facing role.
- Confident interacting with senior members of staff out-of-hours, and with members of the public through social media customer service.
- Understanding of a socially and politically sensitive organisation, and the role of marketing communications and customer service professionals within this context.
- Understanding of the GLA, London's government and the wider GLA group organisations is desirable.

### **Behavioural competencies**

## **Stakeholder Focus (Level 2)**

...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

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

## **Communicating and Influencing (Level 3)**

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

- 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 (Level 2)**

...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

- Seeks opportunities to develop professional skills and knowledge and encourages team to also 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

## **Planning and Organising (Level 3)**

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

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

## **Problem Solving (Level 2)**

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

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

## **Research and Analysis (Level 2)**

**...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**

- 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

## **Organisational Awareness (Level 2)**

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

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

## Example Shift Pattern

An example shift pattern is below. The shifts have been designed to ensure that each of the four officers works across a pattern of early mid-week, late mid-week, early weekend and late weekend shifts.

Day	Time	Week 1 hours	Week 2 hours	Week 3 hours	Week 4 hours
Monday	7am-12.30pm	5.5			
	4.30pm-10pm				5.5
Tuesday	7am-12.30pm	5.5			
	4.30pm-10pm				5.5
Wednesday	7am-12.30pm	5.5			
	4.30pm-10pm				5.5
Thursday	7am-12.30pm	5.5			
	4.30pm-10pm				5.5
Friday	7am-12.30pm			5.5	
	4.30pm-10pm		5.5		
Saturday	07.00 - 14.45			7.25	
	14.15 -22.00		7.25		
Sunday	07.00 - 14.45			7.25	
	14.15 -22.00		7.25		
Total		22	20	20	22

## Appendix D

### Proposed revised job description for the Digital Communications Officer post

#### Job Description

**Job title:** Digital Communications Officer (social media channel manager)

**Grade:** 7 **Post number:**

**Directorate:** External Affairs

**Unit:** External Relations

#### Job purpose

To provide a high quality, reliable and resilient out-of-hours social media and digital channel management service for the Greater London Authority as part of City Hall's digital communications team.

#### Principal accountabilities

9. Managing the GLA's social media and digital communications channels, mainly out of core business hours (mornings, evenings and weekends including bank holidays) to provide a 7am-10pm service, seven days a week, on a shift rota basis.
10. Posting to and monitoring GLA business and Mayor of London channels, including Twitter, Facebook, Instagram, YouTube, email marketing lists and London.gov.uk pages
  - Twitter – post content, including videos, photos and cards, tagging stakeholders and influencers, monitoring conversation, replying to comments (from @LDN\_GOV) and suggesting engagement opportunities for Mayoral channels.
  - YouTube – post videos, ensuring that they are tagged effectively, engaging with other YouTube users to promote the GLA's work, and ensuring that the video is integrated with other digital assets including content on [london.gov.uk](https://www.london.gov.uk).
  - Facebook – ensure timely posting of content, moderating discussions and engaging with other FB users, setting up paid media posts and boosted posts in Facebook's business manager.
  - Instagram – post images and video, identifying popular content/topics for engagement.
  - Email – load and send emails using the GLA's email CRM.
  - London.gov.uk – publish content using the GLA's CMS, select appropriate images, draft page headline and content where necessary.
  - Other networks as they emerge and are incorporated into our overall channel strategy.
11. Work with the marketing and digital communications, press and digital team to ensure that the GLA's digital channels are integrated appropriately into broader marketing and communication activity.
12. Manage and edit social media assets, including processing and editing event photography and subtitling videos and editing images and graphics in photoshop to publish online.

13. Draft social media copy about news and events in London.
14. Provide customer service support to social media users around GLA events/policy.
15. Work closely with the digital team and digital communications team to increase referrals to London.gov.uk and generate new YouTube subscribers and email subscribers.
16. Administrative tasks linked to the role, including rota management, producing digital comms reports and regular shift reports.

### *Key contacts*

**Accountable to:** Senior Digital Communications Manager  
**Accountable for:** Resources allocated to the role.  
**Principal contacts:** Mayor's Office Head of Digital Communications, External Relations Head of Marketing Campaigns, External Relations marketing, digital and public liaison teams, Mayor's Press Office.

## **Person specification**

### **Technical requirements/experience/qualifications**

- A digital communications and/or social media customer service expert with significant experience of running public-facing digital channels. Ideally, this would be for a high-profile government / public sector organisation.
- Experience of using social media for marketing campaigns, customer service or PR/communications.
- Experience of a wide range of digital and social media platforms, website content management systems, email marketing CRMs, and some associated skills, including basic HTML and CSS (desirable, but not essential).
- Experience of working with press and marketing teams to provide communications or customer services support via social media channels.
- Excellent communicator, capable of working without direct supervision in a public-facing role.
- Confident interacting with senior members of staff out-of-hours, and with members of the public through social media customer service.
- Understanding of a socially and politically sensitive organisation, and the role of marketing communications and customer service professionals within this context.
- Understanding of the GLA, London's government and the wider GLA group organisations is desirable.

## **Behavioural competencies**

### **Stakeholder Focus (Level 2)**

...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

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

### **Communicating and Influencing (Level 3)**

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

- Encourages and supports teams in engaging in transparent and inclusive communication
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- Negotiates effectively to deliver GLA priorities
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- Advocates positively for the GLA both within and outside the organisation

### **Managing and Developing Performance (Level 2)**

...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

- Seeks opportunities to develop professional skills and knowledge and encourages team to also 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

### **Planning and Organising (Level 3)**

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

- Monitors allocation of resources, anticipating changing requirements that may impact work delivery
- Ensures evaluation processes are in place to measure project benefits
- Gains buy-in and commitment to project delivery from diverse stakeholders

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

### **Problem Solving (Level 2)**

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

- 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
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### **Research and Analysis (Level 2)**

**...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**

- 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

### **Organisational Awareness (Level 2)**

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

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

## Example Shift Pattern

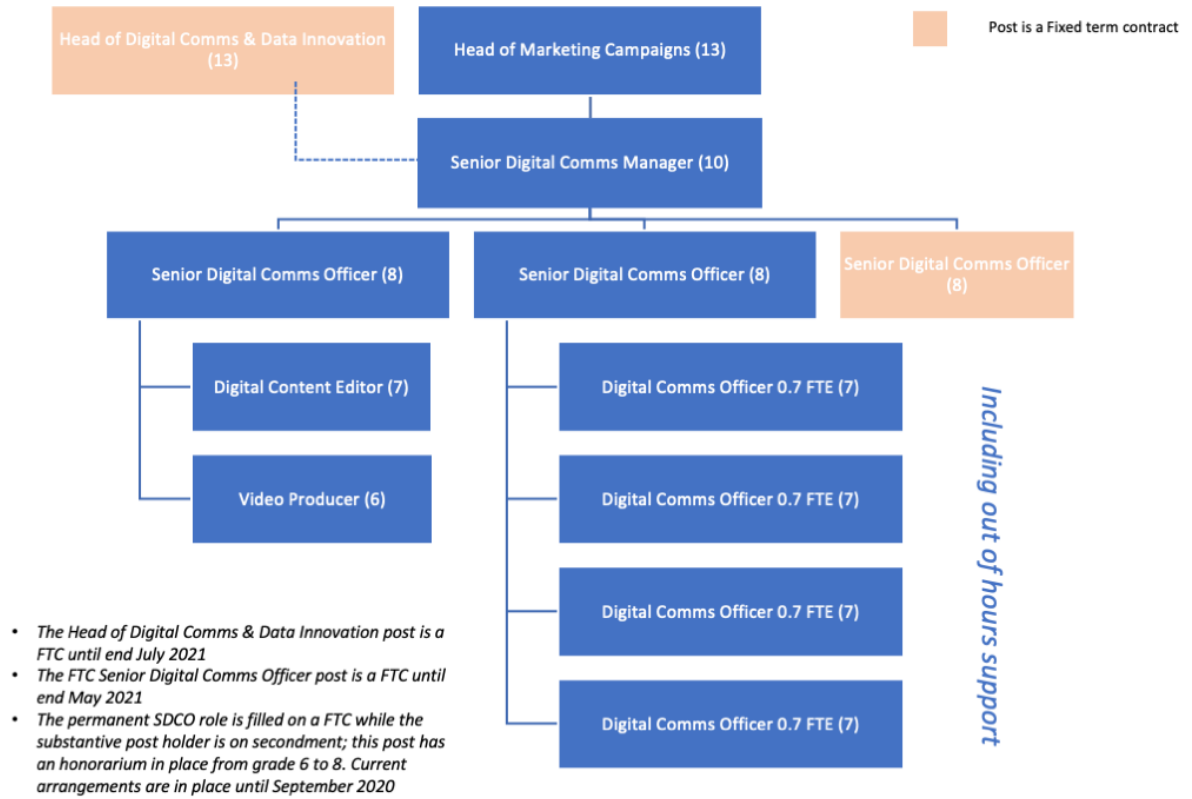
An example shift pattern is below. The shifts have been designed to ensure that each of the four officers works across a pattern of early mid-week, late mid-week, early weekend and late weekend shifts.

Day	Time	Week 1 hours	Week 2 hours	Week 3 hours	Week 4 hours
Monday	7am-3pm	7.4			
	2pm-10pm				7.4
Tuesday	7am-3pm	7.4			
	2pm-10pm				7.4
Wednesday	7am-3pm	7.4			
	2pm-10pm				7.4
Thursday	7am-3pm	7.4			
	2pm-10pm				7.4
Friday	7am-3pm			7.5	
	2pm-10pm		7.5		
Saturday	7am-2:45pm			7.25	
	2:15pm-10pm		7.25		
Sunday	7am-2:45pm			7.25	
	2:15pm-10pm		7.25		
Total		29.6	22	22	29.6

## Appendix E

### Team Organisation Chart with the proposed changes

## MARKETING (DIGITAL COMMS)



**Request for Head of Paid Service Decision CO-200**

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

**Decision Required**

That the Head of Paid Service:

Approves the extension of 2 fixed-term posts within the Regeneration and Economic Development team. The posts are both grade 7 (with an honorarium to grade 8) Senior Project Officers to support the delivery of the Mayor's Entrepreneur competition. A 3 month extension to both posts is requested. This short extension will cover the delay to the competition programme due to COVID-19, allowing for the delivery of a virtual judging and awards event and final evaluation of the outcomes of the programme in line with the sponsorship agreement.

MD 2422 covers the financial approvals of the Mayor's Entrepreneur 2020.

The Mayor's Entrepreneur project is self-funding through sponsorship received from Citi Foundation. Due to the Awards event being moved online there are sufficient funds from the 2019-20 agreement to cover the required extension to the programme and these 2 posts.

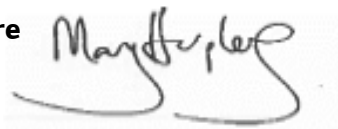
These posts are 1 x 1.0 FTE and 1 x 0.8 FTE as detailed in MD 2422. (NB since MD 2422 approval both posts have been moved from the Environment Team).

The Mayor's Entrepreneur programme is an annual competition for London's students looking for their business ideas to help make London cleaner, greener and ready for the future. This year there are 4 Award categories (Creative Industries, Environment, Health, and Smart Cities) each with a £20,000 start-up fund prize to enable the winning student businesses to be launched. Skills workshops are run throughout the programme to support students to consider entrepreneurship as an option for them, help them develop their ideas and applications, and gain entrepreneurship skills. The competition culminates with a final ideas pitching and judging event to decide the winning idea in each category and then announce these publically.

This programme bridges the opportunity gap for students from less privileged backgrounds and aligns with the Mayor's strategic approach to a sustainable and inclusive recovery. The London Economic Development strategy states that the Mayor "wants business and entrepreneurs to feel supported to grow and innovate" and "wants to draw on the strengths of London's universities in supporting student entrepreneurship across the education system." This programme forms a central focus for these aims connecting the entrepreneurship efforts of all London universities. The programme also supports the Mayor's pledge to deliver a Green New Deal for London with a target to be carbon-neutral by 2030 and the London Environment Strategy objective of 'establishing new fledgling businesses operating in London that make a positive impact on London's environment, adding to the Green Economy, through an inspiring demonstration of how London's young people are succeeding in improving London's environment through commercial enterprise'.

**Head of Paid Service**

The above proposal has my approval.

**Signature**A handwritten signature in black ink, appearing to read 'Mayfield', written over a light grey rectangular background.**Date 18/09/20**

## 1. Staffing proposals

Approval is sought to extend the two Grade 7 posts by three months to continue the delivery of the Mayor's Entrepreneur 2020 programme. This short extension is to cover the delivery of the planned finals judging and awards event in a virtual format, which was delayed from the original timeframe due to the COVID-19 crisis. Following the event, the extension will also resource the full evaluation and reporting element of this year's competition. These posts would support and report to the current Grade 10 Senior Project officer post managing these programmes.

The deadline for applications to this year's competition was originally set for the 22<sup>nd</sup> March 2020, but a 6-week extension was granted to the students due to the uncertainty caused by the COVID-19 lockdown. This extension also allowed for the training for applicants, semi-finalists and finalists to be redesigned to run online and the extension also supported the students through the new processes for the competition. It has meant that the awards event, originally scheduled to run in person in May, has also had to be delayed and redesigned to run online.

In 2014 a request for a temporary 8 month staff post (STAF524) 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) and the original post was extended (HOPs 257). In 2019 the roles were extended again for a further year once sponsorship for the 2019-20 programme had been secured (CO87). Due to the Awards event being moved online there are sufficient funds from the 2019-20 agreement to cover the required extension to the programme and these two posts.

## 2. Consultation

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

## 3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be extended	1.8	3 month extension for two fixed-term posts
Fixed-terms posts to be (deleted)		
<b>Net total of posts created / (deleted)</b>		
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

#### 4. Financial comments

The Regeneration and Economic Development Unit are proposing to extend two existing fixed term posts for a period of 3 months.

Although the two posts are officially evaluated at a grade 7, the honorarium issued puts the posts at a grade 8 thus the estimated total costs of these extensions amount to £24,000. This is based upon the mid point of a grade 8 and on costs. The £6,000 service support charge has not been included as these post were created before 2019 when these charges became mandatory.

Post	Cost
Senior Project Officer 1.0 FTE	£13,000
Senior Project Officer 0.8 FTE	£11,000
<b>Total</b>	<b>£24,000</b>

If approved the total duration of these posts will be 6 and 3 years thus should the post holders have been in these positions consecutively for more than 2 years the Authority may be liable for redundancy payments at the end of the extension period. The costs of which will dependent upon the length of service.

Nonetheless all costs will be funded by external income received from Citi Foundation which the Authority is already in receipt of. Thus this extension will have a net nil effect on GLA Funds.

#### 5. Legal comments

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

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

## **6. Equalities considerations**

N/A

## **7. Appendices**

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

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

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

*Titles of any other Appendices*

## 8. Approval

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

## Appendix A

### Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
Post A	7	CO87	30.09.2019	30.09.2020	Extension
Post B	7	CO87	30.09.2019	30.09.2020	Extension
Post C					
Etc.					

**Request for Head of Paid Service Decision CO203**

**Decision Required**

That the Head of Paid Service:

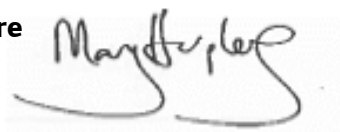
Approves the introduction of a new Carers' and Dependency Leave policy with 10 days' paid leave for those with caring and dependant responsibilities.

Approves the replacement of the current dependency leave allowance contained within the special leave provision of the GLA's Conditions of Service to create one unified Carers and Dependency Leave policy.

**Head of Paid Service**

The above proposal has my approval.

**Signature**



**Date 22/09/2020**

## 1. Proposals

- 1.1 Agreement is sought from the Chief Officer to introduce a new Carers and Dependency Leave Policy which will replace the current dependency leave entitlement of up to 5 days' paid leave, within the Special Leave scheme
- 1.2 The rationale, issues for consideration and summary of key changes were presented in a report for the Oversight Committee on 21<sup>st</sup> July 2020 (**Appendix 1**).

## 2. Consultation

- 2.1 Under section 7.2 of the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the "Staffing Protocol"), the Head of Paid Service (the "HoPS") is responsible for determining the terms and conditions for GLA staff (outside of the statutory officers and Mayoral appointees). Paragraph 7.1 of the Staffing Protocol says that terms and conditions for the purposes of the Staffing Protocol means terms and conditions of employment that apply to all GLA staff appointed by the HoPS and includes all employment policies and procedures, whether contractual or not.
- 2.2 The introduction of a proposed new policy therefore falls within the definition of "determining terms and conditions" contained within the Staffing Protocol so requires HoPS approval. In accordance with the Staffing Protocol, formal consultation with Unison is also required for this proposal. Consultation with Unison and Staff Network representatives took place from 15<sup>th</sup> July to Tuesday 4<sup>th</sup> August 2020 for a period of 4 weeks. Unison provided feedback during the consultation process and some of that feedback has been incorporated into the proposals as set out in paragraph 2.6 below.
- 2.3 In accordance with paragraph 7.4 of the Staffing Protocol, a report containing the proposed changes and appropriate background information was sent to 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) on 15<sup>th</sup> July 2020. Feedback has been incorporated into the proposals as set out in paragraphs 2.6.
- 2.4 In addition to obtaining feedback from the Mayor, Assembly and Unison, responses were also received from the Carers and Parents Network and from individual members of staff. Feedback has been included in the summary of consultation feedback in **Appendix 2**.
- 2.5 Unison, the Carers and Parents Network, GLA Assembly members and individual members of staff who responded to the consultation were in favour of the introduction of this policy and support the provision for up to 10-days paid leave. They also recognise that it is a forward-looking policy, which compares very favourably to other organisations.
- 2.6 **Appendix 2** summarises the consultation feedback and action taken in response to the feedback.

The following amendments have been made to the draft policy in response to consultation feedback:

- Revision of the definition of Carers to reflect the NHS definition (with a particular inclusion of 'close personal friend'). This reflects our commitment as a Stonewall Top 100 employer to support the LGBT community.
- Revision to the definition of Dependant – Stating explicitly that the definition used is from the statutory employment rights for time off
- Re-ordering existing criteria for the entitlement to carers and dependency leave, and what it can be used for (so we have one criterion as opposed to two for carers and those with dependants under the age of 18)

- Expansion of the references to sources of external support for Carers
- We have also provided clarity around how such leave requests can be managed and recorded on Itrent.

### **3. Changes proposed**

- 3.1 The revised and final draft incorporating consultation feedback is attached at **Appendix 3**.

### **4. Financial comments**

- 4.1 There are unlikely to be any material direct financial consequences, as it is unlikely that many short-term replacements will be employed to cover staff taking carers and dependency leave as set out in the policy. Potential take-up is unknown, although it should be noted that the result of the most recent staffing survey found that 47% of the respondents identified as having various levels of caring responsibilities. Costs will have to be contained within Directorate budgets.

### **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 7.2 of the Staffing Protocol says that, *"The HOPS is responsible for determining terms and conditions for GLA staff (outside of the statutory officers and the Mayoral appointees) with the exclusion of staff transferred under a statutory transfer."* Paragraph 7.1 of the Staffing Protocol says that *"Terms and conditions for the purposes of this Protocol means terms and conditions of employment that apply to all GLA staff appointed by the HoPS and includes all employment policies and procedures (whether contractual or not)."*
- 5.5 The proposals set out in this Chief Officer Form fall within the definition of 'determining terms and conditions' contained within the Staffing Protocol so require approval from the HoPS. Paragraph 2 confirms that Unison has been consulted and the HoPS has taken its views into consideration when making this decision. Paragraph 2 also confirms that a report has been sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) containing the proposed changes and appropriate background information.
- 5.6 The HoPS has considered all the information in this Chief Officer Form and is satisfied that the proposals are appropriate, taking into account the:

- i. Priorities of the Authority;
- ii. Need for the Authority to properly discharge its functions;
- iii. Available resources of the Authority; and
- iv. Need to comply with legislative changes/ statutory requirements.

5.7 The HoPS has the power to make this decision.

## 6. Equalities consideration

- 6.1 Equality, diversity and inclusion considerations are central to the development of all policies and procedures and an Equalities Impact Assessment has been undertaken to ensure compliance with the Equality Act 2010.
- 6.2 To ensure that there is no potential for discrimination against specific groups, Unison and Staff Network representatives were formally consulted as set out in section 2. Comment or action on their feedback is contained in **Appendix 2**.
- 6.3 An Equality Impact Assessment has been completed and is attached at **Appendix 4**.

## 7. Appendices

**Appendix 1:** Report to the Oversight Committee on 21<sup>st</sup> July 2020

**Appendix 2:** Summary of consultation feedback

**Appendix 3:** Revised draft incorporating consultation feedback

**Appendix 4:** Equality Impact Assessment

## 8. Approval

	Tick to indicate approval ✓
<b>Executive Director</b> <u>Mary Harpley</u> has reviewed and commented on this proposal.	
<b>Assistant Director</b> <u>Charmaine De Souza</u> has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> <u>Laura Heywood</u> has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	✓

**Request for Head of Paid Service Decision CO- 207**

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

**Decision Required**

That the Head of Paid Service:

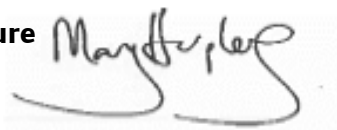
*Approves the following proposal:*

*1. The creation of an 18-month fixed term 'Infrastructure Coordination – Development Lead' post in the Infrastructure Team. The post will be externally funded (in full for the 18 month duration of the post) through existing funding received from the Lane Rental Surplus Income and approved through MD2386. This has been agreed by our funders.*

**Head of Paid Service**

The above proposal has my approval.

**Signature**



**Date 18/09/20**

## 1. Staffing proposals

### A. Background and Introduction:

The GLA's Infrastructure team has secured £2.87m from Transport for London's Lane Rental Surplus Income for an initial phase of two years to establish a new [Infrastructure Coordination Service](#) (ICS) to support coordination of infrastructure provision in London and development planning and delivery.

The initial two-year work programme has been designed to 1) deliver customised services within boroughs (local initiatives) to demonstrate the value of coordination and 2) make structural reforms aimed to remove barriers for delivery (pan-London initiatives):

#### *Local initiatives*

- The planning for growth service: provided to facilitate strategic planning of infrastructure requirements in London's high growth locations.
- The streetworks coordination service: targeted at infrastructure asset owners undertaking planned work on their assets, working on planning of collaborative works between companies to derive maximum value from minimum disruption.
- The development infrastructure coordination service: facilitating developers' engagement with local infrastructure asset owners. Helping development fit effectively into local infrastructure networks and reducing risk, relieving pressure on development viability.

These services are supported by the Infrastructure team's managed and developed digital tools – the London Infrastructure Mapping Application and the London's Underground Asset Register.

#### *Pan-London initiatives*

- Regulatory/policy/legislation review and reform: to identify gaps and obstacles that prohibit the delivery of our collaboration ambitions and propose solutions to enable a change in business practices.
- The London Infrastructure Alliance Contract: a standard form alliance contract that governs collaborative works and sits over the top of pre-existing contracts acting as an umbrella governance agreement between utilities and highway authorities.

Endorsed by the Mayor of London's Infrastructure Group, the ICS aims to reduce disruption and other adverse effects caused by street and roadworks, support the good growth agenda and help the delivery of affordable housing. The evidence gathered during this initial phase will be used to design the future of the service and secure a long-term sustainable funding model.

This paper focuses on the development infrastructure coordination service as the proposal is to create a new post to manage this work going forward.

### B. Current team set-up:

A permanent team of five has been recruited to deliver the above work programme – see MD2386. This includes a planning for growth lead, a streetworks lead, a facilitation and engagement lead, a senior project officer and a project support officer. The ICS team also benefits from support from the policy and data parts of the wider Infrastructure team.

In the initial design, the development infrastructure coordination service was intended to be covered by the planning for growth and streetworks functions, though as understanding of the requirements developed and after in-depth consultation with stakeholders we concluded it needed a separate lead. Hence an expert consultant was procured in August 2019 to design and launch the service in a small number of boroughs. In light of positive reception and rising demand, we are now at the stage of requiring a longer-term resource to manage this pillar of work.

#### C. Development infrastructure coordination service – what it is:

The development infrastructure coordination service (described in-depth in the attached prospectus) is a consultancy style service offered to developers by local authorities across London and centrally coordinated by the GLA.

The borough-based infrastructure coordinators work closely with developers and local authority delivery teams to help design, manage and deliver their projects to stitch neatly into local infrastructure networks. Developers using the service will be able to draw on the coordinator's local knowledge and strong working relationships with local infrastructure asset owners when planning, designing and building their scheme.

Various types of development benefit from the service, from healthy streets and public realm improvement schemes to the delivery of housing.

We believe the benefits of the service will be: (1) reduced disruption by delivering works collaboratively between developers and infrastructure companies; (2) reduced pressure on development viability by building relationships and ensuring smooth delivery, which would remove problems that drive up costs for developers, local authorities and utilities companies; (3) facilitating better planning for growth through improved engagement in the pre-planning and delivery stages to facilitate strategic planning and investment.

We launched the service in Tower Hamlets, Croydon and the City of Westminster. Each of these three boroughs have employed an infrastructure coordinator as of July 2020. We plan on monitoring and evaluating the performance of the service and ensuring that we work closely with boroughs to make this a success. In the past months, we have seen a lot of interest and demand from boroughs, developers and utilities.

Currently, in the near term, the service is funded by the Lane Rental Surplus during an initial pilot phase to test its performance against intended outcomes. We expect in the mid to long-term the service will be funded partly from a phase two Lane Rental Surplus funding (we are in the process of securing this) and increasingly the commercial income it generates.

#### D. Staffing:

Throughout this initial development stage, we have used consultant expertise. However, now that the service has been received with enthusiasm by boroughs, utilities, developers and our funders, there is a need to have a post set up to manage it going further. We are already seeing boroughs interested in employing a second coordinator and more boroughs are approaching us to support them set up the service as well.

Due to the above, workload will increase in order to respond to the demand. We cannot cover this work within the team because the scale of demand is too high, therefore we require a dedicated resource to manage the service, provide technical advice and project management services.

It is not feasible to continue to have this work managed by consultants as we not only need to build expertise in-house, but we require a full-time resource. Also, we will see considerable financial savings by appointing someone on a GLA fixed-term contract rather than paying consultants.

All infrastructure coordinators, although based within the boroughs, will need to remain in close contact with the GLA Infrastructure team due to the nature of the work. Boroughs that appoint infrastructure coordinators also require support throughout. There is a lot of value to ensure that the

results of the service are fed into the work we do at the GLA and the Infrastructure Coordination Service to change business practices through structural reform.

In addition to managing the existing service, the lead would develop other activities that would improve processes in this area. The post holder will also be an instrumental part of the management of the Infrastructure team and critical in building the future of the ICS.

We would recommend that the post is initially created for an 18 month period, which can be covered by the Lane Rental funding that is already in place. We believe a shorter duration will not attract the right talent and expertise. We will make a longer-term decision about the future of the post towards the end of the 18-month fixed-term period as we have confirmation of further funding and see a more in detailed analysis of the results of the service.

The post holder will need to have:

- Significant knowledge and practical understanding of infrastructure and development coordination issues related to the planning and delivery of utilities, transport and housing, demonstrated through success in a similar or comparable role.
- Experience designing and implementing projects such as technical studies, masterplans, delivery strategies, funding strategies, and other initiatives relevant to planning and delivery of utilities, transport and housing.
- Experience of designing and applying monitoring and evaluation frameworks to monitor successful delivery of projects and/or initiatives.
- Technical backgrounds to deliver diverse projects and initiatives effectively, relevant to infrastructure and development planning, delivery and coordination

The post will fall under the Infrastructure Coordination Service budget and will be fully funded (for the 18-month duration of the post) through the existing Lane Rental Surplus funding received as part of MD2386.

## 2. Consultation

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

## 3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	1	<p>The Development Infrastructure Service is one of the three core pillars of the infrastructure coordination service.</p> <p>We request that this post is created for an 18 month period, so that we can fully cover it's cost from the current Lane Rental Surplus funding under MD2386.</p>

Fixed-terms posts to be (deleted)		
<b>Net total of posts created / (deleted)</b>	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	G0382	Cost object (if different):	GE.0382.007
Is post to be externally funded, in part or full (if yes, include details below)?	Yes		
Is the post full or part time?	Full time		
Is the post permanent or temporary?	18 months		
What is expected start date?	December 2020	Expected	June 2022 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 a fixed-term Grade 11 post to work on delivering the Infrastructure Coordination – Development Service. The post will be funded from the Lane Rental Surplus Income.
- 4.2 For the duration of the post, the total cost equates to approximately £115,000 (inclusive of on-costs) and will span three financial-years as follows, based on current salary scales:

2020-21	01/12/20 – 31/03/21 (4 months)	£ 26,000
2021-22	01/04/21 – 31/03/22 (12 months)	£ 76,000
2022-23	01/04/22 – 30/06/22 (2 months)	£ 13,000
	<b>Total estimated costs</b>	<b>£ 115,000</b>

- 4.3 As this post will be recruited to on a fixed term contract basis, the GLA may become liable for redundancy and/or pension capital costs if the appointee has on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated but in the event such costs do arise, they will be subject to further approval.

## 5. Legal comments

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

If we are not successful in recruiting this post internally, we will be working with Public Practice (PP) to secure a candidate. 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, including post reference numbers*

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

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

*Titles of any other Appendices*

## 8. Approval

	Tick to indicate approval ✓
<b>Executive Director</b> <u>Phil Graham</u> has reviewed and commented on this proposal.	
<b>Assistant Director</b> Tim Steer has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> <u>Alison Cubbins</u> has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	✓
<b>Corporate Management Team (CMT)</b> This proposal was considered by CMT on 14 September 2020	

## Appendix A

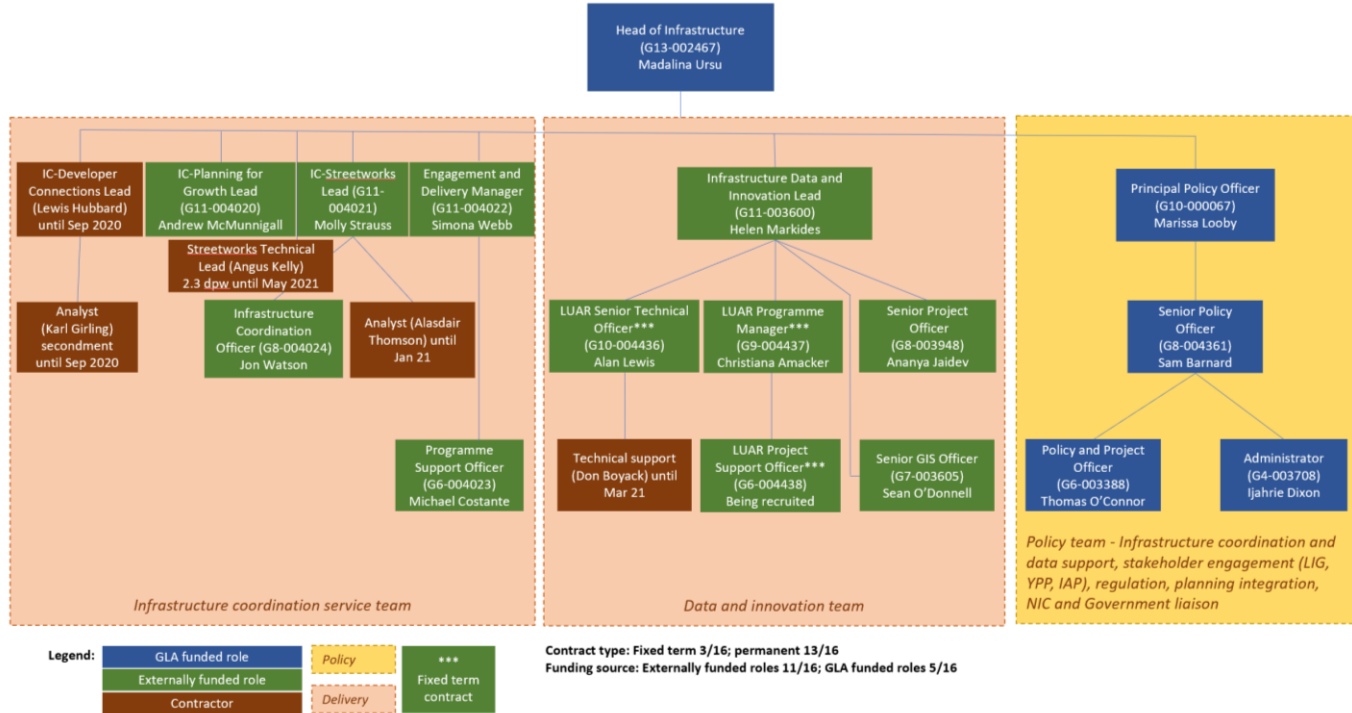
### Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
<i>Infrastructure Coordination Development Lead</i>	11		December 2020	June 2022	Creation
<i>Post B</i>					
<i>Post C</i>					
<i>Etc.</i>					

## Appendix B

### Structure chart showing reporting lines

# INFRASTRUCTURE TEAM - PART OF TRANSPORT, INFRASTRUCTURE AND CONNECTIVITY UNIT/GOOD GROWTH DIRECTORATE



## Request for Head of Paid Service Decision C0211

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

Once approved, this form will be published on [london.gov.uk](http://london.gov.uk)

## Decision Required

That the Head of Paid Service:

Agrees the 2020-21 pay award of

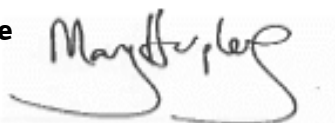
- 2% for grades 1 – 7; and,
- 0% for grades 8 and above

for all GLA staff following the submission of the Unison pay claim.

## Head of Paid Service

The above proposal has my approval.

Signature



Date 21/09/20

## **1. Staffing proposals**

.1 On 16 April 2020 Unison submitted a pay claim for GLA staff for the financial year 2020-21.

1.2 The claim contained three key elements as follows:

- An increase of 2% for all GLA staff on Grade 1 and above;
- An additional £500 payment for all staff, pro-rated for part time staff; and
- A day of compulsory closure on 24 December, or on the closest weekday.

In addition, Unison requested that a GLA and GLA Unison pay working group be established and tasked with formulating a two or three-year pay deal to be finalised at the start of the delayed new Mayoral term in May 2021.

1.3 Provision was made in the current 2020/21 GLA budget for a 2% pay award to all staff, however the Covid-19 pandemic has put considerable strain on the GLA's short and medium-term financial position. Therefore, the Chief Officer has had to consider alternative options in respect of pay negotiations for 2020/21, given the imperative to protect as many jobs as possible in the GLA despite needing to make considerable savings this year and next.

1.4 In response to the claim and being mindful of settlements in local government, the Civil Service and GLA group bodies and affordability the Chief Officer's offer to Unison was as follows:

- 2% for grades 1 – 7; and,
- 0% for grades 8 and above.
- No agreement to the additional day of paid leave on the 24 December
- Agreement to the request for a joint GLA/GLA Unison pay working group.

1.5 The Chief Officer entered negotiations with Unison and met with them on 2 June and on 20 August 2020 to discuss the claim. The GLA made an offer to Unison of 2% for grades 1 – 6 and 0% for all other grades. Unison made a counter offer which asked for the 2% to be extended to G7 and G8 and again requested for a paid day's leave on 24 December. The GLA accepted and revised its offer to 2% for grades 1 – 7 only but did not agree to the additional days leave. The GLA did not extend its offer to include grade 8. Unison accepted the final revised GLA offer of a 2% increase for grades 1 – 7 only on 15 September 2020.

1.6 The Chief Officer has confirmed the pay award will be implemented in the October payroll and back dated to 1 April 2020.

1.7 The pay awards for the Statutory Officers are approved via a Mayoral Decision and by the Assembly at an Assembly Plenary meeting. This will be taken forward in the usual way. With regard to Mayoral appointees, the Mayor has taken the decision to freeze the pay of the 13 staff appointed under s67(1)(a) and (b) of the GLA Act; i.e. the "11+2".

## **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 Unison was required for this proposal as it relates to changing the terms and conditions of employment of existing employees.

2.2 Unison submitted the claim on behalf of GLA staff and has been consulted about the pay award - the Chief Officer met with Unison on 20 August 2020 to discuss their claim and the GLA's response

and pay offer. Unison put the offer to their members who voted to accept. The consultation feedback has been incorporated into the proposals as set out Appendix 1.

- 2.3 The Chief Officer consulted the Assembly via the GLA Oversight Committee on 9 September 2020. At the meeting with the GLA Oversight Committee the Chief Officer updated the committee on the intention to extend the offer of a 2% increase to include staff on grade 7 and the rationale for this. The Chief Officer also updated the Mayor through the Chief of Staff on the revised offer i.e. a 2% increase for staff on grades 1 – 7 inclusive.
- 2.4 As part of that consultation and in accordance with paragraph 5.6 of the Staffing Protocol, a report was sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly’s staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) containing the proposed changes and appropriate background information. As set out in paragraph 2.3 above the Chief Officer updated the GLA Oversight Committee on a revised offer and also informed the Mayor of this revised position through the Chief of Staff.

### 3. Table of changes

2020-21 pay award	Affected grades	Notes
2%	Grades 1- 7 inclusive	
0%	Grades 8 and above.	

### 4. Financial comments

What is expected start date? 1 April 2020 Expected end date? 31 March 2021

- 4.1 £1.3m has been provided for in the GLA’s 2020/21 budget for a potential pay award. These funds have remained in the 2020/21 repurposed budget as approved by MD2666, while negotiations have continued with Unison. The financial impact of the proposed award of 2% to staff on Grades 1-7 is £335,000. This would generate a gross saving of approximately £965,000, which can contribute towards the GLA’s savings target for 2020-21 and beyond.
- 4.2 Once a pay award is formally approved, the GLA budget will be updated accordingly.
- 4.3 The pay award will be processed in the October 2020 payroll and backdated to 1 April 2020.

### 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 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 7.2 of the Staffing Protocol says that, *"The HOPS is responsible for determining terms and conditions for GLA staff (outside of the statutory officers and the Mayoral appointees) with the exclusion of staff transferred under a statutory transfer."* Paragraph 7.1 of the Staffing Protocol says that *"Terms and conditions for the purposes of this Protocol means terms and conditions of employment that apply to all GLA staff appointed by the HoPS and includes all employment policies and procedures (whether contractual or not)."*
- 5.5 The proposals set out in this Chief Officer Form fall within the definition of 'determining terms and conditions' contained within the Staffing Protocol so require approval from the HoPS. Paragraph 2 confirms that Unison has been consulted and the HoPS has taken its views into consideration when making this decision. Paragraph 2 also confirms that consultation with the Mayor and the Assembly took place and as part of that, a report was sent to the Chief of Staff (on behalf of the Mayor) and to the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) containing the proposed changes and appropriate background information.
- 5.6 The HoPS has considered all the information in this Chief Officer Form and is satisfied that the proposals are appropriate, taking into account the:
- i. Priorities of the Authority;
  - ii. Need for the Authority to properly discharge its functions;
  - iii. Available resources of the Authority; and
  - iv. Need to comply with legislative changes/ statutory requirements.
- 5.7 The HoPS has the power to make this decision.

## **6. Appendices**

Appendix 1: GLA Oversight Committee paper

## 7. Approval

	<i>Tick to indicate approval</i> ✓
<b>Executive Director</b> <u>Click and insert name</u> has reviewed and commented on this proposal.	
<b>Assistant Director</b> <u>Charmaine DeSouza</u> has reviewed and commented on this proposal.	✓
<b>HR &amp; OD Lead Officer</b> <u>Patrick Alleyne</u> has reviewed and commented on this proposal.	✓
<b>Finance and Legal</b> Finance and Legal have reviewed and commented on this proposal.	
<b>Corporate Management Team (CMT)</b> N/A	

<b>Subject: GLA Pay Award</b>	
<b>Report to: GLA Oversight Committee</b>	
<b>Report of: Chief Officer</b>	<b>Date: 9 September 2020</b>
<b>report will be considered in public</b>	

## 1. Summary

- 1.1 This report consults the Greater London Authority (GLA) Oversight Committee on the proposed pay award for GLA staff for 2020/2021 effective from 1 April 2020.

## 2. Recommendation

- 2.1 **That the Committee considers the Chief Officer's response to Unison's pay claim and the considerations taken into account in arriving at it.**

## 3. Background

- 3.1 On 16 April 2020, Unison submitted a pay claim for GLA staff for the year beginning 1 April 2020. It is attached at **Appendix 1**.

- 3.2 The claim comprises three elements:

- An increase of 2% for all GLA staff on Grade 1 and above;
- An additional £500 payment for all staff, pro-rated for part time staff;
- A day of compulsory closure on 24 December, or on the closest weekday.

In addition, Unison have requested that a GLA and GLA Unison pay working group be established and tasked with formulating a two- or three-year pay deal to be finalised at the start of the delayed new Mayoral term in May 2021.

- 3.3 This claim would lead to an average increase of 3.1% across the board, with as much as 4.1% for the lowest salary points and approximately 2.2% for the highest pay points.
- 3.4 The Local Government NJC employers made an offer to their trade unions on 16 April 2020 amounting to 2.75%. At the time of drafting this report the NJC award had not yet been agreed by the trade unions.

- 3.5** The Mayor has previously always aligned the pay award for the Mayoral appointees, (i.e. those appointed under s67(1)(a) and (b) of the GLA Act; the “11+2”) with the level of award paid to staff. The Mayor has, however, already determined that he will freeze the pay for this group and so no increase will be due to them for 2020.
- 3.6** The Mayor and the Assembly, acting jointly, will agree any pay award for the GLA’s three statutory officers; the Chief Officer (Head of Paid Service), Executive Director of Resources (Chief Finance Officer) and the Monitoring Officer.
- 3.7** Provision was made in the current 2020/21 GLA budget for an average 2% pay award to GLA staff which amounts to £1.3m.
- 3.8** If the GLA were to meet Unison’s claim the additional unbudgeted cost to the GLA would be circa £580k for the full year.

#### **4. Issues for Consideration**

- 4.1** The Chief Officer is grateful to Unison and for ensuring the timely submission of this year’s pay claim. The intention will be to backdate any increase to April 2020 and for this to be done through the October payroll.
- 4.2** Even though provision was made in the current 2020/21 GLA budget for a 2% pay award to all staff, the Covid-19 pandemic has put considerable strain on the GLA’s short- and medium-term financial position and therefore the Chief Officer has had to consider a number of potential options in respect of pay negotiations for 2020/21, given the imperative to protect as many jobs as possible in the GLA despite needing to make considerable savings this year and next.
- 4.3** After due consideration it is the Chief Officer’s view that Unison’s claim is not affordable in the present climate, given the need to make savings while protecting jobs.
- 4.4** The Chief Officer’s counter-offer is:
- A 2% increase for staff on Grades 1 – 6 only
  - No additional £500 payment for any staff
  - No additional closure day on 24 December
- 4.5** The Chief Officer’s rationale for this is that:
- the increase of 2% for staff at Grades 1-6 only ensures that our lowest paid staff, including our security and other FM staff who have been attending City Hall and Union Street throughout the pandemic – and will continue to do so -- will receive in part the award which Unison has proposed. This will not apply to our staff on the London Living Wage whose pay is determined independently. There are c264 staff across Grades 1 – 6, representing 22% of the GLA’s current headcount. Salary levels for staff in these grades range from £22k to £37.5k at the 2019/20 rate. Making this award alone will cost the GLA £220k and means that the balance of the funds originally budgeted for a pay award – c£1.1m – can contribute to meeting the GLA saving target in 2020/21 and beyond.

- the GLA’s annual leave entitlement is already generous and the several progressive policies we have already brought in over the last twelve months have increased the entitlements for paid leave for staff in a range of circumstances – including the additional paid leave which is now provided for in our Carers and Dependency Leave, Bereavement Leave, and Domestic and Gender Based Violence and Abuse policies.
- 4.6 Unison’s request to consider moving to a two- or three-year pay deal in the future is difficult to agree to now, given the uncertainty around the GLA’s future income levels, but the Chief Officer will keep this under review. A joint pay working group to consider pay issues going forward will be established as requested.

## **5. Consultation**

- 5.1 In accordance with the GLA Head of Paid Service Staffing Protocol and Scheme of Delegation (the “Staffing Protocol”), formal consultation with Unison is required for this proposal as it relates to changing the terms and conditions of employment of existing employees.
- 5.2 Unison have submitted the claim on behalf of GLA staff and the Chief Officer has met with them to discuss their claim and the GLA’s proposed response and pay offer as set out in this paper.
- 5.3 The Chief Officer is consulting the Mayor and the London Assembly, the latter through the GLA Oversight Committee by virtue of this paper, on the proposal for this GLA staff pay award.

## **6. Legal Implications**

- 6.1 Under section 70(2) of the GLA Act 1999 (as amended) the Head of Paid Service (the “HoPS”) may employ staff appointed under section 67 (2) on such terms and conditions (including as to remuneration) as the HoPS , after consultation with the Mayor and the Assembly and having regard to the resources available and priorities of the Authority, thinks fit.
- 6.2 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). The Assembly has delegated its powers of consultation on staffing matters to the Assembly’s staffing committee, currently the GLA Oversight Committee. Under the Staffing Protocol, formal consultation with Unison is also required and paragraph 5 confirms this has commenced.

## **7. Financial Implications**

- 7.1 £1.3m has been provided for in the GLA’s 2020/21 budget for a potential pay award. These funds remain in the 2020/21 repurposed budget while negotiations continue with Unison. The financial impact of the proposed award of 2% to staff on Grades 1-6 is £221,423. This would allow a gross saving of over £1m.
- 7.2 Once a pay award is agreed, the GLA budget will be updated accordingly.

7.3 The pay award will be processed in the October 2020 payroll and backdated to 1 April 2020.

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**List of appendices to this report:**

Appendix 1 – Unison pay claim for 2020/21

Appendix 2 – Pay awards to GLA staff since 2011/12

<b>Government (Access to Information) Act 1985</b>	
Background Papers: None	
Lead Officer:	Charmaine De Souza, Assistant Director HR and OD
Phone:	020 7983 4194
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## Appendix 2

Pay awards to GLA staff since 2011/12.

<b>Year</b>	<b>GLA</b>	<b>Comment</b>	<b>National Joint Council (NJC)</b>	<b>Mayoral appointments</b>
2019/20	2.5% for grades 1 – 6 and 2% for grades 7 and above, including Executive Directors.	In response to a tapered pay claim from Unison	2% with higher increases for those on lower pay – year 2 of a 2-year deal	2%
2018/ 19	2% for all grades 1 to 15 and Executive Directors; and a further 1% for GLA grades 1 to 6.	In response to a tapered claim from Unison.	2% with higher increases for those on lower pay – year 1 of a two-year deal.	2%
2017/18	<ul style="list-style-type: none"> <li>• 3% for grades 1-5</li> <li>• 2% for grades 6-10</li> <li>• 1% for grades 11 +</li> </ul>	In response to tapered claim from Unison.	1%	1%
2016/17	2% for grade 1-5 1.5% for grade 6-8 1% for grade 9-15	In response to tapered claim from Unison.	1%	1%
2014/15 & 2015/16	2.2%	15-month award covering 1 January 2015 to 31 March 2016.	2.2% (1 January 2015 – 31 March 2016)	2.2%
2013/14	1% plus non-consolidated amounts.	2.5% grades 1-4 2% grades 5-7 1.5% grades 8-10 & 1% grades 11. Only 1% added to pay scales the remainder paid as a one-off payment.	1%	1%
2012/13	Nil		Nil	Nil
2011/12	4% for grade 1-3, 0% for all other grades.		Nil	Nil

**Unison Pay Claim 2020**



**UNISON GLA**  
branch pay proposa