

GREATER LONDON AUTHORITY

Request for Head of Paid Service Decision CO-08

Once approved, this form will be published on 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;*
- *Creation and/or deletion of GLA fixed-term posts, regardless of their number or duration; and/or*
- *Regrading of GLA permanent and/or fixed-term posts, regardless of their number or duration.*

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/or HR Business Partners can provide the dates of those CMT meetings.

Decision Required

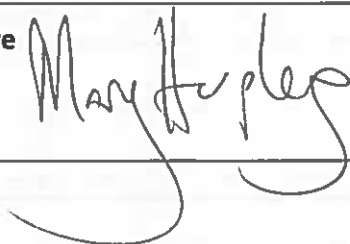
That the Chief Officer:

Approve the creation of three fixed term posts to oversee the delivery of the Mayor's Apprenticeships Programme and support the delivery of the London Progression Collaboration (LPC).

Head of Paid Service

The above proposal has my approval.

Signature



Date

12/09/2019

1. Staffing proposals

This is a proposal to establish one fixed term Senior Project Officer – Programme Delivery post to oversee the delivery of the Mayor's Apprenticeships Programme, and two new fixed term Senior Business Engagement Officers posts to directly deliver the London Progression Collaboration, an apprenticeship pilot being delivered by a joint GLA and Institute of Public Policy Research (IPPR) team.

The three proposed posts will be at Grade 9. The Senior Project Officer – Programme Delivery post will run for three years between June 2019 and June 2022, and the two Senior Business Engagement Officer posts will run for two years covering the length of the LPC delivery period, from June 2019 to June 2021.

The posts will be funded by the GLA's Apprenticeships Programme budget as set out in MD2356. The Senior Project Officer – Programme Delivery post will sit in (and report to) the East & South Delivery Team in the GLA Skills & Employment Unit. The two Senior Business Engagement Officer posts will sit within (and report to) the Strategy, Policy and Relationships team in the GLA Skills & Employment Unit and they will work closely with three equivalent officers and a project director employed by IPPR.

GLA funding for the two Senior Business Engagement Officer posts, set out in MD2356, has been match-funded by the JP Morgan Foundation, who are funding the posts employed by IPPR.

The aim of the LPC is to work closely with employers to develop new ways to leverage apprenticeship levy funds, support them to create new apprenticeship opportunities, and increase in-work progression. This will support the Mayor's manifesto to create more quality apprenticeships in London. It also directly responds to the Mayor's Skills for Londoners Strategy commitment to work with industry in London to develop and promote high-quality apprenticeships and to maximise the use of levy contributions. More detail is set out in MD2356, appended to this form. This MD also approves funding for the posts.

The Job Descriptions for these three roles are also provided as an appendix.

2. Consultation

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

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 HOPS is required to inform the Chief of Staff (on behalf of the Mayor) and the Chair and Deputy Chair of the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) on any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. The decision is not considered to be contentious.

3. Table of changes

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

Fixed-term posts to be created	3	One fixed term posts for three years and two fixed term posts for two years due to funding period
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)	3	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

4.1 This report is seeking to create three fixed term contract posts:

- 1 x Senior Project Officer (Programme Delivery) for a period of three years from June 2019 to June 2022.
- 2 x Senior Business Engagement Officers for a period of two years from June 2019 to June 2021.

4.2 All three posts have been evaluated at grade 9 on the GLA's salary scales and annual costs equate to £69,000 per post. This includes the annual salary and on-costs for a grade 9 that amount to £63,000 and an additional £6,000 for internal service recharges (HR, TG & FM). [Please note this additional service recharge has been raised at DMT and is subject to query at CMT. In the event that CMT decides to waive this recharge for this proposal, it will be removed from the budget.]

4.3 The total cost of this proposal amounts to £483,000 and spans four financial-years as follows (due to part-year proposed start dates):

Posts	2019-20 (£)	2020-21 (£)	2021-22 (£)	2022-23 (£)	Total (£)
1 x Senior Project Officer	57,000	69,000	69,000	12,000	207,000
2 x Senior Business Engagement Officers	115,000	138,000	23,000	0	276,000
Total	172,000	207,000	92,000	12,000	483,000

4.3 The cost of this proposal will be funded from the Apprenticeships Programme budget as approved by MD2356.

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

5. Legal comments

- 5.1 Under the Greater London Authority Act 1999 (as amended), the Head of Paid Service 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 she considers necessary for proper discharge of the functions of the Authority (section 67(2)); and
 - make such appointments on such terms and conditions as the Head of Paid Service 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 Authority's Head of Paid Service – Staffing Protocol (the "Staffing Protocol"), was adopted by the Head of Paid Service in November 2009 and revised in July 2018. The Staffing Protocol sets out the Authority's agreed approach as to how the Head of Paid Service will discharge her staffing powers contained in sections 67(2) and 70(2) of the GLA Act 1999 (as amended).
- 5.4 Paragraph 5.1 of the Staffing Protocol says that, *"The Head of Paid Service 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 HOPS Decision 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). However, paragraph 5.3 of the Head of Paid Service's Staffing Protocol states that *"the Head of Paid Service 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 3 confirms that 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) have been informed of the proposal. The proposal is not considered to be contentious.
- 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, he/she 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 he/she will be considered to be a permanent employee after four years of service.

5.8 The Head of Paid Service has the power to make this decision.

6. Equalities considerations

Recruitment for the three posts will be led by the GLA HR team in line with the GLA's recruitment policy which includes processes to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.

7. Appendices

- Appendix A: Job Description 1
- Appendix B: Job Description 2
- Appendix C: MD2356

Appendix A: Job Description 1

Job Description

Job title:	Senior Project Officer – Programme Delivery	
Grade:	9	Post number:
Directorate:	Development, Enterprise and Environment	
Unit:	Skills & Employment	

Job purpose

The post holder will lead on the development and delivery of projects and programmes managed by the Programme Delivery Team in order to achieve desired outputs and outcomes within agreed timeframes, within budget, to specification and operational standards. Projects and programmes will focus on delivering skills and employability support to London's SMEs and Apprenticeship Levy businesses, including programme management of Apprenticeship related delivery projects.

Principal accountabilities

1. Oversee the development and delivery of a portfolio of skills and employment projects and programmes (with a focus on apprenticeships) from business case, through contracting and delivery, to completion, evaluation and closure, using the GLA's project management methodology in conjunction with any relevant funding requirements.
2. Develop funding applications and business cases based on robust data, research and analysis; and secure all necessary and relevant support and approvals for new initiatives in accordance with GLA procedures and guidelines.
3. Source, select and appoint delivery partners, consultants and contractors to carry out relevant work; manage negotiations with delivery partners, consultants and contractors; manage the preparation and issuing of accurate and compliant contracts and grant agreements; all in accordance with relevant public and GLA procurement procedures and specific funders' requirements including apprenticeships and AEB.
4. For all projects and programmes in own portfolio, undertake ongoing and proactive management, monitoring, verification, recording, analysis and reporting of:
 - Financial, outputs and outcomes performance, to ensure achievement of target outputs and outcomes and programme objectives within budget and while maintaining overall value for money;

- Quality assurance and compliance, including through regular monitoring and audit of the activities and supporting evidence of delivery partners and their sub-contractors;
 - The validity, accuracy and eligibility of claims, including ensuring external funding bodies' management information and monitoring requirements are met;
 - Progress against milestones, and financial and outputs and outcome targets, ensuring delivery and quality concerns are raised and tackled promptly;
 - Risks and issues, to ensure awareness and understanding of these and implementation of appropriate and timely mitigations.
5. Develop, produce, distribute, implement and maintain project and programme documentation, systems and processes such as guidance notes, risk logs, issue logs, action lists, requirements logs, project plans, programme prospectus and application forms, team plans and work packages, ensuring standardised approaches to support and maintain best project and programme management practice and ensuring effective delivery of targets to time, cost, quality and specification
 6. Hold budget accountability for all projects and programmes within own portfolio, including responsibility for accurate budgeting, forecasting and compliance with GLA approval processes and with all GLA and external funders' financial, regulatory, audit and compliance requirements.
 7. Take ownership of the management and resolution of operational, contractual and performance issues arising on projects, including implementing follow up or remedial actions if required, in all cases complying with relevant GLA procedures and appropriately escalating issues to line and team manager(s) as necessary.
 8. Establish and maintain excellent working relationships with applicants, delivery and funding partners, contractors, boroughs and other stakeholders within and outside the Authority to ensure successful delivery of projects and programmes, uphold the reputation of the team and the GLA, and assist in delivery of the Mayor's policies and programmes.
 9. Produce project and programme communications, sharing learning and celebrating successes, and represent the GLA, the team, our projects and programmes, to external audiences as required, ensuring a high level of visibility of our activities and of the outcomes and benefits from these for London and Londoners.
 10. Prepare accurate, good quality responses to project-related questions and correspondence to the Mayor and from Assembly members, Government departments and other organisations in the public, private and voluntary sectors, to agreed deadlines.
 11. Work with the wider GLA Skills Policy and Strategy team and Skills Funding and Systems team to inform the development of initial priorities and to provide expert advice and consultancy on the apprenticeship levy, helping providers to understand the impact of the levy on their business and how they can invest the levy to support excellent return on investment
 12. Manage resources allocated to tasks in accordance with the GLA's policies and code of Ethics and Standards. 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.
 13. 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 as necessary and appropriate to ensure that opportunities for integration and inter-disciplinary working are realised.

Dimensions

Accountable to: Principal Project Officer – Programme Delivery; Senior Manager – Programme Delivery

Accountable for: Resources allocated to the post

Principal contacts: Senior Managers and staff within the Authority and relevant London Borough(s), Further Education Institutions and Senior Officers in other public and private sector organisations including TfL, national government, and representatives of partner organisations.

Technical requirements/experience/qualifications

- Demonstrable experience of developing, managing and delivering large-scale high value projects and programmes in complex organisations, and a track record of successfully delivering results on target and within budget, ideally including apprenticeships and/or skills and employment projects.
- A thorough knowledge of programme and project management and control techniques, including project planning and appraisal, financial and performance analysis and management, risk management, issue resolution and evaluation
- Evidence of well-developed IT skills, solid experience of using financial management systems and processes, and excellent report writing skills
- Demonstrable experience of using strategic research and analytical skills to support and enable project and programme development, delivery, and evaluation
- Experience of establishing and managing complex, and sometimes hostile, stakeholder relationships to achieve positive outcomes for the Authority
- An understanding of local and national skills and employment funding streams including apprenticeships, associated reporting and the benefits of outcome-related funding models for both participants and funders.

Behavioural Competencies

Problem Solving

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

Level 2 Indicators of Effective Performance

- Processes and distils a variety of information to understand a problem fully
- Proposes options for solutions to presented problems

- Builds on the ideas of others to encourage creative problem solving
- Thinks laterally about own work, considering different ways to approach problems
- Seeks the opinions and experiences of others to understand different approaches to problem solving

Planning and Organising

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

Level 2 Indicators of Effective Performance

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

Communicating and Influencing

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

Level 2 Indicators of Effective Performance

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

Building and Managing Relationships

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

Level 2 Indicators of Effective Performance

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

Organisational Awareness

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

Level 2 Indicators of Effective Performance

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

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

Research and Analysis

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

Level 2 Indicators of Effective Performance

- Proactively seeks new information sources to progress research agenda 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

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 actions

Level 2 Indicators of Effective Performance

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

Reasonable adjustment

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

Appendix B: Job Description 2

Job Description

Job title:

Senior Business Engagement Officer, Strategy, Policy & Relationships

Grade:

9

Post number:

Directorate: Development, Environment and Enterprise

Unit:

Skills and Employment

Job Purpose

To work within the GLA's Skills and Employment Unit to deliver relevant actions set out in the Mayor's manifesto and the Skills for Londoners Strategy, as well as wider skills and employment programmes in line with the Mayor's priorities for economic development in the capital.

To lead business engagement activities to support the creation of apprenticeships through working with business, planning and delivering projects and events, developing an expert level of understanding of business needs and key issues, and delivering business-facing campaigns.

Principal accountabilities:

1. To undertake regular engagement with business stakeholders at all levels including corporate c-suite level and with senior officials in government.
2. To actively manage the end-to-end customer journey of a portfolio of employers to increase the take-up of high quality apprenticeships.
3. To engage with employers at senior decision-making level to offer skills consultancy to embed apprenticeships in strategic talent management policy, to support employers to develop sustainable strategies to achieve this, and to offer expertise on navigating the apprenticeship system, including through the identification of appropriate apprenticeships standards.
4. To provide expert advice and consultancy on the apprenticeship levy, helping employers to understand the impact of the levy on their business and how they can invest the levy to support excellent return on investment.
5. To identify, engage and support employers to send and receive levy transfers.
6. To engage with officers across the GLA Group to ensure a joined-up approach to delivering the Mayor's priorities for economic development in London.
7. To lead on high profile business engagement events working with partners and stakeholders to secure successful outcomes.

8. To ensure business stakeholders are kept up to date on the Mayor's policies and programmes using a variety of platforms including events, one to one meetings, social media and the GLA website, and to encourage businesses to support Mayoral priorities.
9. To expand the GLA's business relationships, in particular in priority sectors of the economy through active engagement and collaborative projects.
10. To provide accurate, high quality briefing material for the Mayor and Deputy Mayor for Business.
11. To represent the GLA at internal and external meetings and on committees relating to London's business community.
12. To gather intelligence and maintain an up to date understanding of business perspectives on key issues of concern to the Mayor and GLA such as Brexit, migration, skills and business costs.
13. To work across teams to ensure that the needs and priorities of business are heard and reflected in GLA policy development and implementation.
14. To realise the benefits of London's diversity by promoting and enabling equality of opportunity, and promote the diverse needs and aspirations of London's communities.

Key relationships:

Accountable to: Principal Policy Officer – Strategy, Policy & Relationships

Accountable for: Resources allocated to the post.

Principal contacts: Deputy Mayor for Planning, Regeneration and Skills, Deputy Mayors and Mayoral Directors, Mayor's Office advisers, Education and Skills Funding Agency, Economic & Business Policy Unit, Skills & Employment Unit, GLA Press, Marketing, business representative organisations in London, skills and apprenticeships providers and key private sector contacts in London.

Person specification:

Technical requirements/experience/qualifications

1. Experience of working with, or alongside, the public and private sector and a good understanding of the differences in their perspectives and values.
2. Experience of engaging and influencing external stakeholders.
3. Excellent working knowledge of apprenticeships – especially the delivery chain and embedding apprenticeships in to skills and talent plans
4. Experience of project management and evidence of driving delivery on major high profile, public facing or corporate projects.

Desired Skills/Experience

5. Experience of using CRM systems

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

Communicating and Influencing

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

Level 3 indicators of effective performance:

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

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

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

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 complex 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 external perceptions of the GLA influence work

Problem Solving

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

Level 3 indicators of effective performance:

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

Appendix C: MD2356

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD2356

Title: Apprenticeship Pilot Programme

Executive Summary:

This decision form seeks the approval of expenditure required for the delivery of a programme of pilots that will contribute to the Mayor's manifesto commitment to create new, high quality apprenticeships in London through better use of the apprenticeship levy.

This proposed pilot programme will include:

- Feasibility research to support effective targeting of business engagement.
- The GLA's contribution to the London Progression Collaboration, a partnership with the Institute for Public Policy Research.
- Further commissioned pilot programmes to increase use of the apprenticeship levy in key sectors.

Decision:

That the Mayor approves:

Expenditure of up to £1.265m on the delivery of an Apprenticeship Pilot Programme between September 2018 and June 2021.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision, and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:	Date:

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

- 1.1 The government's apprenticeship levy was introduced in April 2017. The levy was designed to increase employer investment in skills and raise apprenticeship starts by requiring employers with a pay bill of over £3 million to contribute to a ring-fenced account for apprenticeships. However, there were 21 per cent fewer apprenticeship starts in London in the three months following the levy's introduction than in the same quarter the previous year.
- 1.2 The Mayor, in his manifesto, committed to creating 'thousands of new, high quality apprenticeships' by maximising use of the apprenticeship levy in the capital. The Mayor continues to call for the ring-fencing and devolution of levy funds to London government to spend on meeting London's complex skills needs. In the meantime, the Mayor is committed to working with London's businesses to maximise the potential of the levy in the capital.
- 1.3 The Mayor's Skills for Londoners strategy aims to increase employer investment in skills in the capital and includes a commitment to promote productivity by supporting employers to develop and make the best use of the skills of their current and future workforce. The Mayor's Apprenticeship Sub-Group of the Skills for Londoners taskforce has helped to contribute to this objective by identifying how the Mayor can best support improvements in the quantity and quality of apprenticeships in London.
- 1.4 London has historically had fewer apprenticeship starts than other regions. In 2015/16 (before the introduction of the levy) there were 44,380 starts in London, which meant London had the second fewest starts out of any Government Office region in England, ahead of only the North East.¹ On a per capita basis, London performed worse than any other region, with seven in every 1,000 Londoners starting an apprenticeship in that year. By comparison, 20 in every 1,000 North East residents started an apprenticeship over the same period.²
- 1.5 The Mayor is keen to improve on this position because of the value apprenticeships offer to London's economy and businesses, and the opportunities they provide to individuals. Seven in 10 apprenticeship employers report apprentices have improved the quality of their product or service, and individuals completing a Level 3 apprenticeship could earn, on average, between £77,000 and £117,000 more over their lifetime than those holding a Level 2 academic or vocational qualification.³ Increasing the number of quality apprenticeships in London would also help to ensure the city's skills system is prepared for the challenges presented by Brexit and technological change.

¹ GLA Economics (2018) 'Why are apprenticeship numbers low in London?'

² GLA Economics (2018)

³ Department for Business, Innovation & Skills (2011) 'Returns to Intermediate and low level vocational qualifications: economic returns'. BIS research paper number 53.

- 1.6 However, London's historically comparatively low number of apprenticeship starts is compounded by a fall in apprenticeship starts following the introduction of the apprenticeship levy in April 2017.
- 1.7 Research conducted by the GLA suggests London's apprenticeship start rate is comparatively low in part because of the city's sectoral composition, lower levels of employer demand for apprenticeships, and the higher likelihood of Londoners to pursue Higher Education.
- 1.8 London's jobs are less weighted towards apprenticeship employing sectors. In employment terms, professional services is London's largest sector but across England the sector employs fewer apprenticeships as a proportion of the workforce than any other industry.⁴ Similarly, the information and communication sector has the second lowest apprenticeship to job ratio in England, but it represents significantly more of London's labour market (7 per cent) than England's as a whole (4 per cent).⁵
- 1.9 However, London's sectoral composition does not account for all of the capital's comparatively low apprenticeship start rate. London has fewer apprenticeship starts in every sector compared to England, and analysis by GLA Economics (2018) find that sectoral composition only accounts for 12 per cent of the gap between London and the rest of England.
- 1.10 Overall demand for apprenticeships appears to be lower from employers in London than across England. The Employer Perspectives Survey (2016) shows that a smaller proportion of London's employers are planning to take on apprentices in the future than other regions and LEP areas.
- 1.11 This low level of demand might be explained by another employer survey's finding that London employers are less likely than employers in other regions to view apprentices as their ideal recruit (17 per cent in London, 45 per cent in the Midlands and 43 per cent in Scotland).⁶ The report of the King's Commission on London (2018) suggested employers in some of the capital's key sectors, like construction, do not have access to apprenticeship standards or courses that meet their specific skills needs. The competitive nature of entry-level jobs in many of London's key sectors may also mean employers are restricting jobs to graduates, even when non-graduates could excel in the roles.
- 1.12 As well as lower demand, there is also a relatively smaller supply of apprentices in London compared to other areas of England. This is primarily because young Londoners are significantly more likely to enter Higher Education than young people from elsewhere in England: 49 per cent of Londoners in state-funded schools enter Higher Education by age 19, compared to 38 per cent across England as a whole.⁷
- 1.13 This preference for Higher Education is partly explained by the fact young Londoners (16-24) are significantly more likely to believe studying for a degree at university will be positive for their career (82 per cent) than undertaking an apprenticeship (70 per cent).⁸ The survey also showed

⁴ GLA Economics (2018)

⁵ GLA Economics (2018)

⁶ Interserve (2016) '[Apprenticeships: The Path to Success](#)'

⁷ Department for Education (2017) '[Widening participation in higher education: 2017](#)'

⁸ Two surveys were commissioned by the GLA and conducted by YouGov between 26 February and 7 March 2018, one with 1,063 Londoners aged 18+ and one with 1,008 Londoners aged 16-24. Published on the London Datastore in '[GLA Poll Results 2018](#)'.

significant proportions of young people also think apprenticeships lead to lower skilled jobs than they are looking for (21 per cent); that there are not apprenticeships for the type of work they are interested in (18 per cent); and that they will earn less in the long run by doing an apprenticeship (14 per cent).

- 1.14 As a result, London also has a lower apprenticeship take-up from young people. Only four per cent of people in London aged 16 to 18 undertook an apprenticeship in 2015 to 2016, compared to seven per cent in England.⁹ And the proportion of people aged between 19 and 24 undertaking an apprenticeship in London (two per cent) is half the proportion in England (four per cent).
- 1.15 Research conducted so far suggests improving employer demand for apprenticeships, with a focus on strategically important sectors, is the key to increasing London's relatively low apprenticeship start rate.
- 1.16 The supply-side research with young Londoners indicates the views of employers are a key factor in determining young people's perceptions of apprenticeships. 22 per cent of 16 to 24 year olds said if more employers viewed real world experience as of equal importance to academic qualifications they would be more encouraged to undertake an apprenticeship, and the same proportion said they would be more encouraged if apprentices were given the same career opportunities within companies as graduates.¹⁰ This suggests an increase in demand from employers would create an increase in supply of apprentices.
- 1.17 Business engagement will be key to increasing demand for apprenticeships in London. Business surveys show that London's businesses are less likely to report they are aware of and have a good knowledge of apprenticeships (42 per cent) than businesses in England as a whole (46 per cent) and that 17 per cent of London businesses would be more likely to take on apprentices if they had more and better information on how to do it and the benefits of doing so.¹¹
- 1.18 The apprenticeship levy provides an opportunity to engage London's businesses with a view to increasing demand. GLA Economics analysis finds that London's businesses account for around 32 per cent of levy payers in England, and collectively contribute around 45 per cent of the total spend of the levy. However, apprenticeship starts have fallen in England since the levy's introduction and a number of surveys have suggested up to one half of levy paying businesses may not make full use of their levy or completely write it off.¹²

2. Objectives and expected outcomes

- 2.1 The key objective of the programme is to increase the quantity and quality of apprenticeships in London by maximising utilisation of the apprenticeship levy. The programme will be undertaken in two phases: phase one is a feasibility analysis to identify the best means to achieve the

⁹ GLA Economics (2018)

¹⁰ YouGov / Mayor of London (2018)

¹¹ Department for Education (2018) 'Employer Perspectives Survey'

¹² For example, see The Open University (2018) 'The Apprenticeship levy: one year on' and CIPD (2018) 'Early impact of the apprenticeship levy'

programme's aims, and phase two is a series of business engagement pilots in London's key sectors.

PHASE 1

- 2.2 The first phase of the programme will be used to analyse apprenticeship provision in London, identify which sectors, occupations and employers should be targeted in phase two of the programme, and produce insight into how phase two of the programme can increase and improve apprenticeship provision in London.
- 2.3 The GLA will commission two pieces of analysis with the support of TFL procurement.
- 2.4 The first piece of analysis ('apprenticeship mapping analysis' in the budget) will identify the sectors, occupations and firms with the greatest potential to maximise utilisation of apprenticeship levy funds. This mapping exercise will directly inform the shape of the business engagement work in phase two.
- 2.5 The second piece of work ('increasing demand review' in the budget) will include two areas of research. The first will include qualitative research with London businesses to develop a better understanding of barriers businesses face in hiring apprentices in particular sectors, and how the Mayor could support an increase and improvement of apprenticeship provision in London. The findings of this research will inform the business engagement approaches in the delivery of the pilot programmes in phase two of the programme. The review will also look at why apprenticeship starts are higher in other English regions across all sectors, why quality is reported to be higher, as well as a review of successful apprenticeship creation programmes conducted by local enterprise partnerships, local and devolved authorities, sector bodies, and non-governmental organisations. This research will identify the viability of different models for increasing apprenticeship starts and maximising the use of levy funds. The findings of this review will inform the engagement methods used in phase two.

PHASE 2

- 2.6 In phase two of the programme, the GLA will establish and commission employer engagement pilots designed to maximise the utilisation of levy funds, support in-work progression and meet London's skills needs.
- 2.7 The programme of work will include the engagement of large levy paying and small non-levy paying employers; support and guidance for the businesses in the use of their levy funds; convening businesses in sectors and supply chains to coordinate levy use, testing delivery vehicles and models, and evaluation and dissemination of the pilot findings to inform how London's employers use the levy in the future and what delivery vehicles could support them.

London Progression Collaboration Pilot

- 2.8 As part of this programme of pilots, the GLA will establish a partnership with the Institute for Public Policy Research (IPPR) to engage employers to make maximum use of the apprenticeship levy. The 'London Progression Collaboration' (LPC) will be delivered in-house by a joint IPPR and GLA team. The team will work closely with employers to develop new ways to leverage levy

funds and support them to create new apprenticeship opportunities and increase in-work progression.

- 2.9 The project team will be governed by a Project Board co-chaired by the GLA and the IPPR. The Project Board will steer and oversee the recruitment of the project team, the delivery of the LPC, all external messaging, and all financial, strategic and other key staffing systems relating to the LPC. Members of the project team will provide regular reporting at agreed intervals on the delivery milestones, risks and evaluation.
- 2.10 The goals of the LPC will be to improve social mobility for low skilled and low paid Londoners, to raise the productivity of London's businesses in key sectors, and enable London to test and showcase ways in which the levy could be adapted to maximise its impact through sector-wide interventions and initiatives across supply-chains.
- 2.11 The LPC will begin with an initial feasibility phase running until January 2019. This phase will be used to identify employers who wish to be involved with the pilot, analyse the skills needs and the methods and products the pilot can use to support them, and develop the outcomes for the remaining two and a half years of the pilot. The initial feasibility phase will be targeted at the construction, food (including retail and hospitality) and transport and logistics sectors, which all have acute skills needs and links to ongoing work at City Hall. The initial feasibility period will have the following target outputs:
- Staff team in place to deliver the project
 - Secure commitment from at least one employer association in each of the three target sectors
 - Secure commitment to participate in the pilot from 10 large employers in each sector
 - Secure commitment to participate in the pilot from 10 non-levy payers in each sector
 - Delivery of an interim report with analysis of 3 sectors, including apprenticeship statistics, levy retention, and employer survey
 - Delivery of a final report setting out how to make the apprenticeship levy work, recommendations for action and a detailed project plan for the rest of the work of the pilot
- 2.12 The final report from the feasibility stage will set out recommended approaches and target outcomes for the remaining two and a half years of the pilot. A decision to proceed with the remainder of the pilot will be made by the Project Board based on an assessment of the pilot's feasibility and IPPR's ability to secure continued funding to support its contribution to the pilot (see 4.1). Notional outcomes for the full pilot (with figures to be confirmed), subject to confirmation following the feasibility stage, are set to include:
- Increasing the proportion of apprenticeship levy funds which are utilised by employers involved in the pilot for the relevant sectors in London, relative to before the pilot.
 - Increasing the number of apprenticeship opportunities within the organisations involved in the pilot, their supply chains, their wider sector and local area, relative to before the pilot, to other sectors in London, and to the same sectors outside of London.
 - Increased progression opportunities for individuals, with increased earnings, and progression into better quality jobs at the employers participating in the pilot.
 - Providing learning opportunities for how strategic regional employment engagement can increase quality apprenticeship opportunities.

GLA commissioned apprenticeships pilot

- 2.13 Two additional pilots will test a wider range of engagement methods in sectors that are not targeted by the LPC. These pilots will be put out to tender for organisations to submit their proposals on how to increase demand for apprenticeships through maximising utilisation of the apprenticeship levy in a specific sector or occupational area. The specification for these pilots will welcome proposals in the digital sector and creative industries, the two sector areas outlined in the Mayor's skills strategy that are not covered by the London Progression Collaboration. However, the specifications will also welcome proposals for work in other sectors and occupational areas where the prospective delivery partner can demonstrate there is an opportunity to engage employers to address acute skills needs through better use of apprenticeship levy funds.
- 2.14 The outcomes for the pilot delivery providers will include:
- Increase in apprenticeship starts at engaged businesses, including at both non-levy and levy paying businesses (see Table 1).
 - Ensure that at least 75 per cent of these apprenticeships are sustained for at least 12 months (see Table 1).
 - Increase the number of businesses accessing funding to support apprenticeships, including both non-levy and levy paying businesses.
 - Increase the proportion of levy accounts spent by engaged levy-paying businesses.
- Development of sustainable delivery models to facilitate greater use of levy funds.
- 2.15 Headline targets for apprenticeship starts and the number of those that are sustained are provided in Table 1 below.
- 2.16 When commissioning the additional pilots, GLA officers will give consideration to the sustainability of the proposed models. Preference will be given to models that could continue to operate after GLA funding ceases to support them. Sustainable models might include the creation and utilisation of pooled levy pots, gaining access to additional corporate social responsibility funds from partner businesses, or the development of a commercially viable agency model that charges businesses for its services.
- 2.17 The GLA's specification will allow organisations to propose their own methods to achieve these goals, and tenders will be evaluated on (in addition to price) their ability to meet the desired outcomes. It is expected that a range of organisations will express an interest in delivering these programmes, including Apprenticeship Training Agencies, sector bodies, providers in partnership with employers, or other organisations that may be able to deliver the desired outcomes.
- 2.18 To determine the appropriate outputs and outcomes for this programme, the GLA has considered other similar programmes. These include:
- The Department for Business, Innovation and Skills Train to Gain employer engagement programme, which ran between 2006 and 2010 and had a unit cost of £970 per training start.

- The GLA's access to apprenticeships programme, which ran between 2009 and 2011 and focused on supporting prospective apprentices through pre-apprenticeship training and into an apprenticeship, had a unit cost of £1,976 per apprenticeship start.
- The GLA's employer-led apprenticeship creation programme, which ran between 2015 and 2017 and engaged SMEs and larger businesses to create new apprenticeship opportunities and had a unit cost of £500 per apprenticeship sustained for 13 weeks.

2.19 Based on the unit cost values of these programmes and the focus of this programme being on larger levy paying businesses, the GLA is expecting the commissioned pilots to create at least 747 apprenticeship starts at a unit cost of £1,100, of which at least 560 will be sustained for at least 12 months. The expected output and outcome targets will not be published in the specification for this programme to ensure value for money. It is proposed that 30 per cent of the total programme costs will be provided to support KPIs and start-up costs such as equipment and initial salary costs, 40 per cent of the costs will be awarded to support apprenticeship starts and the remaining 30 per cent of programme costs will be awarded as an incentive for quality and promoted through a measure of and payment for 12 month sustained outcomes. 75 per cent of apprenticeship starts are expected to lead to sustained outcomes, a stretch target on the existing 68 per cent average completion rate.

Minimum targets for apprenticeship starts and sustained for at least 12 months in commissioned out pilots

	2018/19	2019/20	2020/21	2021/22	Total
Starts	0	373	374	0	747
Sustained	0	0	280	280	560

- 2.20 Using the same methodology, the LPC, which includes GLA funding matched to JP Morgan Foundation funding, is expected to achieve at least 1216 apprenticeship starts over the full three years, with at least 912 sustained.
- 2.21 In total, the LPC and the commissioned out pilots are expected to achieve at least 1,963 apprenticeship starts, with at least 1,472 sustained.
- 2.22 KPIs on engagement with employers (including agreement to take on apprenticeships or transfer levy funding) and the diversity of apprentices recruited will also be included, with minimum requirements for funding. This will ensure the programme is funding new quality apprenticeships, minimising deadweight and diversity is actively promoted.

3 Equality considerations

- 3.1 GLA officers commissioned GLA Economics to undertake a review of apprenticeship participation amongst Londoners with protected characteristics, in line with the Public Sector Equality Duty. Reliable data was identified for age, disability, race and sex, and the findings of this review have informed the design of this apprenticeship programme.

- 3.2 The review from GLA Economics highlighted that women and BAME Londoners are under-represented in apprenticeship take-up in certain sectors, including construction and digital. Therefore, the pilots will have diversity targets built in to ensure providers find ways to support women and BAME Londoners to participate in apprenticeships. GLA officers are also working jointly with the ESFA to engage apprenticeship providers in London that have trained the highest number of BAME apprentices to understand how the work in this programme can learn from approaches taken to remove barriers faced by BAME Londoners and encourage BAME Londoners to participate in apprenticeships, and foster good relations between BAME Londoners and others with protected characteristics and those without protected characteristics.
- 4 Other considerations**
- 4.1 IPPR's contribution to the London Progression Collaboration will be funded by the JP Morgan Foundation, though no funding will come from JP Morgan to the GLA. The JP Morgan Foundation has approved six months of funding to IPPR to support the first phase of the project, including initial research, the development of a comprehensive project plan, and securing commitments from employers. The JP Morgan Foundation will meet in January 2019 to decide whether to award IPPR funding for the rest of the project.
- 4.2 GLA Officers will mitigate the risk of discontinuation of JP Morgan Foundation by recruiting programme posts on initial 6 month contracts, with further work subject to the availability of funding. If JP Morgan Foundation funding is discontinued, the London Progression Collaboration will cease to continue, and the GLA will use the remaining funds to support the commissioned pilots. In this event, the GLA will ensure that, as far as possible, all learning, relationships and work from the London Progression Collaboration are transferred into the commissioned pilots.
- 4.3 This apprenticeship pilot programme will interact with and be complemented by ongoing work elsewhere in the GLA, including the expansion of the London Enterprise Adviser Network, the GLA's coordination of apprenticeship ambassador activities in London, the Mayor's Good Work Standard, the Skills and Employment Knowledge Hub, and the Growth Hub.
- 5 Financial comments**
- 5.1 The total estimated costs of this programme is £1.265m and will span 4 financial-years from 2018-19 to 2021-22. An estimated project budget and the funding source for the programme is detailed below:

5.2		2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Total £000
	Expenditure					
	Contract Management	16	33	33	0	82
	Research	60	0	0	0	60
	London Progression Collaboration	82	156	145	0	383
	Commissioned Pilots	111	259	259	111	740
	Total Expenditure	269	448	437	111	1,265
	Funding					
	Apprenticeship budget	269	298	252	111	930
	DEE Minor Programme budget	0	150	185	0	335
	Total Funding	269	448	437	111	1,265

me will be funded from within existing Development, Environment & Enterprise budgets, a combination via the current Apprenticeship budget (£930,000) held within the Skills & Employment Unit and the DEE Minor Programme (£335,000) previously agreed as part of the 2018-19 budget process. With regards to the Apprenticeship budget, the £930,000 will require re-profiling, with future years allocations being adjusted and built into the Apprenticeships base budget as part of the 2019-20 budget process currently underway. For information, the Apprenticeship budget of £930,000 is currently profiled as follows:

- 2018-19 - £430,000
- 2019-20 - £110,000
- 2020-21 - £390,000

- 5.3 The expenditure upon the programme will be a combination of staffing resource, procurement of services and grant funding. In line with the Authority's Funding Agreement Toolkit, any commissioning of grants as part of the overall Apprenticeships programme will be subject to satisfactory due diligence to ensure that the GLA minimises any financial risk associated with the grant award and maximises the potential for successful delivery of the programme.

6 Legal comments

- 6.1 The foregoing sections of this report indicate that:

- 6.1.1 the decisions requested of the Mayor concern the exercise of the GLA's general powers, falling within the statutory powers of the GLA to do such things as may be considered to further, and or be facilitative of or conducive or incidental to the furthering of, the promotion of economic development and wealth creation in Greater London; and
- 6.1.2 in formulating the proposals in respect of which a decision is sought officers have complied with the GLA's related statutory duties to:
- (a) pay due regard to the principle that there should be equality of opportunity for all people;

(b) consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and

(c) consult with appropriate bodies.

6.2 In taking the decisions requested, the Mayor must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to section 3 (above) of this report.

6.3 Expenditure to be incurred on:

6.3.1 The procurement of works, services or supplies: officers must ensure that the works, services or supplies are procured in accordance with the GLA's Contracts and Funding Code and that appropriate contract documentation is put in place and executed by the proposed providers and the GLA before the commencement of any works, services or supplies;

6.3.2 Any award of grant funding: officers must ensure that the proposed funding is disbursed in a fair and transparent manner in accordance with the GLA's Contracts and Funding Code and a funding agreement is put in place between and executed by the GLA and proposed recipients before any commitment to the provide funding is made; and

6.3.3 Staffing costs officers: must ensure that they comply with all GLA HR policies and protocols (including HoPS approvals if applicable) in this regard.

6.4 Given that the programme proposed extends beyond the current mayoral term officers must also observe the principle that an incumbent administration should not unreasonably fetter the discretion of any future administration, ensuring that all of the necessary documentation contains provisions enabling the GLA to terminate at any point for convenience and any project milestones, outputs and claims and payments are structured so as to minimise the impact of the exercise of such termination rights.

7. Planned delivery approach and next steps

7.1 Project timetable:

Activity	Timeline
Delivery of feasibility stage of London Progression Collaboration begins	Sept 2018
Procurement of research contracts	Sept - Oct 2018
Procurement of commissioned pilot programmes	Oct - Dec 2018
JP Morgan decision to release additional programme funds	Jan 2019
Delivery of commissioned pilots begins	March - April 2019

Interim evaluation	Jan - April 2020
Final evaluation start and finish (external)	Feb - May 2021
Delivery End Date	April 2021
Project Closure	June 2021

7.2 Gantt chart for first eight months of delivery:

	Sep '18	Oct	Nov	Dec	Jan '19	Feb	Mar	Apr
Delivery of feasibility stage of LPC								
JP Morgan decision								
Delivery of second stage of LPC (subject to funding)								
Procurement of research								
Delivery of research								
Procurement of commissioned pilots								
Delivery of commissioned pilots begins								

Appendices and supporting papers

None.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? YES

If YES, for what reason:

It contains information which if disclosed prior to the completion of the procurement activity would prejudice the GLA's ability to stimulate genuine competition and obtain value for money.

Until what date: January 2019

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Originating Officer:

Cameron Tait has drafted this report in accordance with GLA procedures and confirms the following:

✓

Sponsoring Director:

Juliemma McLoughlin on delegated authority from Lucy Owen has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

Jules Pipe has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Corporate Investment Board

This decision was agreed by the Corporate Investment Board on the 10 September 2018.

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

Date

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature

Date

8. Approval

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

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Senior Project Officer – Programme Delivery	9		03/06/2019	02/06/2022	Creation
Senior Business Engagement Officer	9		03/06/2019	02/06/2021	Creation
Senior Business Engagement Officer	9		03/06/2019	02/06/2021	Creation

GREATER LONDON AUTHORITY

Request for Head of Paid Service Decision CO-76

Decision Required

That the Head of Paid Service:

Approves the creation of a fixed term post for 18 months for a Communications Officer based in the planning service.

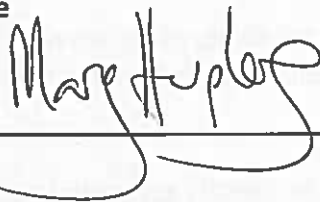
Job title	Grade	Duration
Communications Officer	7	18 Months

The post will be funded from existing funds in the Planning Reserves.

Head of Paid Service

The above proposal has my approval.

Signature



Date

12/09/2019

1. Staffing proposals

- 1.1 It is proposed to create a fixed-term Communications Officer post in planning to transform the way the planning division communicates with Londoners and users of the service.
- 1.2 This role is currently being undertaken by a supernumerary agency staff member, to enable the service to understand how the role may be most effective, and what work areas the role should be involved in. This test period has been particularly successful and given the service a great opportunity to understand its needs. Following this test period, it has been concluded that this role adds significant value to the service and would be worth continuing.
- 1.3 Planning is core business to the GLA and carries out both statutory and discretionary functions on behalf of the Mayor, including the development and monitoring of spatial policy as well as the referral of major planning applications.
- 1.4 As a statutory service, the front face of the service has not always been accessible to residents, and consequently been not as successful as it may have been at implementing policy, and the objectives of the organisation.

1.5 Change is happening in how we are delivering planning services, all of which will significantly change the face of planning in London. These include:

- (i) The New London Plan, which is currently passing through EIP, with an adoption in February which implements the Mayor's new approach to planning. To ensure the success and greater understanding of these new Policies, the planning team will need to communicate them effectively, and publicise the impact of their implementation
- (ii) The Mayor is using Call-In powers more often to enhance the delivery of housing in the planning process. This is having the impact with the GLA needing to engage on an individual level with residents more as a decision-making body resulting in us needing to be able to communicate more effectively and efficiently.
- (iii) The planning service is getting more involved in planning at a local level, working on Opportunity Area Planning Frameworks and working with boroughs to get the most out of the planning system which requires a new approach to communication.
- (iv) The planning service is implementing an improvement program which will transform how boroughs and residents interact with the service in a far more streamlined way. This will need to be communicated well to achieve the sought-after benefits to the service.

1.6 In addition to this the planning service is in the process of implementing new tools which will make the planning system as a whole more accessible to residents, this includes:

- (i) A single planning data set for London which will enable residents to access much more information about developments which might affect them, and also enable tools for cross border notification of development proposals.
- (ii) Single Constraints Map for London, to enable residents to identify constraints that will impact them and any proposals for development, such as conservation areas, tree protection, flooding and listed buildings.
- (iii) 3D model of London, which will enable citizens to engage in the planning process in a far more constructive way.

All of these will be open source data sets, the first of their kind, so will require significant publicity to transform residents' understanding of the planning system.

1.7 Initially the core tasks to be undertaken by this post will be:

- (i) Developing a communications strategy for planning
- (ii) Managing the front face of the planning service by raising the profile of the GLA's planning service at events and ensuring representation at events where the GLA can influence outcomes of the planning process
- (iii) Redevelopment of the planning website to make it more user friendly and accessible by residents.

- (iv) Reviewing the digital communication tools available to the planning service.
- (v) Implementing a digital communication strategy for planning, including increasing the planning service's online presence and profile
- (vi) Working with the Comms team to publicise the work of the planning service, and how it impacts on Londoners, as well as the new services available as they come online
- (vii) Work on consultations carried out by the planning service to ensure they are focussed on community involvement in the most effective way and ensure D&I is embedded into the process.

1.8 It is proposed that this would be a fixed term post for the period of 18 months, to enable an assessment of the effectiveness of having the post in the organisation and enable further refinement of what is really needed to make it a success.

1.9 The funding of this post would be from the current planning reserves, therefore there would be no further impact on the departmental budget. It is proposed that this is only fixed for a period of 18 months initially to ensure suitable funding is in place in the future.

2. Consultation

2.1 This post forms part of the agreed strategy with the Deputy Mayors for the transformation of the planning service.

2.2 There has been no requirement to consult with officers in the planning service for the creation of this post.

2.3 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	Communications Officer (Grade 7), 18 months duration
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)	1	As above

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

4. Finance comments

- 4.1 Approval is sought to create a Communications Officer post on a fixed term contract.
- 4.2 The staff costs associated with this proposal are based on the mid-point salary, on-costs, the corporate vacancy factor and the £6,000 support service charge which is summarised below:

Job title	2019-20	2020-21	Total
Communications Officer	£31,000	£56,000	£87,000

- 4.3 The expenditure will be funded from the Planning Reserves budget.
- 4.4 As these posts will be recruited to on a fixed term contract basis, the GLA may become liable for redundancy and/or pension capital costs if the appointees have on-going continuous service from a local authority or similar body. These costs cannot yet be substantiated but in the event such costs do arise, they will be 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 3 confirms that the proposal will be reported by the HoPS to the persons set out at paragraph 5.4 above in a six monthly report.
- 5.6 The GLA should ensure that its Recruitment and Selection Policy and Equal Opportunities Standard are followed when recruiting to the vacant posts.
- 5.7 Fixed term employees have the right to be treated no less favourably than permanent employees due to their fixed term employee status. Once the post holder has been in post beyond two years, they will have the same statutory right as a permanent employee not to be unfairly dismissed. After two years' service, the post holder may also be eligible to receive a redundancy payment should the post come to an end. Any fair dismissal of the employee at the end of the fixed term will necessitate a fair reason and a fair procedure. This will involve considering suitable alternative employment before confirming that their employment is terminated. If the funding continues after the end of their fixed term contract, it may be difficult to dismiss for redundancy (one of the fair reasons) if in fact there is further work to be carried out after the end of the contract. If the employee has been employed on a series of successive fixed-term contracts, then they will be considered to be a permanent employee if their contract is renewed after four years of service and there is no objective justification for the continued use of fixed-term contracts.
- 5.8 The HoPS has the power to make this decision.

6. Equalities considerations

- 6.1 Under section 149 of the Equality Act 2010, the GLA is subject to a public-sector equality duty ("the Duty") and must have 'due regard' to the need to (i) eliminate unlawful discrimination, harassment and victimisation; (ii) advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and (iii) foster good relations between people who share a relevant protected characteristic and those who do not. Protected characteristics under section 149 of the Equality Act are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status.
- 6.2 The creation of this post, together with recruitment to it, is managed through the GLA's normal HR processes which are designed to ensure the positive duty outlined above is complied with in a constructive way.
- 6.3 The purpose of the post itself is intended to contribute to including often excluded groups in the planning process. These groups are often groups with protected characteristics outlined above. To this end the existence of the role and the work it undertakes helps the GLA deliver its positive duty under section 149.

7. Appendices

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

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

8. Approval

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

Appendix A

Details of all affected posts

Post title	Post grade	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Communications Officer</i>	7	TBC	Oct 2019	Apr 2021	Creation

GREATER LONDON AUTHORITY

Request for Head of Paid Service Decision CO-80

Decision Required

That the Head of Paid Service:

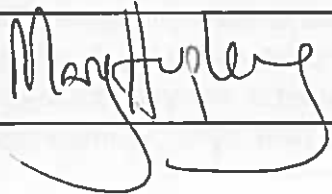
- Approves the extension of a fixed-term post in the City Operations Unit and the rename of that post

Job title	Grade	Duration
Senior Project Officer to be renamed Bridges Planning and Delivery Manager	8	6 months

Head of Paid Service

The above proposal has my approval.

Signature



Date

12/09/2019

1. Staffing proposals

Bridges Planning and Delivery Manager (currently Senior Project Officer)

On 1 February 2018 at the request of the Cabinet Office, the Greater London Authority assumed the position as lead agency co-ordinating the development of the planning and reporting structures to support the delivery of Operation London Bridge and Operation Forth Bridge in London.

To resource in the planning of these significant events, the then Head of Paid Service with the agreement of the Chief of Staff agreed to the establishment of a fixed term post for one year for a Senior Project Officer in the City Operations Unit to work on Bridges planning.

In April 2019 the Chief Officer agreed to an extension of six months to this fixed term post. In the first 18 months of the post a significant amount of scoping and planning had been undertaken. The postholder (an internal secondment) worked with key partners to design how key agencies will work with each other throughout the live Bridges phases. The post holder also drafted the London Coordination Plan which outlines the protocol for pan London multiagency coordination. The postholder also led the significant scoping and delivery of a study to understand the crowd impact on London at the time of Op London Bridge.

The post holder acts as principal lead for the GLA's involvement in Bridges and leads the ongoing day to day liaison with senior government and Royal Household officials on the development and implementation of plans for Op London Bridge and Op Forth Bridge. The postholder has also led the support to the Chief Officer in the development of the GLA's own delivery plans.

When the GLA was asked to take on a leading role in Bridges, there was a lack of awareness from government what this would entail. Since the establishment of the post in April 2019 the GLA, through the work of the Senior Project Officer, has undertaken significant work to ensure London could deliver Op London Bridge and Op Forth Bridge. The Cabinet Office are extremely happy with the work the GLA has undertaken to date.

Over the next year to 18 months the GLA has agreed to lead on the development of a crowd movement and management strategy informed by the crowd dynamics study undertaken by the GLA. This will include the scoping and significant procurement of an event management company who will jointly support the GLA and TfL with the delivery of the multi-agency crowd movement strategy and stewarding delivery plan.

The post holder will also lead on the development of the London Operations Plan which will bring together the Royal Parks Three Parks Plan, DCMS's event plan, the TfL transport plan and the GLA's crowd movement strategy. The post holder is will also play a key part in the development of contingency plans for significant elements of the Op London Bridge. This is a significant piece of work which has yet commenced.

Planning for the delivery of Op London Bridge and Op Forth Bridge remains the single biggest event that key London and national agencies have ever engaged in. Work for these key events is ongoing with no indication of slowing down. In recent months the Cabinet Office has increased

the number of permanent posts within their Bridges Events Team and the City of London have established a permanent Bridges Project Team to coordinate borough led activity.

The Chief Officer is asked to extend the fixed term post which is filled by an internal secondment for a further six months. In recognition that the post has changed significantly since it was first created, the job description will be updated and submitted to the GLA's new job evaluation panel in due course. The Chief Officer is asked, via this form to agree to change the job title for this post from Senior Project Officer to Bridges Planning and Delivery Manager. This position is a grade 8 position and since its inception has carried an honorarium to grade 9 and therefore the financial implications are based on a grade 9 salary.

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 extend the fixed-term post in the City Operations Unit as fewer than five posts in one unit are being created or deleted. However, the Head of Paid Service (the "HoPS") is required to inform these persons about any proposals for restructures involving fewer than five posts before taking a decision on them and has done so. The decision is not considered to be contentious.

It is not necessary to formally consult with or inform the Chief of Staff (on behalf of the Mayor) or the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly) about the proposal to regrade the fixed-term post in the City Operations Unit.

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 extended	1	1 x Grade 9 (six-month extension to fixed term post) as agreed in CO15 taking this fixed term post to 2 years
Net total of posts created / (deleted)	1	
Permanent posts to be regraded		

--	--	--

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

4. Financial comments

- 4.1 It is proposed to create the fixed-term post of Critical Incident Review Manager at Grade 10⁸ and ~~to regrade the fixed-term post of Bridges Planning & Delivery Manager from Grade 9 to 10.~~ The cost of this proposal would be £49,000 for 2019-20 and £71,000 for 2020-21.
- 4.2 The funding for 2019-20 would be met corporately and costs arising for 2020-21 would be considered as part of the GLA budget setting process.

5. Legal comments

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

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

5.13 The HoPS has the power to make this decision.

6. Equalities considerations

All new fixed term post creations will be subject to a recruitment process and equalities monitoring.

The postholder for the Critical Incident Review Manager will be required to hold a valid National Security Vetting of SC.

The Senior Project Officer has been consulted on the changes to the job role.

7. Appendices

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

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Emma Strain</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Click and insert name</u> has reviewed and commented on this proposal.	N/A
HR & OD Lead Officer <u>Michelle Gittens</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 2 September 2019	

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 Project Officer</i>	8 with honorarium to grade 9 since the inception of the post.	003688	10 April 2018	30 April 2020	6-month extension

GREATER LONDON AUTHORITY

Request for Head of Paid Service Decision C083

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

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

Decision Required

That the Head of Paid Service:

Approves the following:

Extension of the following Infrastructure Mapping Application (IMA) fixed-term posts:

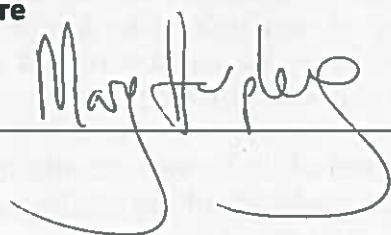
Job title	Grade	Duration
Senior Policy and Programme Officer	9	Extension to March 2020
Senior Project Officer	8	Extension to March 2020
GIS Officer IMA	6	Extension to March 2020

June 2021 M&I

Head of Paid Service

The above proposal has my approval.

Signature



Date

12/09/2019

1. Staffing proposals

A.

The London Infrastructure Mapping Application (IMA) is a high profile digital tool that serves utilities, transport providers, and boroughs. It is a professional database, analytical and visualisation tool of all development and infrastructure projects in the capital. The IMA is undergoing ongoing development and improvement with funding from utilities and other external stakeholders.

The tool is a key element of the Growth and Infrastructure team's work to meet the Mayor's overall ambitions including (a) ensuring housing growth through enabling infrastructure provision; (b) coordination of the delivery of major infrastructure and development works across the capital; and (c) securing London's position as world leader in digital services.

Three IMA posts were created to support ongoing development of the tool when the team secured an £873K grant from the Lane Rental Surplus Fund in November 2017. While the grant period is soon coming to a close, the team has secured substantial additional external funding to support the Infrastructure and Development Coordination Team (£2.9 million).

The proposal is to extend the 3 Infrastructure Mapping Application posts through to March 2020 in the first instance, to be covered by the Coordination Team's external funding - because the mapping tool is fundamental to the Coordination Team's work. The IMA is essential to identifying opportunities for joint streetworks, a key element of the Coordination Team's activities. Please see Appendix B for a visual overview of how the IMA and other mapping tools form the basis for coordination initiatives.

This will have no impact on GLA budgets. It is likely that additional sources of external funding will also be secured over this period of time, as well.

It is critical that these extensions are processed as soon as possible, since planning is well underway for additional IMA development to occur in 2020 and 2021. It is important to give external stakeholders who fund the tool assurance that these posts will be in place to maintain the IMA at a high quality and reliability.

Additionally, the G9 who leads the IMA team is dependent on a Tier 2 visa currently sponsored by the GLA. This visa will expire in January 2020 and needs to be renewed before that date so that the post-holder can remain at the GLA and in the UK. Given the long processing times for visa renewal, sign off on the fixed-term post extension is required as soon as possible to facilitate this process.

The IMA has been central to achieving many of the key outcomes of the Growth and Infrastructure team's work programme, including: increased coordination and availability of key utilities, with reduced disruption for residents, businesses and commuters, accelerated housing delivery and significant environmental benefits.

There are three IMA fixed-term posts submitted for extension - because these posts will be externally funded through the Infrastructure and Development Coordination Team's Lane Rental Surplus grant, this has no implication on GLA budgets:

7) STAF 891 (SPP0) - G9 (currently on honorarium to G10 and submitted for regrade and awaiting an outcome - CO49):

This post (Senior Policy and Programme Officer, IMA) manages the Growth and Infrastructure team's Data and Innovation programme of work, including: the Infrastructure Mapping Application

(£874K externally funded by Lane Rental Surplus Fund); London's Underground Asset Register (£2.43 million externally funded by the Cabinet Office); and the London Development Database Automation project in collaboration with Planning (£500K total, with external funding from MHCLG). These are high-profile, externally facing projects that serve key stakeholders for the Mayor. Based on successful management to date, this is likely to be an expanding area of work for the GLA, with the potential to secure additional external funding and expand / extend existing projects.

2) STAF 1050 (SPO) – G8:

This post (Senior Project Officer, IMA) manages the Infrastructure Mapping Application's day-to-day operations: securing datasets from utilities; working with the GIS team to include them in the tool; interfacing with stakeholders and ensuring the IMA is integrated into their work as business as usual; conducting user testing; helping to identify required improvements; and helping to manage external consultants delivering those improvements through web development. This post ensures that the IMA delivers a consistent service, is responsive to the needs of stakeholders (who externally fund it), and continues to improve.

3) STAF 895 (GIS Officer) - G6 (currently on honorarium to G7 and submitted for re-grade and awaiting an outcome – CO49):

The post (GIS Officer IMA) provides GIS support to the Infrastructure Mapping Application—managing the complex backend of the IMA; incorporating new datasets into the tool, often in innovative ways; working with external consultants when web development is occurring to ensure it aligns with GLA systems; and establishing machine-to-machine connections with utilities' systems to make data updates smoother. This GIS officer provides the technical expertise to bring data into the tool, without which the IMA could not be updated or serve its stakeholders.

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.

Informal consultation has also been undertaken with the relevant team members about the proposals to extend these three fixed-term posts.

3. Table of changes

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

Net total of posts created / (deleted)		
Permanent posts to be regraded		
Fixed-terms posts to be regraded		
Fixed-terms posts to be extended	3	These posts serve the Infrastructure Mapping Application: G9 (STAF 891); G8 (STAF 1050); G6 (STAF 895)

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

4. Financial comments

- 4.1 Approval is sought to extend three fixed-term posts until March 2020 in the first instance.
- 4.2 The costs of the extensions are based on mid-point salaries and on-costs which are summarised below:

Job title	Grade	2019 - 20	2020 - 21	2021 - 22	Total
Senior Policy & Programme Officer	9	£16,000	£64,000	£16,000	£96,000
Senior Project Officer	8	£15,000	£59,000	£15,000	£89,000
GIS Officer, IMA	6	£1,000	£44,000	£12,000	£57,000

- 4.3 The total cost of the extensions will cost £242,000 and will be externally funded.

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 3 confirms that these persons have been informed of the proposals set out above. The proposals are not considered to be contentious.

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

5.8 The HoPS has the power to make this decision.

6. Equalities considerations

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

7. Appendices

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

Appendix B: Infrastructure Coordination One Page Schematic

8. Approval

	Tick to indicate approval
	✓
Executive Director <u>Michelle Cuomo-Boorer</u> (on behalf of Debbie Jackson) has reviewed and commented on this proposal.	✓
Assistant Director <u>Tim Steer</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Michelle Gittens</u> has reviewed and commented on this proposal.	✓

Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 2 September 2019.	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
Senior Policy and Programme officer (Principal Policy and Programme Officer with honorarium)	9	STAF 891 (003600)	24 January 2018	23 January 2020	Extension to March 2020 in the first instance
Senior Project Officer	8	STAF 1050 (003948)	16 January 2019	15 January 2020	Extension to March 2020 in the first instance
GIS Officer LLDC/IMA (Senior GIS/Data Analyst - IMA with honorarium)	6	STAF 895 (003605)	27 March 2018	26 March 2020	Extension to March 2020 in the first instance

Appendix B

Infrastructure Coordination One Page Schematic - Attached

Objectives

Reducing disruption
(efficient road network use)

Enabling housing delivery

Enabling good growth

Governance

Lane Rental Governance Committee
GLA Group

London Infrastructure Group
Industry and regulators

Geospatial Commission
Central Government

Supporting frameworks and tools

Risk management
Framework Alliance Contract

Data and mapping
IMA and LUAR

Regulatory reform
Infrastructure providers

Planning reform
Borough-led planning

Technical guidance
Collaboration handbooks

Coordination pilot projects

Epsom Road project

Baulah Hill project

LLDC project

Isle of Dogs forward planning

Street works project

Street works project

Developer connections project

Developer connections project

Outcomes

Removed commercial barriers

Improved air quality

Enhanced tools, best practice and learning

Reduced disruption for Londoners

Increased investment in London

Responsive regulatory system

Increased efficiency in delivery

Reduced congestion



Planning



Delivery

Strategic work: long-term and evidence-based

Supporting delivery of:

- London Plan
- Housing Strategy
- MTS
- LES

- Encouraging strategic infrastructure planning
- Ensuring inclusion of resilience measures planning
- Incentivising infrastructure investment in London

- Unlocking barriers to delivery
- Bettering Government engagement
- Influencing regulation

GREATER LONDON AUTHORITY

Request for Head of Paid Service Decision CO-84

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

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

Decision Required

That the Head of Paid Service:

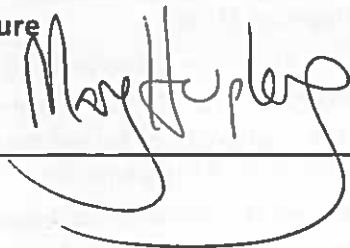
- Extends the following fixed-term posts:

Job title	Grade	Duration of extension
Policy and Projects Officer Workforce Integration Network Coordinator (1.2FTE)	7	12 months
Senior Project Officer ESOL Coordination (1.2 FTE)	8	12 months
Senior Coordinator Serious Youth Violence (1.0 FTE)	9	12 months

Head of Paid Service

The above proposal has my approval.

Signature



Date

12/09/2019

1. Staffing proposals

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

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

To extend the following fixed-term posts to 30th September 2020

Post number 003905 – G7 Policy and Projects Officer Workforce Integration Network Coordinator (1.2FTE)

We are seeking the extension to enable the delivery of year 2 of the Workforce Integration Network (WIN). The post was established to deliver a two-year programme committed to within the Mayor's social integration strategy, *All of Us* and has only been part-filled since January 2019 with a job share starting in August 2019. This late recruitment means that work only started 8 months ago to deliver on the commitments of this Mayoral priority. The work is now gathering momentum and a gap in resource would be detrimental to achievements made thus far. The post extension to September 2020 will enable the continuation of this flagship programme, at which point a further decision will be required on the agreed next steps in relation to this post. This post is funded from the WIN programme budget.

Post number 003910 – G8 Senior Project Officer ESOL Coordination (1.2FTE)

This post is critical in leading the testing of new models for English for Speakers of Other Languages (ESOL), a key part of the Mayor's social integration pillar of tackling barriers and inequalities. The extension will enable the continued delivery of pilots exploring innovation in approaches to ESOL and the collation and dissemination of findings from these. The post is part-funded by a Home Office grant and part-funded by GLA programme funding. This post is normally renewed on an annual basis due to funding agreements related to financial years. Recruitment delays mean that this post was only part-filled from February 2019 and a job share recruited in August 2019. We will have GLA budget available in 2020/21 to extend the post to September 2020 and will seek a further decision once we have received confirmation of Home Office grant funding.

Post number 003891 – G9 Senior Coordinator Serious Youth Violence (1FTE)

The post is based in the Community Engagement team and has the function of supporting the Mayor and GLA's engagement with London's communities - individuals and community and voluntary groups – on issues relating to violent crime. The post also supports different teams across the GLA to coordinate work on tackling serious violence with links to the Violence Reduction Unit. Given the importance and priority of this agenda and the need to continue to engage with communities on this issue, an extension of the current post is required. The substantive post holder who is currently on maternity leave receives an honorarium up to G10, however the substantive grade of the position is G9.

2. Consultation

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

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

3. Table of changes

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

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

4. Financial comments

4.1 Policy and Projects Officer Workforce Integration Network Coordinator:

The proposed extension of the Workforce Integration Network Co-ordinator post (1.2 FTE), at grade 7 for a period of 12 months, will cost £64,000 (including on-costs). Based on a start date of 1st October 2019, the cost will span over two financial-years in 2019-20 (£32,000), and 2020-21 (£32,000). This will be funded from the Social Integration- WIN Programme budget within the Communities and Social Policy Unit.

4.2 Senior Project Officer ESOL Coordination:

The proposed extension of the ESOL Co-ordinator post (1.2 FTE), at grade 8 for a period of 12 months, will cost £70,000 (including on-costs). Based on a start date of 1st October 2019, the cost will span over two financial-years in 2019-20 (£35,000), and 2020-21 (£35,000). Of the full cost, £41,000 will be funded from the Social Integration- ESOL Programme budget within the

Communities and Social Policy Unit. The balance of £29,000 will be funded from Home Office income as part of the London Strategic Migration Partnership (LSMP) grant funding under MD2336.

4.3 Senior Co-ordinator Serious Youth Violence:

The proposed extension of the Senior Co-ordinator Serious Youth Violence post (1 FTE), at grade 10 for a period of 12 months, will cost £72,000 (including on-costs). Based on a start date of 1st October 2019, the cost will span over two financial-years in 2019-20 (£36,000), and 2020-21 (£36,000). This will be funded from the Director of Communities and Skills' Minor Programme budget for 2019-20 and 2020-21.

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

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.

Two of these posts are job shares in accordance with the GLA's flexible working policies. These extensions will ensure post-holders contracts are aligned to ensure we remain an equal opportunities employer.

One post holder is currently on maternity leave and has been kept informed throughout this process.

All recruitment will be aligned with GLA HR policies on fair and open recruitment, and due consideration given to how the recruitment process can support and further the CSP Unit action and diversity plan.

7. Appendices

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

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

Titles of any other Appendices

8. Approval

	Tick to indicate approval
Executive Director <u>Sarah Mulley</u> has reviewed and commented on this proposal.	✓
Assistant Director <u>Kathleen Kelly/Jeanette Bain-Burnett</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Beth Cushion</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on [DATE].	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Establishment date	End date (fixed- term/deletions only)	Proposal: creation / deletion / regrade
Policy and Projects Officer Workforce Integration Network Coordinator	G7	003905	20/8/18	September 2020	Extend
Senior Project Officer ESOL Coordination	G8	003910	1/9/18	September 2020	Extend

Senior Coordinator Serious Youth Violence	G9	003891	1/8/18	September 2020	Extend
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GREATER LONDON AUTHORITY

Request for Head of Paid Service Decision CO-85

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

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

Decision Required

That the Head of Paid Service approves the:

- *Creation of the following fixed-term post;*

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Events Officer (1.0 FTE)</i>	<i>6 (indicative)</i>	<i>18 months</i>

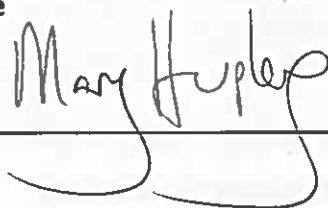
- *Conversion of an existing fixed-term post into a permanent post (the deletion of the existing fixed-term post and the creation of a new permanent post);*

<i>Job title</i>	<i>Grade</i>	<i>Duration</i>
<i>Digital Video Producer (1.0 FTE)</i>	<i>2</i>	<i>24 months – deletion Permanent – creation</i>

Head of Paid Service

The above proposal has my approval.

Signature



Date

12/09/2015

1. Staffing proposals

Events Officer

The creation of a fixed-term Events Officer post in the Assembly Secretariat (Assembly Communications team) is requested.

On behalf of the London Assembly, the Secretariat directorate organises and hosts many events in any given year, in addition to the formal meetings it convenes – including monthly lunchtime briefings for Assembly Members, regular ‘roundtable’ policy discussions with relevant stakeholders and the Assembly Chair’s events.

The Secretariat also assists in the organisation of various corporate events, such as People’s Question Time meetings and the annual Remembrance and Holocaust Memorial events.

In line with its new Business Plan objectives, the Secretariat intends to increase the number of events it organises in support of London Assembly business, in order significantly to enhance engagement with policy experts, external stakeholders and peer organisations.

Currently, within the Secretariat establishment, there is no dedicated resource for event organisation. This work is divided, often on an ad hoc basis depending on circumstances, between the Communications, Scrutiny and Committee Services teams. An officer in the Committee Services team currently receives an honorarium payment for the additional work undertaken in support of the Assembly Chair including the organisation of the monthly lunchtime briefing sessions. As noted above, the demand for this work, and the level of complexity and priority, is increasing.

It is envisaged that there will be substantive benefits arising from the proposal to create a specific additional resource to undertake this work for the operation of the Assembly Secretariat’s events programme. In order to ascertain a clear position for the future and being mindful of the need only to submit proposals for budgetary growth when considered necessary, it is proposed to establish this position as an 18-month fixed-term position at this stage (ending on 31 March 2021). This will allow lead Members and senior Secretariat officers to review the situation more generally in summer / autumn 2020, following the GLA elections, and to take decisions at that point, submitting any bids for permanent additional resourcing in this regard via the 2021-22 GLA budget process.

The job description for the proposed Events officer post is attached.

Digital Video Producer

In August 2017, a Digital Video Producer intern position was created in the Assembly Communications team, to assist with the development of a new video workstream for the London Assembly. This internship was, in March 2018, converted into a 2-year fixed-term Short Term Assignment (STAF) position on the GLA establishment. The post, and the contract for the current postholder, is therefore due to end in March 2020.

The workstream for this position has grown significantly during the last 18 months. It is clear to senior manager that there is substantive and ongoing requirement for the duties of this post (job description attached), and that, given the technical expertise needed to undertake these activities, the work cannot be absorbed elsewhere within the staffing establishment.

It is therefore proposed that the Digital Video Producer post in the Assembly Communications team be made permanent.

2. Consultation

The proposal to create an 18 month fixed-term Events Officer 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.

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 the existing fixed-term Digital Video Producer post and create a new permanent Digital Video Producer 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.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created	1	Grade 2 Digital Video Producer
Permanent posts to be (deleted)		
Fixed-term posts to be created	1	Grade 6 (indicative) Events Officer - for an 18-month period, until March 2021
Fixed-terms posts to be (deleted)	1	Grade 2 Digital Video Producer
Net total of posts created / deleted	2	
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

This proposal seeks to convert the existing fixed-term Digital Video Producer post at Grade 2 into a permanent post. The cost at mid-point and on cost is £31,000 and will continue to be funded from the existing budget for the Assembly Communications unit (GO830).

The funding for the proposed new fixed-term Events Officer post at Grade 6 would be met from the Assembly Communications budget (GO830), with the Assembly's general reserves being used as necessary for contingency. This is expected at mid-point with on cost to be £72,000 for 18 months (£28,000 in 2019-20 and £44,000 in 2020-21).

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 an 18 month fixed-term Events Officer post which is a temporary post. 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 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.
- 5.7 The proposal to delete the existing fixed-term Digital Video Producer post and create a new permanent Digital Video Producer post does not fall within the definition of a 'major restructure' contained within the Staffing Protocol so does not require formal consultation with the Chief of Staff (on behalf of the Mayor) and the Assembly's staffing committee, currently the GLA Oversight Committee, (on behalf of the Assembly).
- 5.8 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 the existing fixed-term Digital Video Producer post and create a new permanent Digital Video Producer post. The proposal is not considered to be contentious.

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

6. Equalities considerations

These posts, if approved, will be recruited to in accordance with GLA policies and procedures, which include objectives regarding diversity and inclusion.

7. Appendices

Appendix A – details of all affected posts

Appendix B – draft job description for proposed Events Officer post (fixed-term)

Appendix C – current job description for Digital Video Producer post

8. Approval

	<i>Tick to indicate approval</i> ✓
Executive Director <u>Ed Williams</u> has reviewed and commented on this proposal.	☒ ✓
Assistant Director <u>Click and insert name</u> has reviewed and commented on this proposal.	n/a
HR & OD Lead Officer <u>Beth Cushion</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	
Corporate Management Team (CMT) This proposal was considered by CMT on [DATE].	

Appendix A

Details of all affected posts

Post title	Post grade - current	Post reference number	Start date	End date (fixed-term/deletions only)	Proposal: creation / deletion / regrade
<i>Post A</i>	Digital Video Producer	003736	March 2018	31 March 2020	Proposed deletion of temporary and creation of permanent post
<i>Post B</i>	Events Officer	tbc	tbc	31 March 2021	Proposed creation of fixed-term post

GREATERLONDONAUTHORITY

Request for Head of Paid Service Decision CO-87

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

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

Decision Required

That the Head of Paid Service:

Approves the extension of 2 full time, fixed-term posts within the Environment team. The posts are both grade 7 (with an honorarium to grade 8) Senior Project Officer and support the delivery of the Mayor's Entrepreneur for the next year. MD 2422 covers the financial approvals of the Mayor's Entrepreneur.

Job title	Grade	Duration
Senior project Officer	7	12month
Senior project Officer	7	12month

These roles will be 1.0 fte posts funded from the sponsorship received from Citi Foundation as detailed in MD 2422

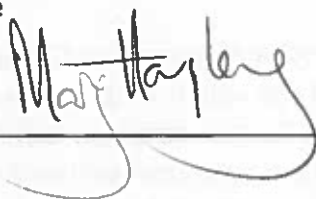
The post will support the implementation of the London Environment Strategy and the target for London to be a zero carbon city by 2050.

The programme supports the Mayor's ambitious manifesto target to make London a zero-carbon city by 2050. It also supports the manifesto promise to be the most pro-business Mayor yet, working in partnership with industry to deliver on skills, infrastructure, and the growth of the low carbon circular economy through helping London's students become the next generation of green business entrepreneurs

Head of Paid Service

The above proposal has my approval.

Signature



Date

12/09/2019

1. Staffing proposals

Approval is sought to extend the two temporary Grade 7 posts to continue the delivery of the Mayor's Entrepreneur programme. These posts would support and report to the current Grade 10 Senior Project officer post managing these programmes.

Since its inception in 2012 the programme has grown substantially, engaging with more students and staff than ever before. We work closely with 27 universities across London which includes going on site visits and working with staff to get the competition included in the work programmes. Over the course of the competition four employability workshops are held at City Hall to train students in employability skills and give them more information about the programme as well as the final awards event. In the last few years the competition has expanded and now offers 28 internships to students at universities across London as well as a mentoring programme.

The post holders are the key liaisons for university/college staff and students, working with them to include the Mayor's Entrepreneur competition in core and extra-curricular activities; assist winners of the competition and to monitor and report on overall programme performance. The post holders will arrange and run the workshops and the final awards event. The post holders will work with the students and staff across London universities; manage all 28 student intern; create more awareness of the competition and encourage students to attend the free employability workshops that are offered over the course of the project. The post holders will also engage with students through social media and other online tools. This will be done by developing a detailed communications strategy that links with the work that other teams in the unit are doing. This will include working with the interns and past winners to develop content for the website and social media

In 2014 a request for a temporary 8 month staff post (STAF524 - Project Support Officer) to undertake this activity was approved outside of the normal budget prioritisation process which was then extended in 2015 (STAF524a) when sponsorship for the next 2 years was secured. In 2017 a new post was created (STAF844 - Senior Policy Officer) and the original post was extended (HOPs 257). It was the intention at that time that the post would be extended dependant on a new sponsorship agreement for further years of the competition being obtained. Sponsorship through the Citi Foundation has now been confirmed for the next year.

The programme supports the Mayor's ambitious manifesto target to make London a zero-carbon city by 2050. It also supports the manifesto promise to be the most pro-business Mayor yet, working in partnership with industry to deliver on skills, infrastructure, and the growth of the low carbon circular economy through helping London's students become the next generation of green business entrepreneurs

The programme also supports 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'

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 extended. 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 as the posts are time limited and funded by an external grant.

3. Table of changes

Posts	FTEs	Notes
Permanent posts to be created		
Permanent posts to be (deleted)		
Fixed-term posts to be created	2	These 2 fixed-term posts have already been created and approval is being requested to extend them.
Fixed-terms posts to be (deleted)		
Net total of posts created / (deleted)		
Permanent posts to be regraded		
Fixed-terms posts to be regraded		

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

4. Financial comments

4.1 Approval is sought to extend two grade 7 fixed-term contract posts for an additional 12 months.

Details are summarised below:

Job title	Grade	Position reference	Current FTE	New FTE
Senior Project Officer	G7	GLA2815	0.80	1.00
Senior Project Officer	G7	STAF844	1.00	1.00

4.2 The staff costs associated with this proposal are based on mid-point salaries, on-costs and the vacancy factor.

Job title	2019 - 20	2020 - 21	Total
Senior Project Officer	£25,000	£25,000	£50,000
Senior Project Officer	£25,000	£25,000	£50,000

4.3 The total grand expenditure of £100,000 will be funded from the sponsorship received from Citi Foundation as detailed in MD2422.

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

4.1 HOPS approval is being sought for the following:

to extend the two temporary Grade 7 posts to continue the delivery of the Mayor's Entrepreneur programme. This post would support and report to the current Grade 10 Senior Project officer post managing these programmes

5. Legal comments

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

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

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 ✓
Executive Director <u>Debbie Jackson</u> has reviewed and commented on this proposal.	
Assistant Director <u>Luke Bruce</u> has reviewed and commented on this proposal.	✓
HR & OD Lead Officer <u>Michelle Gittens</u> has reviewed and commented on this proposal.	✓
Finance and Legal Finance and Legal have reviewed and commented on this proposal.	✓
Corporate Management Team (CMT) This proposal was considered by CMT on 2 September 2019.	

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	002815	1.10.2017	30.09.2019	
Post B	7	003550	1.10.2017	30.09.2019	
Post C					
Etc.					