



## Establishment Committee

**Date:** TUESDAY, 17 JANUARY 2017  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:** Deputy the Revd Stephen Haines (Chairman)  
Edward Lord (Deputy Chairman)  
Randall Anderson  
Mark Boleat  
Nigel Challis  
Sheriff & Alderman Peter Estlin  
Deputy Kevin Everett  
Deputy Jamie Ingham Clark  
Jeremy Mayhew  
Sylvia Moys  
Deputy Joyce Nash  
Barbara Newman  
Deputy Richard Regan  
Deputy Elizabeth Rogula  
Angela Starling  
Philip Woodhouse

**Enquiries:** Sacha Than  
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**Lunch will be served in Guildhall Club at 1PM**  
**NB: Part of this meeting could be the subject of audio or video recording**

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes and summary of the meeting held on 1 December 2016.  

**For Decision**  
(Pages 1 - 6)
4. **OUTSTANDING ACTIONS REPORT**  
Report of the Town Clerk.  

**For Information**  
(Pages 7 - 8)
5. **CITY OF LONDON CORPORATION STAFF SPORTS AND ACTIVITIES CLUB**  
Report of the Town Clerk.  

**For Decision**  
(Pages 9 - 14)
6. **ACCOMMODATION AND WAYS OF WORKING**  
Report of the Comptroller and City Solicitor.  

**For Information**  
(Pages 15 - 24)
7. **APPRENTICESHIPS - EXPANSION OF THE APPRENTICESHIP PROVIDER SERVICE**  
Joint Report of the Director of Human Resources and the Director of Community and Children's Services.  

**For Decision**  
(Pages 25 - 32)
8. **REPORT OF ACTION TAKEN**  
Report of the Town Clerk.  

**For Information**  
(Pages 33 - 58)

9. **FORMER OFFICERS AS MEMBERS**  
Report of the Comptroller and City Solicitor.
- For Information**  
(Pages 59 - 64)
10. **INVOLVEMENT OF EXTERNAL PARTIES IN CITY OF LONDON RECRUITMENT**  
Report of the Director of Human Resources.
- For Decision**  
(Pages 65 - 68)
11. **TEMPLATE FOR RESTRUCTURE REPORTS**  
Report of the Director of Human Resources.
- For Decision**  
(Pages 69 - 74)
12. **EQUALITY AND INCLUSION UPDATE**  
Report of the Director of Human Resources.
- For Information**  
(Pages 75 - 82)
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
15. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**For Decision**

**Part 2 - Non-Public Agenda**

16. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 1 December 2016.
- For Decision**  
(Pages 83 - 84)
17. **OUTSTANDING ACTIONS REPORT**  
Report of the Town Clerk.
- For Information**  
(Pages 85 - 86)

18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

**Part 3 - Confidential Agenda**

20. **CONFIDENTIAL MINUTES**  
To agree the Confidential minutes of the last meeting held on 1 December 2016.

**For Decision**

21. **TOWN CLERK'S UPDATE**  
Town Clerk to be heard.

**For Information**

22. **IT DIVISION UPDATE**  
Report of the Chamberlain.

**For Decision**

## ESTABLISHMENT COMMITTEE

Thursday, 1 December 2016

**Minutes of the meeting of the Establishment Committee held at the Guildhall EC2 at 11.00 am**

### **Present**

#### **Members:**

Deputy the Revd Stephen Haines (Chairman)	Jeremy Mayhew
Edward Lord (Deputy Chairman)	Sylvia Moys
Mark Boleat	Deputy Joyce Nash
Nigel Challis	Barbara Newman
Sheriff & Alderman Peter Estlin	Deputy Richard Regan
Deputy Kevin Everett	Philip Woodhouse
Deputy Jamie Ingham Clark	

#### **Officers:**

John Barradell	-	Town Clerk and Chief Executive
Simon Latham	-	Town Clerk's Department
Sacha Than	-	Town Clerk's Department
Matthew Lock	-	Chamberlain's Department
Michael Cogher	-	Comptroller and City Solicitor
Damian Nussbaum	-	Director of Economic Development
Chrissie Morgan	-	Director of Human Resources
Nick Childs	-	Human Resources Department
Janet Fortune	-	Human Resources Department
Tracey Jansen	-	Human Resources Department
Caroline Reeve	-	Human Resources Department

The Chairman advised Members that the Establishment Committee Dinner would take place on Friday 9 December 2016.

The Chairman further advised that the Pensioners Association Lunch had taken place in November and letters of thanks had been received from attendees.

#### **1. APOLOGIES**

Apologies for absence were received from Randall Anderson and Angela Starling.

#### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations of interest.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 25 October be approved as an accurate record subject to the following amendment;

- that the Chairman of Policy and Resources' attendance details be amended.

4. **OUTSTANDING ACTIONS REPORT**

*Members considered item twenty-one at item four.*

The Committee considered a report of the Town Clerk which provided details of outstanding actions from previous meetings.

The Town Clerk advised that the oral update at item 21 could be considered under this item.

The Town Clerk explained that Members had raised concerns in relation to the number of Chief Officers and Senior Managers leaving the Corporation and whether this had been due to staff dissatisfaction. The Town Clerk advised that this was not the case, since 2013; 13 Chief Officers and 24 Senior Managers had left the Corporation, the majority of whom had retired. The Town Clerk explained that 60% of the current Chief Officers were aged 55 and above, and at the Senior Manager level, over three quarters were eligible for retirement. The Town Clerk advised that this has an impact on succession planning and alternative options would need to be explored as the current pensions systems does not incentivise people to continue working.

In response to a Member's question on whether the salaries offered to staff are at the right level, the Town Clerk advised that this has been a problematic area, but the Corporation carries out pay level comparisons with both the public and private sector to ensure it remains competitive and the pension scheme and other fringe benefits are attractive offers. The Town Clerk advised that Market Forces Supplements have also been used to attract and retain staff; the evidence suggests that staff do not leave the Corporation because of pay, but this is an area that should be kept under review. The Director of Human Resources also advised that higher salaries have a subsequent impact on other areas such as pensions and tax.

Members noted the importance of having good staff in place and it was clear that overall, staff were not leaving the Corporation due to dissatisfaction.

**RESOLVED** – That the Committee:

- a) note the report; and
- b) note the update.

5. **STRENGTHENING THE CITY CORPORATION'S REPRESENTATIVE AND PROMOTIONAL WORK IN ASIA**

The Committee considered a report of the Director of Economic Development which asked Members to approve the creation of a new fixed-term post of Special Representative to Asia and to approve the recruitment process.

Minutes from the November Policy and Resources Committee were tabled at the meeting for Members' information.

The Director of Economic Development advised the Committee that the City Corporation's international engagement would benefit strongly from the creation of this post and that it would provide access to markets in China and India. The Chairman of Policy and Resources further advised that the City Corporation's activities in Asia were insufficient and this role would be hugely beneficial, the Chairman of Policy and Resources added that he was supportive of the creation of this post and it had been endorsed by the Policy and Resources Committee at their November meeting.

The Chairman of Policy and Resources advised of the importance of having the right individual in the role in order for the post to succeed; an individual had already been identified given the special nature of the role and the limited options it presented.

During further discussion the following comments were made:-

- some Members raised their concerns in relation to only one candidate being considered for this role and the importance of following the proper due process. The Chairman of Policy and Resources agreed that there would be a formal interview with the candidate;
- it was important to have representation in Asia, but there are other global markets that should also be considered in the future;
- some Members asked for more joined up thinking when looking at roles of this nature.

**RESOLVED** – That the Committee:

- a) approve the creation of a new fixed-term post of Special Representative to Asia for the purposes and on the terms set out in the Report; and
- b) approve the recruitment process set out in paragraph eight of the Report, subject to the inclusion of a formal interview.

**6. TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**

The Committee considered a report of the Town Clerk which provided the opportunity to review the Committee's Terms of Reference.

The Town Clerk advised the Committee that the representative of the Finance Committee would no longer be referred to as ex-officio and was an appointed Member to the Establishment Committee.

**RESOLVED** – That the Committee:

- a) approve the terms of reference of the Committee for submission to the Court of Common Council as set out at Appendix A to the report, subject to the following amendments:

- make explicit that the representative of the Finance Committee was an appointed Member;
- b) agree to retain the current six-cycle frequency of meetings.

**7. REGISTER OF INTERESTS FOR CHIEF OFFICERS**

The Committee considered a report of the Director of Human Resources which provided Members with an updated Register of Interests for Chief Officers.

Members asked that the question on “benefit derived by the City of London Corporation” be removed from the questionnaire.

**RESOLVED** – That:

- a) the question on benefits be removed; and
- b) the Committee receive the report for information.

**8. REVENUE BUDGETS 2017/18**

The Committee received a joint report of the Town Clerk, Chamberlain, and Comptroller and City Solicitor which sought approval from Members for the provisional revenue budget for 2017/18, for subsequent submission to the Finance Committee.

Members asked that the wording on page 47 be changed from “a summary of manpower” to “staffing statement”.

**RESOLVED** – That:

- a) the wording be amended on page 47 of the report;
- b) the Committee review the provisional 2017/18 revenue budget to ensure that it reflects the Committee’s objectives and, approve the budget for submission to the Finance Committee; and
- c) the Committee authorise the Chamberlain to revise these budgets to reflect any further implications arising from the Service Based Reviews and other corporate efficiency projects.

**9. PAY AND REWARD STRATEGY**

*Members considered item nine after item four.*

The Director of Human Resources gave a presentation to the Committee on the Pay and Reward Strategy; copies of the presentation were tabled at the meeting.

The Director of Human Resources advised that an analysis had taken place on the current Pay and Reward Strategy which looked at the following areas:

- whether the current job evaluation scheme was fit for purpose, feedback had shown that the current system is too slow and greater freedoms in relation to reward would be welcomed by staff;
- the current pay levels and the effect of using Market Forces Supplements (MFS) and the effect these have on pensions. The Director



of Human Resources explained that although the temporary nature of the MFS has on occasion impacted recruitment, all 175 MFS in place were deemed to be right for the market; and

- the benefits offered to staff were rated as excellent during an external review, but could be promoted more.

In response to a Member’s question on timeframes, the Director of Human Resources explained that the initial work would focus on the short term which would take place up to 2020 and in the longer term, work would focus on how the process can be improved.

The Director of Human Resources advised that in conclusion the salary and grade structure is fit for purpose, but a different structure would need to be created in relation to the Job Evaluation system so that Human Resources can provide additional support to other departments.

**RESOLVED** – That the Committee note the update.

**10. SCHEME OF DELEGATIONS**

The Committee considered a report of the Director of Human Resources which provided information on redundancies, early retirements, and ill health retirements in the reporting period 1 July to 30 September 2016.

**RESOLVED** – That the Committee note the actions taken under delegated authority.

**11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

**12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

**13. EXCLUSION OF THE PUBLIC**

**RESOLVED** – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item	Paragraph
14, 18	1,2,3,4,5
15, 19	1,2,3
20	2,3

**14. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 25 October 2016 were approved.

15. **OUTSTANDING ACTIONS REPORT**  
The Committee noted a report of the Town Clerk which provided details of non-public outstanding actions from previous meetings.
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business.
18. **CONFIDENTIAL MINUTES**  
The confidential minutes of the meeting held on 25 October were approved.
19. **SCHEME OF DELEGATIONS CONFIDENTIAL APPENDIX**  
The Committee noted a confidential appendix to the report of the Director of Human Resources regarding the Operation of the Scheme of Delegations.
20. **CULTURE, HERITAGE AND LIBRARIES UPDATE**  
The Committee agreed a report of the Town Clerk in relation to Culture, Heritage and Libraries.
21. **TOWN CLERK'S UPDATE**  
*This item was considered at item four.*

**The meeting closed at 12.16 pm**

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Chairman

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## Establishment Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	16 September 2016, Item 5	<p><u>Accommodation and Ways of Working Programme</u></p> <p>The Committee requested that a report responding to the points raised at the September meeting regarding elements that should be in place for the programme to be delivered successfully, be submitted to the Committee prior to the implementation of the Scheme.</p>	Town Clerk	January 2017	A report to be submitted in January 2017.
2.	25 October 2016, Item 3	<p><u>Use of Personal Recording Devices During Disciplinary Procedures</u></p> <p>The Committee requested an update be provided on the use of technology during disciplinary interviews and whether any measures would be put in place to address this.</p>	Director of Human Resources	TBC	TBC
3.	25 October 2016, Item 4	<p><u>Member Development Training</u></p> <p>The Committee requested a summary of information on Member Development to include details on courses scheduled, attendance levels and costs. The Committee would like to be reminded of their obligations in relation to undertaking training.</p>	Town Clerk	December 2016 / January 2017	An update will be circulated to the Committee following the December meeting of the Member Development Steering Group.

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<b>Committee:</b>	<b>Date:</b>
Establishment Committee	17 January 2016
<b>Subject:</b> City of London Corporation Staff Sports and Activities Club (COLSSAC)	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, Head of Projects	

## Summary

In March 2016, the Policy and Resources Committee agreed that all on-going funding commitments from the Finance Grants Sub-Committee would be transferred to the most appropriate Committee for on-going administration.

For all grants that had no set review date, it was requested that the funding commitment be reviewed and reported back no later than December 2016 to the Policy and Resources Committee via its managing Committee. Each funding allocation has now been reviewed and Policy and Resources Committee for final approval of the funding allocations and review dates.

## Recommendation(s)

- To continue to provide funding to the COLSSAC, at a reduced rate of £11,225 per year, for the next three years (2017-2019).
- To agree that the next review of the funding take place after three years.

## Main Report

### Background

1. In March 2016, the Policy and Resources Committee received a report on the Effectiveness of Grants review.
2. Following the principle of committees having responsibility for grants relating to areas within their remit, it was agreed that the existing Finance Grants Subcommittee (FGSC) funding commitments be reallocated (as the terms of reference of the FGSC no longer allowed the issue or management of grant payments).
3. In the report submitted to the Policy and Resources Committee, a review process for each of the activities was built-in. The Committee agreed that all activities with no set review date must be reviewed by December 2016 by Establishment Committee and the outcomes reported back to the Policy and Resources Committee no later than December 2016 in order for funding to be continued.

4. The administration of the City of London Corporation Staff Social and Activities Club (COLSSAC) grant was transferred to the Establishment Committee. No changes are proposed to the Officers currently responsible for administration, management and reporting in respect of the COLSSAC.
5. In April 1998, the Establishment and Finance Committees agreed to make an annual grant of £13,675 for Sports clubs and £1,700 for the Children's Christmas Party, totalling £15,375. The grant is payable to the COLSSAC; with what each individual club within COLSSAC receives being agreed by representatives of all clubs at the COLSSAC AGM at the beginning of each financial year.
6. In November 2009, a further funding increase of £1,500 p.a. was agreed for two years, by Finance Committee to support the addition of two extra clubs.

### **City of London Staff Sports & Activities Club (COLSSAC)**

7. COLSSAC is a staff members' club, consisting of a wide range of sports and activities clubs. The club is managed by a Committee that is elected annually by its members at the AGM.
8. The predominant objective of the COLSSAC committee is to encourage employees to engage in group sports and social activities. The COLSSAC therefore provides the resources and guidance to support members undertaking such activities, whilst also promoting the formation of new sports and activity clubs.
9. The club currently offers fourteen activities which are open to all employees: Badminton, Cycling, Football, Ladies Football, Golf, Karate, Keep Fit, Middle Eastern Dance, Netball, Pilates, Running Club, Table Tennis, Yoga and Body Conditioning.
10. As well as sports, COLSSAC also organises various events that give staff opportunities to socialise, such as an Open Table Tennis Championship (40 participants over 2 events), Annual Children's Party (150 guests), two Charity quiz nights (80 guests per night) and lately ran a very successful boat party on the Thames for COLSSAC staff members (150 guests). The funding for the boat party was secured from a third party grant funder.
11. The list of societies and clubs which currently benefit from the funding and their membership attendance information and frequency is shown in Appendix 1. Each club can, in addition, charge membership fees or other contributions from their members to help cover cost. The 2016/17 planned expenditure by club is provided in Appendix 2.
12. The distribution of the funding by COLSSAC is subject to approval by representatives of all of the various clubs, who receive statements at their annual general meetings. The level of allocation to each club is determined by

the resources required to perform the sporting activities which they promote. In general, the allocation contributes towards venue hire costs, equipment and fees for competitions. The diverse nature of sporting disciplines implies that there is some level of disparity of funding between clubs, e.g. venue hire for tennis is far cheaper than, say, for golf.

13. Club co-ordinators have confirmed that allocations are always subject to scrutiny and challenge by counterparts; however, they have undertaken to ensure the criteria for distribution of monies are set out clearly in published policy as a matter of best practice and to ensure that fairness is demonstrable in this process. This is to be presented and agreed at the next AGM.
14. In respect of new clubs, the club co-ordinators assess individual cases to ensure that associations that apply have got appropriate qualifications to engage in the activities (e.g. in the case of martial arts) or insurance, where appropriate.
15. In discussions, it has been pointed out to the club co-ordinators that it will be necessary to review the Committee funding on a more regular basis to ensure best practice, in this instance every three years. The intention is that during reviews, Members satisfy themselves that the objectives of the grants are being met and that as many staff benefit from this support.

## **Financial**

16. The COLSSAC currently has a balance of £11,803 on account due to prudent management of the grant over recent years and the discontinuation of several clubs.

It is recommended that the sum of £33,675 for the next three years, 2017 to 2019 be approved. This equates to an average grant of £11,225 per year, which is a reduction of £5,640 per annum, which demonstrates good value considering the number of clubs and staff members that benefit.

## **Conclusion**

17. The City of London Corporation staff have an excellent resource in the COLSSAC and staff volunteer a great amount of their personal time and resource to manage the scheme which would be lost should this grant not be approved.
18. The COLSSAC encourages interaction across teams and departments throughout the City of London Corporation and its objectives align closely with the objectives of Corporate HR's employee health and wellbeing strategy CityWell; which aims to establish a resilient health and wellbeing programme focusing on; Mental Health, Physical Activity and Social Wellbeing.

## **Background Papers**

- Policy and Resources Committee, March 2016, 'Implementation of Grants Review'

### **Scott Nixon**

Head of Projects

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## **List of Appendices**

Appendix 1 – Membership of clubs and attendance

Appendix 2 - COLSSAC Annual Grants



### Appendix 1 - List of Clubs, Membership, Attendance, Frequency

Club	Total membership	Attendance on average (per lesson)	Lessons per week
Karate	30	8-16	3
Yoga	100	10-15	3
Golf	30	15-20	
Pilates	30	10-14	3
Table Tennis	25	6-8	2
Badminton	12	7-8	1
Football	25	6	1
Ladies Football	10	6	1
Netball	12	6	1
Middle Eastern Dance	7	6-7	1
Cycling Club	100		
Keep Fit	81	12-16	1
Body Conditioning	81	10-12	1
<b>Total 543</b>			

## Appendix 2 – COLSSAC Annual Grants

Club	Amount (£)	Notes
Golf	2,500	Fees and charges
Yoga	260	Teaching insurance cover - £160 for two instructors, mats - £100 per annum
Badminton	1,340	Court Hire - £1,040, shuttles and rackets £300 per annum
Football	1,200	Three leagues at £1200 per annum
Table Tennis	350	To replace tables, bats and balls per annum
Karate	200	To replace kick bags and other miscellaneous items per annum
Middle Eastern Dance	725	Two workshops with Galit Mersand - £350, CD/DVDs - £30, JWAAD certification (1 pers) - £45, Training - £100, equipment - £200
Keep Fit	800	Training
Netball	1,590	Two summer leagues and one winter league
Children's Party	6,000	City's contribution to the Children's annual party.
Annual Music Licence	200	PRS Music Licence
<b>Total</b>	<b>15,165</b>	
Contribution required for three years	45,495	Total above x three
less Balance available on account	11,820	This is the balance in the COLSSAC account
<b>Grant request for years 2017 to 2019</b>	<b>33,674</b>	Total sum to request from Members for the next three years
<b>Average grant per year</b>	<b>11,225</b>	This is what the grant equates to per annum for the years 2017 to 2019

<b>Committees:</b>		<b>Dates:</b>
Establishment Committee (For Information)		17 January 2017
Policy and Resources Committee (For Decision)		19 January 2017
Projects Sub-Committee (For Decision)		31 January 2017
Corporate Asset Sub-Committee (For Information)		10 February 2017
<b>Subject:</b> Accommodation and Ways of Working	<b>Issue Report:</b> <b>Complex</b>	<b>Public</b>
<b>Report of:</b> Comptroller & City Solicitor		<b>For Information</b>
<b>Report Author:</b> John Galvin, Town Clerks Department		
<b><u>Summary</u></b>		
<p><b>Dashboard:</b></p> <p>Project Status: Amber          Last Approved budget: £165,000          Spend to date: £68,775</p> <p><b>Latest Gateway approved</b></p> <p>Gateway 1/2 project proposal was approved by Project Sub Committee on 7<sup>th</sup> September 2016.</p> <p><b>Progress to date including resources expended.</b></p> <ol style="list-style-type: none"> <li>1. Following approval of the Gateway 1/2 report, the Accommodation and Ways of Working (AWoW) programme team have been consulting with the Department of the Built Environment (DBE) and Open Spaces teams. This has been in order to understand the workplace requirements, develop options for the Pilot Office including workspace designs, consider the financial and non-financial benefits of the programme and further evaluate the risks associated with delivery of the IT necessary to make the pilot office a success. £38,775 of Programme Manager Consultancy costs and £30,000 of work place design costs and advice have been incurred to date.</li> <li>2. Programme costs to date of £68,775 have been met from an initial budget of £165,000. Of this sum, £145,000 was funded from the Transformation Fund, with the remaining £20,000 funded from the local risk budgets of DBE and Open Spaces. This funding was for leadership and co-ordination of the programme, development of the business case and model office design and options. To this point, the programme has not incurred any costs requiring funding from the Capital Programme budget for new schemes.</li> </ol> <p><b>Summary of issue</b></p> <ol style="list-style-type: none"> <li>3. The AWoW Programme Board has reviewed a number of concerns raised by the Programme Deliver Team. These were:             <ul style="list-style-type: none"> <li>• Benefits identification</li> <li>• Technology</li> </ul> </li> </ol>		

- Costs
  - Programme timescales
  - Alignment with HR programmes
  - Project ownership
4. An Options Paper, which is included as Appendix A, was presented to the AWoW Programme Board. It outlined the key benefits and risks associated with three potential ways forward:
    1. Continue with the existing proposed plan to introduce a Model Office in the spring of 2017.
    2. Re-focus the programme between now and autumn on supporting activities
    3. Pursue traditional accommodation moves
  5. The recommendation of the AWoW programme board, endorsed by Strategic Resources Group (SRG) and Summit Group is to pursue option two.
  6. Between now and autumn 2017, the focus of activity will be on testing mobile devices and piloting alternative work settings on the 1st and 6th floors of the Guildhall. This will provide experience and feedback with which to further inform the design of any recommended options for a future model office. This activity, and other supporting activities, is detailed in Appendix B – Short Term Activities.
  7. The Programme Board will continue to meet on a reduced frequency, and appraise progress of the supporting activity. Once these have developed to a sufficient level the Board will give consideration to recommencing the programme.
  8. The Programme will report back to Project Sub Committee with its further recommendations for consideration in September 2017. This will either be in the form of a Gateway 3/4 report, or an alternative proposal.
  9. Communications have been developed for staff outlining the way forward and thanking them for their on-going support.
  10. Expenditure to date totals £68,775. This has been necessary in terms of identifying and codifying activities required to successfully deliver an Accommodation and Ways of Working Programme. This identification of issues has been useful, and it provides the organisation with the information required to progress the aims identified for this programme.

### **Recommendations**

1. Members are asked to agree Option 2 with additional project costs not to exceed £10,000. No additional funding is being sought at this stage.
2. Members should note that a further report will be submitted to Project Sub-Committee in September 2017 advising on how it is intended to progress the programme. This will either be a Gateway 3/4 report, or an alternative proposal.

## Main Report

<p><b>1. Issue description</b></p>	<p>The AWOw programme was designed to modernise organisational working practices, improve collaboration and co-creation, optimising our buildings and facilities and co-ordinate the delivery of supporting IT.</p> <p>The Programme Delivery Team has identified a number of concerns in relation to the AWOw programme:</p> <ul style="list-style-type: none"> <li>• Benefits – There are limited cashable benefits delivered solely by the pilot, with property savings accruing to other programmes. Most of the anticipated AWOw benefits relate to improving services and staff wellbeing, where performance is not seen as an issue</li> <li>• Technology – The current ability of the IT team to support the pilot with mobile devices and a stable infrastructure and the misalignment of the pilot with the Desktop Transformation Programme and Network Upgrade Programme</li> <li>• Costs – Total costs for the 1st floor Pilot are circa £800k</li> <li>• Programme – There will be a 5 month lag from the Gateway 3/4 report being submitted to occupation, previously this looked at occupation in March 2017, currently this is likely to be June 2017</li> <li>• HR – Alignment of the AWOw programme with wider HR strategy and understanding of the level of change support required</li> <li>• Project ownership – Currently the programme is owned corporately by the Town Clerk, with DBE and Open Spaces as ‘customer’ departments; this does not necessarily give the departments the level of ownership or control they are looking for</li> </ul>
<p><b>2. Last approved limit</b></p>	<p>The Gateway 2 report agreed an initial budget of £165,000. Of this sum, £145,000 was funded from the Transformation Fund, with the remaining £20,000 funded from the local risk budgets of DBE and Open Spaces. To date, £68,775 has been spent.</p>
<p><b>3. Options</b></p>	<p>The Options Paper as presented to the AWOw Programme Board has been included as Appendix A to this report. This paper noted three options:</p> <ol style="list-style-type: none"> <li>1. Continue with the existing proposed plan for the Guildhall North Wing first floor</li> <li>2. Delay the pilot office to allow for supporting technology programmes to progress sufficiently and enable greater alignment of organisational strategies.</li> <li>3. Deliver the move of DBE staff into the Guildhall North Wing first floor as a conventional accommodation move, not as a pilot for agile working. This would be paid through</li> </ol>

#### DBE Local Risk.

The full list of pros and cons for these options are contained in Appendix A - Options Paper.

The recommendation of the Programme Board, endorsed by Strategic Resources Group and Summit Group, was to progress with option two. This refocuses the programme in the medium term and will delay the full deployment of the model office. However it will also offer a number of benefits and opportunities:

- A significant reduction in the costs of the Pilot Model Office, particularly related to IT costs, of around £200,000.
- Enabling supporting programmes to align with the AWoW objectives, particularly in relation to IT Desktop Transformation programme and the Network Upgrade.
- Greater opportunity to align key organisational strategies, particularly the interaction between Property, HR and Technology. As these strategies are drawn together, the ability of the AWoW programme to support cultural change, property rationalisation and promote flexible and agile ways of working will become more compelling.
- More work can be undertaken on quantifying cashable benefits of the programme, whether this can be directly attributable to AWoW, or where this supports other organisational initiatives. This will include further benchmarking with other organisations.

Continuing under the existing programme plan would not address any of the issues identified above, and on this basis, Option One was not recommended.

Whilst Option Two entails a delay, it is not anticipated that the Corporation will incur significant costs through this re-profiling. A number of on-going activities have been identified as being required to be progressed over the period between now and the autumn and these are identified in Appendix B – Short Term Activities. It is expected that these undertakings will be delivered through business-as-usual. These activities will be co-ordinated internally, and will not involve the retention of external consultants.

Whilst Option Three could be reasonably cheaply deployed initially, it did not offer any of the wider organisational benefits of the AWoW programme. This included the lack of a wider accommodation strategy, the delivery of an agile and modern workspace, enhanced ability to collaborate, or the inclusion of Open Spaces. Whilst initially appearing as a low cost option, expenditure would continue to be incurred by the Corporation for future tactical office moves through departmental expenditure. Also, this programme would not support the vacation of Irish Chambers, potentially an activity which would enable us to either

	minimise cost or maximise income.
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### **Appendices**

<b>Appendix A</b>	Options Paper as presented to the Programme Board on 29 November 2016.
<b>Appendix B</b>	Short Term Activities that will be undertaken between now and the autumn

### **Contact**

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## **Appendix A – Options Paper**

### **Introduction**

1. Progress on the Accommodation and Ways of Working (AWoW) programme is currently paused, pending confirmation of the required strategic direction for the programme.
2. The current scope for the programme as defined in the Gateway 1/2 report, identified the intention to develop a Pilot Model Office for the Department of the Built Environment (DBE) and Open Spaces, and take the learning from the delivery and initial period of occupation to inform a business case for wider changes to the workplace for the organisation.
3. There are currently a number of concerns related to the AWoW programme, in particular the Pilot Model Office. The key concerns can be summarised as:
  - Benefits – There are limited cashable benefits delivered solely by the pilot, most of the anticipated benefits are related to improving services and staff wellbeing, which are not seen as an issue
  - Technology – The ability of the IT team to support the pilot with mobile devices and a stable infrastructure and the misalignment of the pilot with the Desktop Transformation Programme and Network Upgrade Programme
  - Costs – Total costs for the 1st floor Pilot are circa £800k
  - Programme – There will be a 5 month lag from the Gateway 3/4 report being submitted to occupation, previously this looked at occupation in March 2017, currently this is likely to be June 2017
  - HR – Alignment of the AWoW programme with wider HR change programmes and understanding of the level of change support required
  - Project ownership – Currently the programme is owned corporately by the Town Clerk, with DBE and Open Spaces as ‘customer’ departments; this does not necessarily give the departments the level of ownership or control they are looking for

### **Technology**

4. The delivery and stability of an effective technology solution is key to the delivery of the type of workplace identified for DBE and Open Spaces.
5. The current experience of DBE in sourcing test devices to provide critical systems / software will run on mobile devices has not improved the confidence levels that the pilot can be delivered.
6. The current approach for the pilot was to use existing technology solutions for both devices and infrastructure. While this approach would provide tried and tested devices they would need to be delivered with dedicated resources, involve complex individual device builds which will be migrated onto Windows 10 within the next year. Within the current total costs of circa £800k the costs for delivering the current IT solution is circa £270k.
7. Currently the advice from the IT department is that the Infrastructure and Windows 10 deployment will be complete by the end of 2017. The rollout



of the Windows 10 deployment is anticipated to start in May 2017. The approval (Gateway 5) for Infrastructure is targeted for June 2017.

### **Options appraisal**

8. An options appraisal has been tabulated for the proposed high level options. The options considered are:
  - Option 1 – Continue with the existing proposed plan for the Guildhall North 1st floor
  - 4. Option 2 – Delay the pilot office to allow for supporting technology programmes to progress sufficiently and enable greater alignment of organisational strategies. This delay is expected to be at least six months.
  - Option 3 – Deliver the moves into Guildhall North 1st floor as a conventional accommodation move (not as a pilot for AWoW)

### **Recommendation**

9. The recommendation of the project team is to progress with Option 2 - Delay the pilot office for at least 6 months. This will allow:
  - The associated Technology programmes to align
  - Alignment of wider HR change programmes and work on agile working with the AWoW programme
  - Alignment of Property / Accommodation strategy with the AWoW programme
  - Clarification of the short and long term objectives
10. Understanding the wish of DBE to make some progress in the short term it is proposed that:
  - With limited changes to the space plan introduce alternative work settings on the 6th floor, these to be advised by the Workplace Architects and align with the plans for the 1st floor
  - Continue with the test devices, so the wider deployment of devices can be progressed without delay later in 2017
11. This would provide DBE with a sense of progress during the AWoW programme hiatus, managing the reputational risk amongst staff.
12. There will need to be some carefully worded communications to advise both the DBE and Open Spaces teams on the rationale for the proposed delay.
13. It is proposed that the AWoW Programme board meets bi-monthly while the programme is paused, to align the restart of the programme with the progress made on the Technology and other corporate programmes.

<b>Option:</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
<b>Description:</b>	Continue with the existing proposed plan for the Guildhall North 1st floor	Delay the pilot office for 6 months to allow the associated Technology programmes to align	Deliver the moves into Guildhall North 1st floor as a conventional accommodation move (not as a pilot for AWoW)
<b>Pros:</b>	<ul style="list-style-type: none"> <li>▪ Will deliver an agile workplace</li> <li>▪ Will support progressive desk sharing ratios, initially 7.5:10 with options to increase</li> <li>▪ Will provide a model for the wider accommodation strategy</li> <li>▪ Aligns with what staff have been told will happen</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced IT costs, savings of circa £200k</li> <li>▪ Workplace delivered with new Windows 10 devices and stable infrastructure</li> <li>▪ Improved confidence in alignment with property strategy for Wallbrook Wharf and Irish Chambers</li> <li>▪ Opportunity to align pilot aspirations with wider corporate change programmes, including HR and Knowledge Management</li> <li>▪ Will deliver an agile workplace</li> <li>▪ Will support progressive desk sharing ratios, initially 7.5:10 with options to increase</li> <li>▪ Will provide a model for the wider accommodation strategy</li> <li>▪ Aligns with what staff have been told will happen</li> </ul>	<ul style="list-style-type: none"> <li>▪ Minimal delivery costs</li> <li>▪ Can be delivered quickly</li> <li>▪ Meets the DBE short term accommodation requirements</li> <li>▪ Moves DBE staff from Wallbrook Wharf assisting the rationalisation of property (will not totally vacate WW)</li> </ul>
<b>Cons:</b>	<ul style="list-style-type: none"> <li>▪ IT solutions are sub-optimum and will need to be updated in the next 12 months</li> <li>▪ IT resources are deflected from the main EUDR and Infrastructure programmes</li> <li>▪ Delivery costs of over £800k, including circa £270k of IT costs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delay in delivery, nominally 6-12 months</li> <li>▪ Delay in delivering property rationalisation / Irish Chambers for other uses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Open Spaces not involved in solution</li> <li>▪ Irish Chambers not vacated</li> <li>▪ Will not deliver an agile workplace</li> <li>▪ Will not provide a model for the wider accommodation strategy</li> <li>▪ Will not facilitate a 6:10 desk sharing ratio</li> <li>▪ Staff perception, no clear trade-off for reduced space</li> <li>▪ Lack of support to managers to change working practices</li> <li>▪ Does not aligns with what staff have been told will happen</li> <li>▪ The space will need to be revisited if the AWoW programme proceeds</li> <li>▪ Continued risk of IT failure</li> </ul>

## Appendix B – Short Term Activities

1. The following have been identified as needing to be progressed over the next six months to enable the programme to have the best chance of succeeding once it is restarted.
2. These have been identified under the following five headings / workstreams:
  - i. Technology
  - ii. HR
  - iii. Accommodation / Property
  - iv. Knowledge and information management
  - v. Procurement
3. The key deliverables for each workstream are summarised below:
  - I. Technology
    - a. Mobilise the Desktop Refresh programme
    - b. Finalise the desktop solutions based on work styles (Devices and build)
    - c. Finalise tests to establish mobile devices can run all relevant software
    - d. Mobilise the infrastructure update delivery
    - e. Define standards and delivery model for collaboration tools, including presentation screens / projectors, interactive white boards, video conferencing, digital signage
  - II. HR
    - a. Identification of benefits from agile working through dialogue and reviews of what other organisations have discovered. This will also better identify any cashable savings.
    - b. Consideration and alignment of existing work on agile working resulting from the finding and experience of the AWoW programme investigation.
    - c. Explore and define the HR support required to deliver agile work place, reviewing how to embed our managing people standards, Senior Management Team leadership / role modelling and consideration of any additional support that may be necessary with regards to training and guidance for managers.
  - III. Accommodation / Property
    - a. Alignment of the strategic accommodation / property programme with AWoW, and better identify cashable savings.
    - b. Identification of how aggressive AWoW needs to be to achieve the strategic accommodation objectives
    - c. Provide clarity on the approach and costs of achieving the strategic accommodation objectives without AWoW
  - IV. Knowledge and information management
    - a. Confirm ownership of knowledge and information management
    - b. Confirm strategic approach to the storage and sharing of knowledge and information
    - c. Clarity of the intentions regarding electronic knowledge management
    - d. Definition and sign-off of retention policies for all departments (particularly any groups identified for a pilot office)
  - V. Procurement

- a. Establish buying arrangements for products and services required corporately and eventually by AWoW, these include:
  - i. A furniture agent framework
  - ii. Fit-out works, between £100-200k, assuming a single floor, with options to scale to larger areas
  - iii. Move management / contractor services for churn moves

<p><b>Committees:</b>          Community and Children’s Services – For decision          Establishment – For decision          Resource Allocation Sub (Policy and Resources) – For decision</p>	<p><b>Dated:</b>          13 January 2017          17 January 2017          19 January 2017</p>
<p><b>Subject:</b>          Apprenticeships – Expansion of the Apprenticeship Provider Service</p>	<p><b>Public</b></p>
<p><b>Report of:</b>          Director of Community and Children’s Services          Director of Human Resources</p>	<p><b>For decision</b></p>
<p><b>Report author:</b>          Simon Cribbens, Community and Children’s Services</p>	

## Summary

The City of London Corporation (City Corporation) is committed to delivering 100 apprenticeships across its departments in 2017/18. The delivery of this commitment, and the outstanding level of service the City Corporation seeks, will require additional staffing and resources.

This report seeks Member approval of the proposed staffing structure, which includes the creation of additional posts over and above the existing apprenticeships team and funding to support it at a cost of £250,000.

It is intended that the delivery of this programme will create a pool of talent to meet the City Corporation’s future business needs. This will deliver savings against future recruitment costs. The expansion of the programme will also deliver savings against the cost of training currently funded by departments, which will in future be met through the Apprenticeship Levy. The establishment of an outstanding service will also provide the potential to generate income as a provider meeting the increased demand for apprenticeships from other public bodies.

## Recommendation(s)

Members of the Establishment and Community and Children’s Services Committees are asked to:

- approve the proposed structure of the apprenticeship provider service and additional supporting roles.

Members of the Resource Allocation Sub (Policy and Resources) Committee are asked to:

- approve a baseline budget increase of £250,000 to fund those posts that cannot be met from the draw down of Levy funds, to be allocated to the relevant departments.

## **Main Report**

### **Background**

- 1 The City Corporation has set an ambition to be an exemplar in the recruitment, training and development of apprentices.
- 2 The commitment to a future apprenticeship programme of 100 apprentices per annum to meet this ambition is supported by the City Corporation's Officer Summit Group, and has been agreed by the Establishment Committee. It has been further agreed by that Committee that the delivery of apprenticeships will be through an "employer-provider" model, utilising the City Corporation's existing in house Apprenticeship Service.
- 3 This programme, and the enhanced level of support and service that it commits to provide, requires the creation of additional posts to secure, support and monitor delivery. The Establishment Committee agreed in principle to the establishment of this service for which the proposed budget is £250,000 in 2017/18. This was subject to the provision of detailed proposals – as set out in this report - and Member approval.
- 4 Demand and competition for apprentices will increase significantly as public sector bodies act to meet the government's target (2.3 per cent of workforce) and larger employers subject to the new Apprenticeship Levy seek to draw on their levy to meet their skills needs. Against this background the City Corporation apprenticeship offer will deliver the quality, brand and remuneration required to secure the number and quality of apprentices it seeks.

### **Current Position**

- 5 The City Corporation is already both an employer of apprentices and an approved apprenticeship provider - training and supporting apprentices employed by the City Corporation and a range of other City businesses. The number of internal apprentices employed within the City Corporation has remained broadly static over the last few years at around 25 to 30. To grow from this position and to offer a sustainable 100 apprenticeships year on year, will require additional staffing resources in the provider service and related roles. This report seeks approval for the creation of the required additional roles and the corresponding increases to baseline budgets.

### **Future funding of apprenticeships**

- 6 From April 2017 large employers will pay a new Apprenticeship Levy (the levy) – set at 0.5 per cent of the gross pay bill. The City Corporation has already made budgetary provision for its levy contributions.
- 7 The levy will be paid monthly into the Digital Apprenticeship Service (DAS), through which employers will be able to channel their levy funds to their chosen apprenticeship provider (which for the City Corporation is its own internal service). The City's Apprenticeship Service will claim funding each month, in

relation to the number and type of apprenticeships it is providing. Funding caps will be in place to limit the maximum spend for individual apprenticeships.

- 8 The levy can be used to fund training, education and the end point assessment of apprentices. The levy can also meet some other costs – such as administration related to the delivery of the apprenticeships.
- 9 However, there are several costs which cannot be met by the levy. These include:
  - wages of the apprentice
  - contributions for travel expenses
  - wages for line managers or other colleagues supporting the apprentice
  - post apprenticeship support
  - apprentice recruitment.

### **Additional resource implications for the City**

- 10 The expansion of the apprenticeship programme will require additional staffing and service provision. Where eligible, the cost of some posts will be fully recoverable from levy funding. However, the City Corporation's declared approach to apprenticeships - in terms of the quality and depth of support to apprentices, and the breadth of the Apprenticeship Service's role - will require additional resourcing for elements that cannot be funded by the levy. These include:
  - apprentice recruitment
  - outreach work with schools and communities to promote the scheme
  - pastoral support
  - post apprenticeship support (including support to secure employment within and outside of the Corporation)
  - support to managers and supervisors.
- 11 In addition to these elements, it is proposed that additional resources support increased capacity in Human Resources (creating a lead officer) and commissioning.
- 12 The budget to support these additional roles is costed at £250,000. This allows some flexibility within the parameters of the proposed salary grades. The proposed roles are detailed below and the staffing structure is appended.
- 13 In addition to the opportunity provided to individuals through the expansion of the apprenticeship programme, its delivery will provide significant benefits and cost savings to the City Corporation. It is intended that the programme will deliver a pool of talent from which the City Corporation can meet its future business needs. In doing so the City Corporation will reduce recruitment costs, and reduce the risk and cost of failed appointments.
- 14 Further savings will be delivered through the future inclusion of higher level apprenticeships, which will allow departments to provide employees with

professional training that is funded by the levy instead of local departmental budgets.

15 The development and delivery of an exemplar service will also provide the potential for the City Corporation's Apprenticeship Service to market to, and meet the future demand from, other public sector bodies increasing their apprenticeship numbers (in line with government expectations). As such, the Service offers the opportunity to generate income in future years.

### **Roles and structure**

16 The roles outlined below have been costed at the grades proposed by departments. It should be noted that they are subject to formal job evaluation and therefore may change. It is anticipated that, since the new roles are based upon broadly comparable existing roles, any changes to proposed grades will be minimal and the resulting impact on the overall budget can be absorbed within the Department of Community and Children's Service's (DCCS) local risk.

#### *City Corporation funded roles*

17 Six new roles will deliver the elements of the service that cannot be funded through the levy:

Four of these, which will sit within the Apprenticeship Service, will be created to deliver the additional quality and elements of service that the City Corporation scheme seeks. These roles consist of:

- 1 x Quality and Performance Manager (Grade F)
- 1 x External Provider Manager (Grade E)
- 2 x Recruitment, Outreach and Welfare Officer (Grade C)

At mid salary scale, these posts with on costs are budgeted at £183,000.

One role will sit within Corporate HR to meet the increased demand on that service and provide a dedicated apprenticeship lead within that department:

- 1 x Human Resources Officer (Grade D) role will be created. This role is budgeted at £44,000.

One part time role will provide capacity within the DCCS Commissioning team to provide performance management of the in-house service, and were it necessary the commissioning of alternative provider services:

- 1 x (0.4) Commissioning Officer (Grade D) at a budgeted cost of £17,500.

<b>Role</b>	<b>Number of posts</b>	<b>Grade</b>	<b>Salary (mid scale + 27.5% on costs)</b>	<b>Total</b>
Quality and Performance Manager	1	F	£61,136	£61,136
MIS Co-ordinator	1	E	£49,712	£49,712
Recruitment, Outreach & Welfare Officer	2	C	£36,146	£72,292



HR Officer	1	D	£43,886	£43,886
Commissioning Officer (0.4)	0.4	D	£17,554	£17,554
<b>Total</b>				<b>£244,580</b>

### *Apprenticeship Levy funded roles*

18 The functions of the Apprenticeship Service that can be funded via the monthly draw down of levy resources will be delivered by the roles set out below:

<b>Role</b>	<b>Number of posts</b>	<b>Grade</b>	<b>Salary (mid scale + 27.5% on costs)</b>	<b>Total</b>
Training Manager	1	E	£49,712	£49,712
External Programme Delivery Manager	1	E	£49,712	£49,712
Tutor/Assessor	4	C	£36,146	£144,584
Service Administrator	1	C	£36,146	£36,146
MIS Administrator	1	C	£36,146	£36,146
<b>Total</b>				<b>£316,300</b>

19 The expansion of apprentice numbers will be delivered in four cohorts across 2017/18, and as such levy income will build across the year. Therefore recruitment to these posts will be staggered to reflect the growth in apprentice numbers across the year and mitigate the risk of salary costs for these roles exceeding levy income.

20 These roles reflect functions previously funded through the Skills Funding Agency to deliver apprenticeships, which will now be funded by the levy.

### **Proposals**

21 The roles and structure (as set out) to deliver the City Corporation apprenticeship programme are proposed to Members for approval.

22 For those roles funded by the City Corporation, it is proposed that Members approve an increase in the baseline budget totalling £250,000 per annum within the relevant departments.

### **Corporate & Strategic Implications**

23 For those posts where the salary costs may be met from levy funds there remains a risk that the City Corporation might not be able to draw down sufficient funds to cover this. This risk is considered minimal given the target number of apprenticeships and will only be present in the first half of the year, having diminished during that period. Should this risk materialise, the DCCS will absorb, where possible, any resulting overspend.

- 24 Should proposals for the creation of an internal apprenticeship provider service be rejected, it will be necessary to identify an alternate apprenticeship provider. This would be subject to a procurement exercise and would still require the creation of supporting roles.
- 25 Salary costs for the apprenticeships that are to be created in 2017/18 will be met from a centrally controlled, ring fenced fund that has been established as part of the City Corporation's overall budget setting process. It is anticipated that, in subsequent years, departmental budgets will be increased where sustainable apprenticeship opportunities are established.

## **Conclusion**

- 26 Delivering an outstanding apprenticeship service will require additional roles to meet both the increased level of delivery and enhanced level of service. To achieve this will require funding in addition to that which can be drawn down from the Apprenticeship Levy.
- 27 In providing these resources and the service they support, the City Corporation can fulfil the challenge of its publication *The City's Business* to "walk the talk" and be an exemplar in how apprentices are recruited, trained and developed.
- 28 Establishment and Community and Children's Services Committees are asked to approve the creation of the additional posts to support the expansion of the City of London Corporation's apprenticeship scheme. Resource Allocation Sub-Committee is asked to approve an increase to the baseline budgets of the DCCS and Corporate HR to meet the cost of those additional posts that cannot be met from the draw down of Levy funds.

## **Appendices**

- Appendix 1: Structure chart

## **Background Papers**

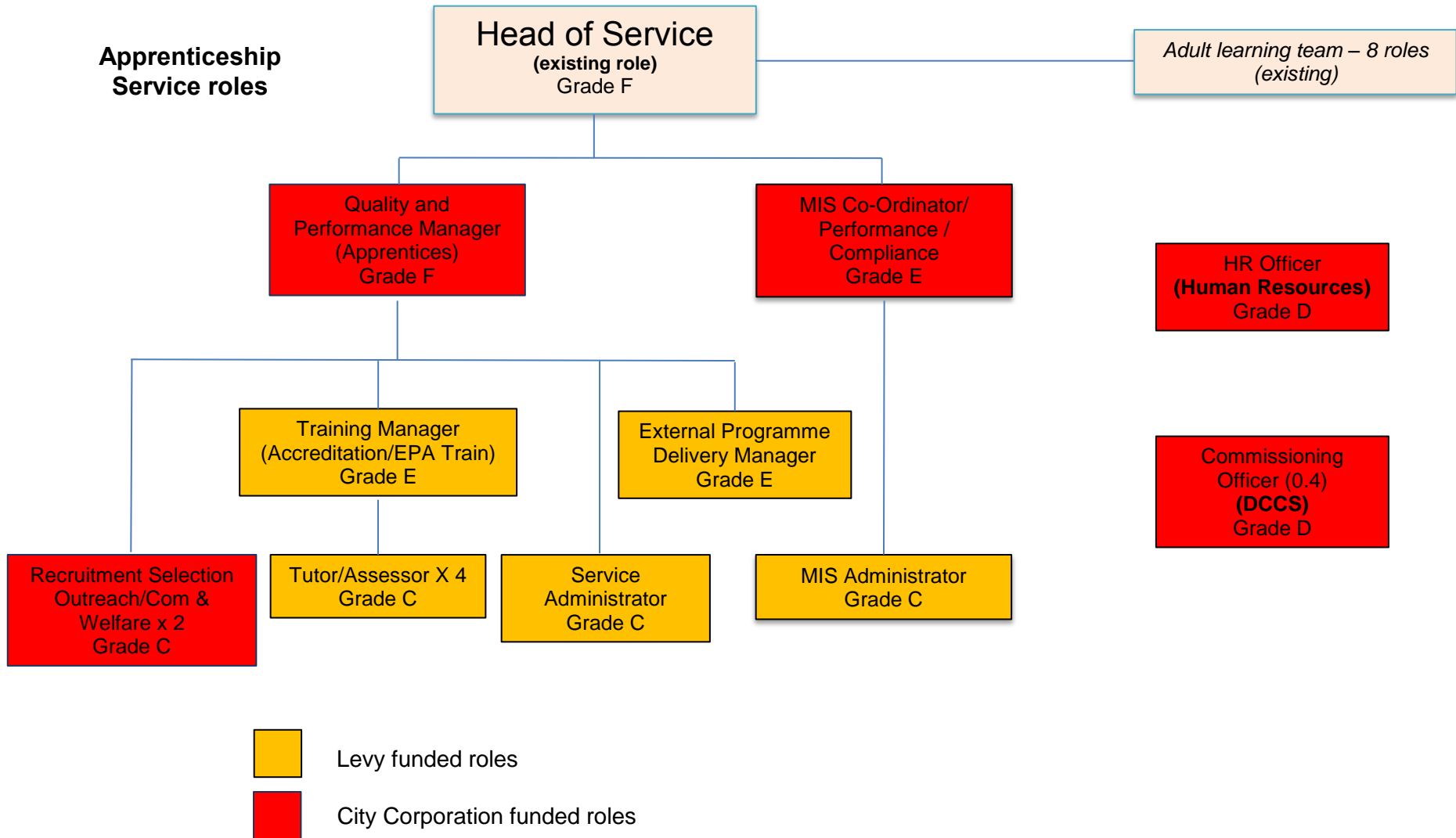
- New Apprenticeship Scheme and Paid Work Experience – Establishment Committee; 25 October 2016
- Apprentices Update – Community and Children's Service Committee; 18 November 2016

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**Appendix 1: Proposed structure to support CoL Apprenticeship Delivery**

**Department of Community & Children’s Services and Human Resources**



<b>Committee:</b>	<b>Date:</b>
Establishment Committee	17 January 2017
<b>Subject:</b> Decisions taken under Urgency since the last meeting of the Establishment Committee	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Sacha Than, Town Clerk's Department	

## Summary

This report advises Members of action taken by the Town Clerk since the last meeting of the Establishment Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order No. 41(a).

### Recommendation:

Members are asked to note the action taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Committee, in accordance with Standing Order No. 41(a).

## Main Report

### **Appointment of Strategic Education and Skills Director**

#### Background

1. Since September 2015 the City Corporation has engaged a temporary Education Strategy Director, an Education Policy Officer and part-time Assistant Policy Officer in support of the work of the Education Board. This includes the delivery, monitoring and review of the City Corporation's Education Strategy.
  
2. There is now a need to secure long term strategic leadership, monitoring and review of the Strategy and combine it with the responsibility for adult education and the new City Corporation commitment to apprenticeships. As a result, the creation of a permanent post of Strategic Education and Skills Director has been identified as the most effective and efficient way of ensuring that these key City Corporation functions are delivered.
  
3. This new post would oversee the delivery of the City of London Corporation's Education Strategy 2016 – 2019, lead the Education Unit and maintain strategic relationships with key stakeholders. It has also been agreed that the

City Corporation will be an Employer-Provider and that the current apprenticeship service will be the provider for Apprentices that fall under the new apprenticeship scheme. It would therefore be appropriate to bring these responsibilities under the management of a permanent Strategic Education and Skills Director post which includes oversight of the Apprenticeship programme within a broader skills development brief.

4. The post has been evaluated at Grade I and therefore requires approval from both the Establishment Committee and the Court of Common Council. The proposed salary for the post would be £64,060 - £74,250 plus £5,580 Inner London Weighting allowance. In addition, and subject to the approval of the MSF Board to a proposed Market Forces Supplement of up to £12,000 will be applied.

#### Reason for Urgency

5. It is anticipated that a number of Headteachers would be highly likely to apply for the role. Customarily, the notice period for a Headteacher would be a full term and a half, therefore an advert would need to be in place by the end of January in order for the postholder to start in time for the 2017 academic year. As the next meeting of the Establishment Committee will take place after the January meeting of the Court of Common Council, approval from the Establishment Committee was therefore sought under urgency procedures in accordance with Standing Order No. 41(a).

#### Action taken

6. In accordance with Standing Order No. 41(a) it was agreed by the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Establishment Committee, that:-
  - a) approval be given to the creation of the Grade I post of Strategic Education and Skills Director subject to the approval of the Court of Common Council; and
  - b) a Market Forces Supplement (MFS) of £12,000 be recommended for this post.

#### **Conclusion**

7. In accordance with Standing Order No. 41(a), Members are asked to note the decision taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman, since the Committee's last meeting on 1<sup>st</sup> December 2016.

#### **Appendices**

8. Appendix A – Report on the appointment of the Strategic Education and Skills Director

#### **Background papers**

- None

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<b>Committee(s)</b>	<b>Dated:</b>
Education Board – For Information	12 <sup>th</sup> January 2017
Establishment Committee – For decision Court of Common Council – For decision	Under Urgency 12 <sup>th</sup> January 2017
<b>Subject:</b> Appointment of Strategic Education and Skills Director	<b>Public</b>
<b>Report of:</b> Director of Community and Children’s Services	<b>For Decision</b>
<b>Report author:</b> Mark Emmerson	

### Summary

This report outlines the creation of a permanent role intended to support the delivery of the Education Strategy and have oversight and development of adult education and skills based training including the City Corporation’s commitment to 100 new, high quality, apprenticeship positions in 2017/18.

### Recommendation(s)

- The Establishment Committee Chairman and Deputy Chairman are asked to agree the creation of the post of Strategic Education and Skills Director subject to the approval of the Court of Common Council
- A Market Forces Supplement (MFS) of £12,000 is recommended to be applied to this post.
- The Education Committee is asked to note the report

### Main Report

#### Background

1. Since September 2015 in support of the work of the Education Board and the delivery, monitoring and review of the Education Strategy the City Corporation has engaged a temporary Education Strategy Director and created posts of Education Policy Officer and part-time Assistant Policy Officer.

#### Current Position

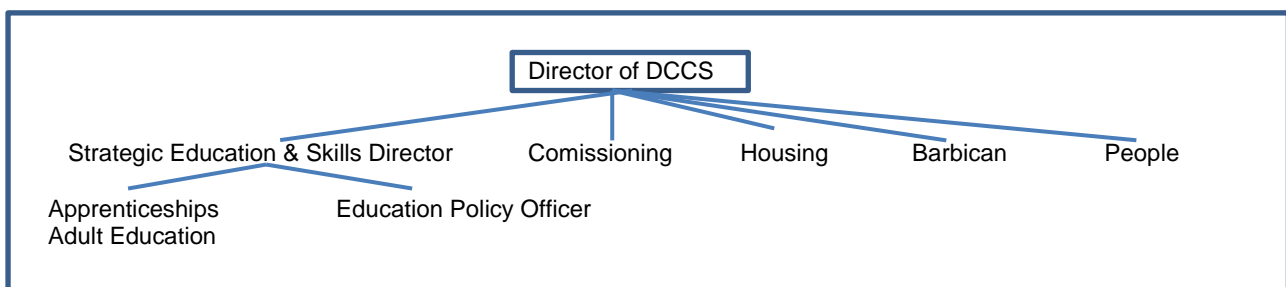
2. At the Education Board in September 2016 it was agreed that this post would be held temporarily by the Chief Executive Officer of City of London Academies Trust (CoLAT) while there was consideration of the scope and breadth of the position in the light of changes to the strategic priorities within the Department of Community and Children’s Services(DCCS).

## Options

3. Consideration has been given to the current scope and remit of DCCS and particularly the need to develop stronger oversight of the rapidly growing area of adult education, skills and apprenticeships.
4. It was also clear that the current temporary position of the Education Strategy Director post sitting in and alongside the CEO of CoLAT position presents potential conflicts of interest that need to be resolved as soon as is practical.

## Proposals

5. The role of the Strategic Education Director is to oversee the delivery of the City of London Corporation's Education Strategy 2016 – 2019, lead the Education Unit and maintain strategic relationships with key stakeholders. It has also been agreed that the City Corporation will be an Employer-Provider and that the current apprenticeship service will be the provider for Apprentices that fall under the new apprenticeship scheme. It is appropriate to bring these responsibilities under the management of a permanent Strategic Education and Skills Director post which includes oversight of the Apprenticeship programme within a broader skills development brief.
6. It is therefore proposed that the current Adult Skills and Education Service is transferred from Commissioning and Partnerships to the new service area. This has been put in place informally already as part of the current interim arrangements. A separate report will be made to the Establishment Committee regarding the restructure of this service in light of the expanded apprenticeship service and change in line management.
7. The proposed post of 'Strategic Education and Skills Director' is attached as Appendix 1
8. The strategic structure within DCCS would incorporate this post as outlined below.



## Corporate & Strategic Implications

9. The post has been evaluated at Grade I and therefore needs the approval of the Establishment Committee and Court of Common Council.

10. This post needs to be advertised without delay. The position requires a professionally qualified and experienced Director and it is important that we recruit to a high level of skills and experience to do the job.
11. The top of Grade I, including London Weighting is £79,830. It is strongly believed that with a Market Forces Supplement awarded to the grade, the position will be far more attractive to potential candidates.
12. A Market Forces Supplement (MFS) of £12,000 is recommended to be applied to this post.
13. Appendix 3 provides background to the salary benchmarking for the Strategic Education and Skills Director post against market comparators. The salary proposed is between the upper quartile and upper decile because of the nuances around public and private sector education which would not normally be the requirement in a LA, together with the political acumen required which is a key part of this role. This is expected to be broader than some in the upper quartile category.
14. It is proposed that the appointment panel for this senior post will comprise of the Town Clerk, the Director of Community and Children's Services and the Director of Corporate Human Resources.

### **Implications**

15. The funding for this post has already been established and has been accounted for within the existing Education Board budget.

### **Conclusion**

16. There is a need to secure long term strategic leadership, monitoring and review of the Education Strategy and combine it with the responsibility for adult education and the new City Corporation commitment to apprenticeships. The creation of a permanent post of Strategic Education and Skills Director is the most effective and efficient way of ensuring that these key City Corporation functions are delivered.

### **Appendices**

- Appendix 1 – Education and Skills Director - Job Description
- Appendix 2 – Education and Skills Director – Person Specification
- Appendix 3 - Benchmarking salary comparisons

### **Mark Emmerson**

Interim Education Strategy and Skills Director

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## Appendix 1

<b>JOB DESCRIPTION</b>	
<b>Job Title</b>	Strategic Education and Skills Director
<b>Department</b>	Community and Children's Services
<b>Grade</b>	Grade I
<b>Location</b>	Guildhall
<b>Responsible to</b>	Director of Community and Children's Services
<b>Responsible for</b>	Education Unit

### **Purpose of Post**

The role of the Strategic Education Director is to oversee the delivery of the City of London Corporation's Education Strategy 2016 – 2019, lead the Education Unit and maintain strategic relationships with key stakeholders. The postholder will report to the Director of Community and Children's Services.

### **Key Performance Areas:**

- To manage the Education Unit, oversee the delivery of the City of London Corporation Education Strategy 2016 – 2019, and provide expert educational advice to the Director of Community and Children's Services.
- To oversee the City Corporation's Education Budget, including ensuring that capital funds allocated to the City Corporation for academy expansion projects are distributed in accordance with the City Corporation's procurement procedures.
- To lead the City Corporation's adult learning services and to develop the future direction to meet the needs and aspirations of learners.
- To develop and advance the City Corporation's Apprentice Programme in line with the corporate strategic initiatives and standards in order to ensure the highest standards of excellence are achieved.
- To maintain a strategic relationship with the City of London Academies Trust, in accordance with the Sponsorship Agreement.
- To work with the City Corporation's academy co-sponsors to secure robust oversight of the academies they jointly sponsor, and to represent the Director of Community and Children's Services at sponsor meetings.

- To provide expert advice to the Director of Community and Children's Services on the development of opportunities to expand the City's role in education, including the provision of additional school places, the expansion of existing provision and opportunities to sponsor additional academies.
- To represent the Director of Community and Children's Services at regular meetings with the Headteachers' and Chairmen of Governors for the City's schools.
- To oversee the sponsors role within the agreed accountability framework for the City schools, to ensure the identification of any early signs of underperformance, and to promote continuous improvement and excellent education outcomes.
- Be a member of the Director Leadership Team and work collaboratively with other cross-functional Directors and Assistant Directors to drive the strategy and performance of the organisation.

### **Main Duties & Responsibilities**

1. Lead the delivery of the City's Education Strategy, reporting to the Director of Community and Children's Services, and the Education Board, on the delivery of the Education Strategy, Adult Learning Strategy, Apprenticeship Strategy and other education related matters
2. Develop, lead, and performance manage the Education Unit, ensuring officers are fully engaged with, and delivering against, identified outcomes.
3. Maintain an overview of the progress and performance of the City family of schools, reporting as required to the Director of Community Children's Services, Members and external agencies and partners.
4. Maintain a strategic relationship with the City of London Academies Trust working closely with the Chief Executive Officer, in accordance with the Sponsorship Agreement, to ensure that Education Strategy, vision, and sponsorship Agreement are upheld.
5. Work with headteachers/principals, school governors, and academy co-sponsors to support high educational standards for all children and young people, paying particular attention to the most disadvantaged groups.
6. Work closely with City Of London Departments and Human Resources to ensure the successful delivery of the Corporations internal apprenticeship programme
7. Work with partners to promote prevention and early intervention so that emerging problems are dealt with before they become more serious.

8. Use data analyses to identify strengths and weaknesses that need to be addressed in City schools.
9. Provide robust challenge, support, professional and intellectual leadership to peers and colleagues, motivating and inspiring them to deliver ambitious development plans.
10. Work closely with other members of the Director Leadership Team to foster effective, collaborative relationships between central functions and the City family of schools.
11. Take lead responsibility, as directed by the Director of Community and Children's Services, in representing the City of London, as a public speaking advocate for the City in relation to Education Strategy and other issues as required.
12. Maintain effective links with relevant local and national agencies.
13. Actively seek to implement the City of London's Occupational Health and Safety Policy in relation to the duties of the post, and at all times give due regard to the health and safety of both themselves and others when carrying out their duties.
14. Actively seek to implement the City of London's Equal Opportunity Policy and the objective to promote equality of opportunity in relation to the duties of the post.
15. To undertake any other duties that may reasonably be requested appropriate to the grade.
16. Comply with the City Of London Financial Regulations and properly monitor and report budget outturn positions on a regular basis as required, including alerting the Line Manager and Chamberlains representative of any significant budget variance in a timely manner and taking appropriate corrective action.

### **Qualifications, Experience & Knowledge**

- High Level graduate with evidence of continued professional development (e.g. Postgraduate).
- A broad base of successful experience across a range of educational establishments including senior leadership at a school, local authority or academy trust.
- Extensive experience of working in a large, complex political environment with an understanding of the unique role of the City of London Corporation.
- A proven track record of working effectively with Headteachers and Principals to provide support and challenge, and to encourage collaboration and school-to-school support.

- A knowledge of a range of approaches to leadership and management in schools, adult learning and apprenticeships and how to prevent and tackle underperformance in different contexts and at all levels.
- A knowledge of both the current Ofsted and ISI inspection frameworks.
- An excellent advocate and relationship builder able to communicate well and engage with a range of partners and stakeholders including local authorities, DfE and co-sponsors.
- A proven track record of achieving and managing cultural and organisational change and of leading improvement, turning an education strategy into reality and delivering educational improvement in challenging circumstances.
- Excellent organisational skills and expertise in managing an education programme involving multi-disciplinary stakeholders/groups.
- A record of innovative achievements in partnership and joint working with partners and stakeholders.
- The ability to develop and maintain effective partnership arrangements both internal and external to the organisation.
- The ability to identify opportunities through multi-agency working that deliver significant improvements.
- Excellent grasp of National and local agenda for education, adult learning and apprenticeships and an understanding of broader services for children and young people.
- Experienced in identifying and implementing key policy changes.
- Resource/budget management experience.
- Ability to set targets, evaluate performance, provide support and hold people to account.
- Comprehensive knowledge of Education legislation, regulation, policy direction and performance management frameworks. Ability to provide proactive and clear information and advice on these issues to the Director of Community and Children's Services, other senior managers, Elected Members, and colleagues in other organisations
- Effective team leader as well as team player with well-developed influencing skills, able to secure engagement at all levels.
- Authenticity, consistency and passion.



- Exceptional communication skills.
- Excellent interpersonal, presentation and communication skills with the presence and credibility to inspire confidence and engage with a wide range of audiences.
- Able to switch easily from strategy to delivery.
- Organisationally sensitive, with a genuine interest in people and a sound understanding of primary secondary and adult education in areas of social deprivation.

### **Personal qualities**

- An inspiring leader, who demonstrates their commitment to the City's vision, mission and overall direction.
- Personal drive and tenacity to motivate, empower, and support individuals and teams to achieve the City's objectives.
- Action orientated, able to demonstrate a readiness to make decisions, take the initiative and originate action.
- Politically aware and sensitive, with the ability to make progress in complex policy areas, and the intellectual capacity and stamina to deliver an ambitious and diverse education programme.
- Committed to self-development and development of others.
- Able to adapt successfully to changing requirements, constraints and resources.

## Appendix 2

<b>PERSON SPECIFICATION</b>	
<b>Job Title</b>	Strategic Education and Skills Director
<b>Department</b>	Community and Children's Services
<b>Grade &amp; Level</b>	Grade I <b>Level:</b> 5
<b>Location</b>	Guildhall
<b>Responsible to</b>	Director of Community and Children's Services
<b>Responsible for</b>	Education Unit

Please find below the key skills, experience and core behaviours required to undertake this post.

### **Technical Skills / Professional Qualifications / Relevant Education & Training**

- Extensive and demonstrable management ability at a strategic level in the Education sector
- A deep and thorough understanding of educational issues across all sectors, including a comprehensive knowledge of any relevant legislation, policy direction and advisory guidance, and regulatory and performance management frameworks, and the ability to provide proactive and clear information and advice on any of these to top-level management, elected Members, and external partners and colleagues
- An extensive knowledge of approaches to leadership and management in schools, adult learning and apprenticeships, including the ability to implement and instil a high-performance culture and to set targets in accordance with organisational goals and any prevailing external guidance or requirements, and to strategically direct the meeting of such targets and the prevention and tackling of underperformance in different educational contexts and at all levels
- Proven strengths as an excellent advocate and relationship-builder, able to

develop and maintain a range of effective partnership arrangements with providers and stakeholders both internal and external to the organisation (including other local authorities, DfE and other government agencies) across a very wide spectrum of educational programmes and requirements in different sectors

- A very high level of political awareness and sensitivity, with the ability to develop and drive complex policy in a multifaceted organisation, and to translate this to strategic delivery of an ambitious and diverse programme for education, apprenticeships and related services for children and young people
- Excellent interpersonal, presentation and communication skills with the presence and credibility to inspire confidence and engage with a wide range of audiences
- Excellent organisational skills and expertise that would enable high-quality management of a diverse education programme involving multi-disciplinary stakeholders/groups, incorporating expert understanding of primary, secondary and adult education in areas of social deprivation
- Very good understanding of the unique role of the City of London Corporation in its educational offer, particularly in relation to its independent schools and London Academies

### **Experience Required**

- Experience of proactively working in a large and complex organisation in partnership with external stakeholders, providing expert educational advice to Senior Officers and external partners and overseeing the successful delivery of corporate strategy
- A broad base of successful experience across a range of educational establishments and sectors, including senior leadership at a school, local authority or academy trust
- Significant experience of working effectively with Headteachers and Principals to provide support and challenge, and to encourage collaboration and school-to-school support
- Experience of identifying needs for, strategically directing and leading cultural and organisational change to deliver educational improvement in challenging circumstances in a complex environment
- Experience of controlling and managing significant budgetary and other resources and successfully delivering educational excellence within these

**Other Relevant Information eg. working hours or desirables (only if applicable)**

- Qualified Teacher Status is desirable.
- Direct senior management experience in one or more of the services relevant to the Children and Young People’s Service is desirable.

**Core Behaviours**

**Thinking**

**Planning and Organising...** Managing time, competing priorities and resources in a structured way.

Takes collective ownership for challenging and shaping clear and innovative strategies for CoL.

Ensures vision, strategies and change initiatives are cascaded to all staff.

Takes an active role in contributing to long-term financial and business planning Processes.

Establishes clear internal and external success criteria for education plans and initiatives, and reviews progress against these rigorously – addressing issues as required.

**Analysis and Problem Solving...** Analysing information logically, drawing on one’s knowledge and experience base and calling on other references and resources as necessary to generate appropriate and/or creative solutions.

Plans both strategic and tactical approaches to minimise organisational obstacles and resistance when implementing change.

Encourages autonomy, and creates a culture where staff have the freedom and space to think differently.

Fosters cooperative problem solving approaches across the department and beyond.

**Organisational Understanding...** Continually building one's understanding of CoL's structures, priorities and processes. Being sensitive to the work environment and personalities and understanding the impact of our own decisions and activities on other parts of the organisation.

Astute political acumen and awareness gained in complex organisations either within the public or private sector with diverse stakeholders.

Recognises unspoken organisational and departmental limitations at CoL - what change is and is not possible at certain times.

Uses understanding of organisational subcultures to break down silos and 'them and us' mentalities and promote corporate understanding and working.

Accurately reads key power relationships with key stakeholders, members and partners

Understands the reasons for ongoing ineffective organisational behaviour; recognises and articulates potential issues or problems and implements specific changes in functions, or structure to address them.

## **Building Relationships**

**Communication and Influence...** Presenting information and arguments verbally or in writing to improve understanding, influence outcomes and foster engagement and support.

A firm commitment to consultation and communication both internally and externally supported by an inspirational personality and excellent communication skills.

Ability to establish positive relationships and fruitful partnerships between elected Members, senior managers, key players in the City of London and in London local government.

Works effectively with members and key stakeholders and influences behind the scenes to reach desired outcomes.

Presents in a highly skilled, engaging and confident way; commanding respect  
Able to present complex information prepared by others, and handles queries and challenges with confidence.

Encourages open appropriate and transparent communication through establishing and participating in top-down, bottom-up and cross-organisational frameworks, forums and networks.

**Team Working...** Using appropriate interpersonal skills and working cooperatively to contribute to the development and management of positive and cohesive teams and partnerships within CoL and beyond.

Promotes greater cross-departmental working, building links with key players across departments – fostering a ‘one department’ approach.

Identifies potential strategic partners cross borough, commercially, nationally and where appropriate internationally.

Works to ensure partnerships are collegial and mutually beneficial, addressing performance or communication issues swiftly.

Confronts and resolves organisational conflict, entrenched positions and major relationship breakdowns.

### **Self-Managing**

**Accountability...** Being responsible for one’s own actions, seeing things through, doing what we say we will.

Sets the tone for department through role-modelling ethical behaviour, and personal accountability for delivering on promises made to members, customers, stakeholders, partners and staff.

Takes active steps to develop a culture where individuals at all levels take responsibility for their own actions and for seeing things through.

Puts systems in place to ensure self and colleagues are answerable to all key stakeholders when introducing policy initiatives or major organisational change.

Takes collective accountability (with senior colleagues) for sponsoring, supporting and driving change and corporate initiatives.

**Learning Focus...** Continually learning and improving own knowledge and understanding. The ability to assimilate and apply new information and the lessons of experience.

Establishes systems and processes to facilitate the sharing of knowledge, information and expertise across the department and beyond.

Links benchmarking and ideas from other sectors with learning and continuous organisational improvement.

Ensures organisational systems are in place to evaluate learning/performance improvement/value-for-money from major initiatives, organisational change, past successes and failures.

Acknowledges own areas for improvement and those of members – encouraging organisational performance improvement through continual learning ‘at the top’.

**Change Orientation...** Being open to new ways of doing things; adapting behaviour and work methods in response to new information, changing conditions, or unexpected obstacles.

Drives far-reaching, long-term and multi-faceted organisational change initiatives, engaging and empowering key players to share ownership and accountability.

Sets the tone for organisational change, is positive, upbeat and optimistic.

Personally communicates the reasons for complex or major organisational change at all Levels.

Ensures organisational support structures and coping mechanisms are in place to support staff through change.

## **Achieving**

**Customer Focus...** Understanding and responding to customer needs (either internal or external customers), demonstrating a passion for high quality customer service and placing the customer at the very heart of what we do at CoL.

Places the City’s diverse customer needs at the heart of business strategy ensuring real returns are derived.

Works tirelessly to engage with the user community in order to understand needs, issues and requirements – adjusting plans accordingly.

Actively creates a customer-focused culture across the organisation, challenging poor or out-dated practices.

Fosters a climate of transparency, trust, and respect across the department and beyond.

**Drive and Perseverance...** Maintaining a high degree of motivation and commitment to producing work of the highest possible standard at CoL, finishing what we start even in the face of challenging obstacles.

Isolates key organisational and departmental challenges channelling energy, time and resources appropriately.

Sets the highest possible organisational standards for work quality and adherence to deadlines, standards, agreements and promises.

Maintains (and demands) a relentless sense of purpose and focus on delivering outcomes for key stakeholders.

Benchmarks CoL's performance against a wide range of international, cross-sector standards of excellence.

## Leading

**Leading and Empowering...** Creating a compelling future for colleagues; motivating and encouraging commitment and involvement through delegation, support and coaching.

An experienced, energetic and inspirational leader who has been an instigator and champion of change able to gain the commitment of others to the organisation's vision and strategic objectives and maintain an excellent team spirit.

Is a visible presence conveying with passion a compelling vision and clarity of purpose for all staff, commanding respect.

Astute political acumen and awareness gained in complex organisations and with diverse stakeholders.

Through both words and actions is able to create, manage and inspire change across the department and CoL.

Empowers key players and talented staff from across the department to take on a greater role in driving performance improvement.

A firm commitment to consultation and communication both internally and externally supported by excellent communication skills. Able to promote the organisation effectively.

**Developing and Recognising Others...** Nurturing the skills, behaviours, talent and potential of individuals and teams through training, development, coaching and feedback – acknowledging and valuing the contribution they make.

Looks ahead to understand how strategic challenges impact upon the skills and behaviours required across CoL.

Puts talent management as a departmental and organisational priority.

Develops clear reward and recognition strategies, and takes time to recognise staff at all levels and in all CoL locations for the contribution they make.

**Managing Business Performance...** Setting and managing clear and stretching



performance expectations for individuals, teams and partners – accepting accountability for own results and those of the team.

A strong champion of performance management and the crucial role of a high calibre, committed, motivated and diverse workforce for the delivery of excellence.

A strong track record of performance improvement in a large complex organisation delivering excellence in customer service. A keen business mind able to provide vision and strategic direction.

Sets ambitious targets to drive performance, organisational pace and efficiency over the medium to long term.

Changes organisational strategies and structures to improve performance and provide greater focus and alignment with organisational goals.

Develops organisational contingencies and forecasts once potential problems have been identified.

Ensures sufficient financial flexibility is retained within budgets to meet changing organisational needs.

### **Recruitment – Note to Applicants**

***These key skills and core behaviours will be used in the decision making process for recruitment. Please give examples of how you have exhibited these behaviours in your previous role(s). It is essential you address each of these on the application form on the section for supporting information.***

***Be as specific as possible, we cannot guess or make assumptions, but will assess your application solely on the information provided. Try to provide evidence, by examples, where possible, of skills, knowledge and experience contained in this person specification.***



**Job Title:** Head Teacher/Head of Education

**Rank:** 1

**Basic Pay in Sterling Per Year**

Selection Criteria	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile
<b>National Range</b>	43193	50992	59991	72589	89986
<b>Turnover</b> £50M-£100M	43193	50992	59991	72589	89986
<b>Employees</b> 1001-4000	46649	55071	64790	78396	97185
<b>Industry</b> Public Administration	42761	50482	59391	71863	89086
<b>Region</b> North East	41465	48952	57591	69685	86387
<b>County</b> Central London	50104	59151	69589	84203	104384

**Average of all completed ranges including and excluding National Salary**

<b>Including</b>	44561	52607	61890	74887	92836
<b>Excluding</b>	44834	52930	62270	75347	93405

**Typical level of bonus in addition to Basic Pay**

<b>Bonus</b>	1703	3546	7036	12206	19708
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**Typical % of employees at this level with a bonus**
**36%**
**Croner Reward Rank 1 - Medium Sized Companies**

Annual Turnover of between £25 million and £200 million

## BENEFIT

## PROVISION

### COMPANY CARS

Car provided to:	53% of job holders
Typical make and model (Diesel):	Audi A4 2.0 TDi S Line 4 Door
Typical list price:	£29,260
Average monthly lease value:	£520
Median mileage allowance for private car on company business:	
1000cc	28p per mile
1500cc	30p per mile
2000cc	37p per mile
2500cc	30p per mile

### COMPANY PENSIONS

92% of job holders are in a scheme	<b>Typical Contribution Rates</b>	
<b>Type of Scheme %</b>	<b>Employee</b>	<b>Employer</b>
Defined Benefit 38.3%	7.0%	14.9%
Defined Contribution 61.7%	5.0%	9.5%

### HEALTH SCHEMES

Private Health Insurance :	Offered by 71% of companies
Permanent Health Insurance :	Offered by 47% of companies
Life Assurance (x annual salary):	Offered by 80% of companies Typically x 4 salary

### HOURS OF WORK

Typical weekly hours of work:	37.5
Flexitime (% of companies with):	21%

## HOLIDAYS

Annual holiday entitlement - Excl Bank Holidays (most common indicated):	25 days (37% with)
Percentage of companies offering a long service increment:	58%

## SUBSISTENCE ALLOWANCES

*Subsistence allowance (median):*

Breakfast	£6.00
Lunch	£7.00
Dinner	£18.00
Overnight	£70.00

Where benefits information is selected (or provided automatically in a product), the data presented are National Averages, tailored to the size of the job and the organisation's turnover (if selected).

This analysis has been produced from data which was current on 1/11/2016 from Croner Reward's constantly updated pay and benefits database. Our database has data on over 200,000 employees in 4000 organisations with a combined workforce of 5,000,000. For more information about Croner Reward's surveys and participant discounts, click on the hyperlink to the Croner Reward Website or visit us at [www.croner-reward.co.uk](http://www.croner-reward.co.uk).

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<b>Committee:</b>	<b>Date:</b>
Establishment Committee	17 January 2017
<b>Subject:</b> Former Officers As Members	<b>Public</b>
<b>Report of:</b> The Comptroller & City Solicitor	<b>For Information</b>
<b>Report author:</b> Michael Cogher, The Comptroller & City Solicitor	

## Summary

This Report sets out, at the request of members, the main legal and governance issues which arise where former officers are elected as Corporation members. As will be seen, there is no legal bar on a former officers becoming members and existing governance arrangements under the Members' Code of Conduct and the Court's ability to choose committee membership should be sufficient to deal with any concerns members may have. Any attempt to impose contractual restrictions post termination would, as will be explained, be unlawful.

### Recommendations

That members note the contents of this report and the legal position.

## 2. The Legal Position

- 2.1 In order to be a candidate in a Corporation or local authority election a prospective member needs to satisfy requirements for qualification and not be disqualified.
- 2.2 In the case of the Corporation, the City of London Municipal Elections Act 1849 contains the relevant statutory provision in respect of disqualifications for Corporation members and it contains no disqualification provisions for former officers. As the disqualification provisions derive from an Act they are not capable of modification through an Act of Common Council.
- 2.3 The issue of officers holding elected office in local government was a significant issue in the 1980s, and became known as "twin tracking". The position was considered by the Widdecombe Committee which concluded:

"The overwhelming view in the evidence we have received has been that officers should continue to serve the council as a whole... There

has been equally wide agreement that the public service tradition of a permanent corps of politically impartial officers should be retained”.

- 2.4 This resulted in the political restriction provisions of the Local Government and Housing Act 1989 (“the Act”) and associated regulations, which applies to the Corporation qua local authority. The Act and regulations prohibit holders of specified “politically restricted posts” (including all Chief Officers and Deputy Chief Officers) from becoming or remaining a member of a local authority or Parliament. Moreover politically restricted officers may not whilst employed announce that they intend to stand for election as a member of any authority or Parliament, and certain other restrictions are imposed in relation to holding office in a political party (but not prohibiting membership), canvassing and political advocacy and publicity.
- 2.5 However, the provisions recognise that a politically restricted post-holder may resign in order to announce their candidature and whilst relevant serving officers are politically restricted in the interests of neutrality, there is no bar to former officers becoming members of their former authority.
- 2.6 It should also be noted a member of a local authority may not become a paid officer of that authority whilst a member or for 12 months after they cease to be a member (s.116 Local Government Act 1972) although this provision does not apply to the Corporation.
- 2.7 Nor may a paid officer of a local authority become a member of that authority under s.80 of the Local Government Act 1972. Again, this provision does not apply to the Corporation and it would appear that there is no statutory bar to a non-politically restricted officer from becoming a Corporation member. However, given this apparent lacuna and undesirability of such a contingency the Corporation would probably be able to fairly dismiss such an employee should the situation arise.

### **3. Conflicts of Interest**

- 3.1 Potential conflicts of one form or another are of course extremely common and the Corporation has systems in place to appropriately manage such conflicts. In broad terms potential conflicts can range in risk and severity and how they are judged, with some requiring formal action and others none at all.
- 3.2 For example, legal or formal conflicts may arise where clear pecuniary or non-pecuniary interests are engaged, where there is a real danger of bias, or where there are other formal requirements to deal with the conflict such as charity rules.



- 3.3 The Corporation manages such conflicts through its Members' Code of Conduct and Protocols. In many cases it will be possible for an officer e.g. a lawyer to determine whether a formal conflict arises or not.
- 3.4 However, other conflicts can be more subtle and less easy to determine. Often it will be for a member to determine themselves in accordance with the general (Nolan) Principles of Public Life (selflessness, integrity, objectivity, accountability and openness). In some cases a particular action by a member may not be a breach of a formal rule or the Nolan principles but may nonetheless be seen by others to be inappropriate or undesirable.
- 3.5 All members join the Court with their own outlook, motives and interests. However a former chief officer is likely to be in a unique position, having overseen a major Department for many years, particularly if it is one whose functions cuts across a large number of committees and activities.
- 3.6 There are clearly likely to be instances where, despite there being no strict legal bar, it could be seen as inappropriate for a former officer to be involved, particularly in matters relating to their former department.
- 3.7 For example, it is a fundamental principle of the scrutiny function that a member should not be involved in scrutinising a decision which they themselves participated in. Clearly Corporation committees exercise a joint executive and scrutiny role including monitoring performance and holding officers to account. It is also an accepted rule of good practice that a member should not sit on a committee where their interests are likely to prevent them from fully and properly participating in its business.
- 3.8 Thus it would probably not be appropriate for a former officer to be involved in scrutinising decisions and actions of their department which are connected with that persons "watch". Such an officer may also have a perceived conflict in any proposed changes such as a change in business strategy or in the organisation of the department.
- 3.9 That having been said it would not necessarily be unlawful or a breach of the Code for a member to do so. Each case would need to be analysed on its merits. It may however be difficult for such an officer to appear objective in matters relating to their department, whether they seek to support it or to challenge it in any given case and of course objectivity is one of the Nolan principles which falls to be considered under the Code of Conduct. There are of course softer management issues arising out of such a member's new relationship with their former colleagues.
- 3.10 The answers to these more nuanced problems rest with the Court which has the power to determine through committee membership arrangements, which committees such a member will sit on. This

enables the Court to deal with circumstances which, whilst not overtly unlawful or otherwise prohibited, do not “feel right” to the majority of members in all the circumstances.

- 3.11 Any alleged breach of the Code of Conduct arising will of course ultimately be a matter for the Corporation’s Standards arrangements in the event of a complaint.

#### **4. Contractual Restrictions**

- 4.1 It has been suggested that the Corporation should seek to impose contractual restrictions on officers from becoming members within a certain period of their employment ending. Such proposals would not, in the view of the Comptroller and City Solicitor, be enforceable or lawful.
- 4.2 Parliament has considered the issue of officers becoming members and determined that certain senior officers cannot stand in relevant elections whilst they are officers in the 1989 Act. It chose not to place any restrictions on former officers. Thus provided a former officer is qualified and not disqualified under electoral law they have a civil right to stand for election and hold office if successful. A contractual term which seeks to restrict such a civil right would, in the view of the City Solicitor, be void as a breach of public policy because such a contract would purport to remove legal rights conferred on individuals as citizens in a democratic society.
- 4.3 Furthermore, such an attempted restriction would, in the opinion of the City Solicitor, be a breach of Article 10 of the European Convention on Human Rights and Freedoms on the basis of the decision in *Ahmed and Others v. UK* [1999] IRLR.
- 4.4 In that case a number of local government officers affected by the restrictions outlined above brought proceedings in the European Court of Human Rights claiming that the restrictions of the 1989 Act infringed their convention rights.
- 4.5 Human Rights law recognises that convention rights can be restricted by a State where such restrictions are prescribed by law and are necessary and proportionate in the pursuit of legitimate aims e.g. the prevention of crime and disorder.

Thus Article 10 provides as far as is relevant:-

“1. Everyone has the right to freedom of expression. This right shall include freedom to hold opinions and to receive and impart information and ideas without interference by public authorities and regardless of frontiers...

2. The exercise of these freedoms, since it carries with it duties and responsibilities, may be subject to such formalities, conditions, restrictions or penalties as are prescribed by law and are necessary in a democratic society , in the interests of national security, territorial integrity or public safety, for the prevention of disorder or crime, for the protection of health or morals, for the protection of the reputation or rights of others....”

- 4.6 In Ahmed it was recognised by the European Court of Human Rights and the parties that the political restrictions imposed by the 1989 Act and regulations were an interference with the officers’ Article 10 Rights as their involvement in certain forms of political activities were curtailed. The question for the Court was therefore whether that interference was prescribed by law and necessary and proportionate to achieve a legitimate aim. The Court considered that the interference was prescribed by law (the 1989 Act) and that it was legitimate in all the circumstances to ensure confidence in public administration. The officers’ challenge therefore failed.
- 4.7 However, the corollary of the decision in Ahmed is that an attempt by a public authority to curtail an employees’ rights to engage in political activity under Article 10, other than by the proper application of legislation, would be an unlawful interference with the human rights of such employees and that the absence of statutory restrictions is fatal to such a suggestion.

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<b>Committee(s):</b> Establishment Committee	<b>Date:</b> 17 <sup>th</sup> January 2017
<b>Subject:</b> Involvement of external parties in City of London Recruitment	<b>Public</b>
<b>Report of:</b> Director of Human Resources, Chrissie Morgan	<b>For Decision</b>
<b>Report author:</b> Janet Fortune	

## Summary

This paper seeks to clarify the position for Members of the inclusion of interested parties and stakeholders in the recruitment of City of London staff. The principals contained here are about best practice in the interests of both the City and applicants to posts. It clarifies the roles in particular where the role is customer facing, or involves large groups of stakeholders or interest groups. The role of the line manager is to manage the service provision which includes selection and management of relevant resources. Stakeholders are concerned with the service provided.

## Recommendation(s)

Members are asked to:

- Agree that only City of London employees or Members can take part in the assessment or appointment of candidates for posts in City of London and that external parties are excluded from any assessment, except if we are legally obliged to do so.

## Main Report

### Background

1. The recruitment of City of London employees is the responsibility of the Chief Officer for Grades A to J. The Chief Officer will usually delegate this responsibility to the line manager of the post. There have been a number requests for external parties to be involved in the recruitment, this paper seeks to clarify the position.

### Current Position

2. The Recruitment and Selection Policy is intended to promote best practice in recruitment of new staff. It is currently silent on the make up of panels or assessment groups, as it is assumed that these will only be City of London employees or Members. This policy will be reviewed in 2017. In the meantime there is a need to clarify the position of external parties.

3. External parties are defined as any person or organisation who is not an employee of the City of London, this includes those on School Boards who are not Members, and members of other Boards or Groups which may be wholly or jointly run by City of London, stakeholders or other interested parties.
4. It also includes any person who is working at the City of London, but is not employed by the City, i.e. as a consultant/contractor and includes anyone who may be employed by the City of London on an interim contract who is either currently filling the role or associated with it.
5. These groups or individuals are not responsible for the management of the service but they may be partners, or recipients, or represent recipients of the service. School Boards are an exception and ex officio members can be on final panels but the proportion of non Members (of COL) cannot outvote the Members.
6. For all other groups their interest is in the service provided not the management of that service.
7. In City of London only full members of the recruitment panel can make the final selection of the successful candidate. Full members of the recruitment panel will be either City of London employees or Members. There are roles for which it is appropriate and in some cases normal for an external party or parties to be involved in either an assessment day or the final interview. On these occasions the party is present for giving information to the panel – as in a technical expert – and does not have ‘voting rights’ on the final interview or any assessment.
8. It is fundamental to the values of the organisation that all information about or given by applicants is confidential, and this can be very difficult to achieve where external parties are involved. For some roles it is common practice to involve stakeholders, where schools are involved for example, children are often involved in meeting the candidates, as stakeholders. This is permitted in these circumstances but not as a matter of course.
9. Subordinates to the role should never be involved in any assessment or appointment, however, where, for example, there needs to be an assessment of financial competence it is possible for someone from the peer group to be involved. An HR person should be on every final interview for Grade H and above.
10. Where Members are involved in the final assessment their inclusion is by definition of their role, i.e. as Chairman of the relevant committee. Members of relevant sub committees or boards can be included by invitation of the Chairman of the Recruitment Panel. However if they have a conflicting external interest, they should declare this and would normally be excluded.
11. The recruitment panel should see all applications to the post. Where Executive Search is used, or any other resourcing assistance, the consultants will do the first sift by dividing the applicants into groups, from recommended for short/long list to not recommended. However all applications are considered by the full recruitment panel and the short/long list is agreed by it.

12. Where there are parties with a genuine interest, but who would be excluded from the assessment process, it would be acceptable for them to be consulted on the revision to the job description or person specification.

### **Corporate & Strategic Implications**

13. There are often requests for subordinates to be involved in the assessment of the candidates, usually for senior/chief officer posts. These have been specifically excluded by this policy. This is because management teams, although told not to assess the candidates, just to meet and greet them, do make judgements and if their choice is different to the final panel, it can cause difficulty for the successful applicant who was not their choice.

### **Implications**

14. There are no financial or legal implications to these proposals. Should there be a post which we are legally obliged to include an external body representative, that would override these proposals

### **Conclusion**

15. The Recruitment and Selection Policy is intended to promote best practice in recruitment of new staff. It is currently silent on the make-up of panels or assessment groups, as it is assumed that these will only be City of London employees or Members. This policy will be reviewed in 2017. In the meantime there is some confusion about the roles and a need to clarify the position.

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<b>Committee(s):</b> Establishment Committee	<b>Date:</b> 17 <sup>th</sup> January 2017
<b>Subject:</b> Template for Restructure Reports	<b>Public</b>
<b>Report of:</b> Director of Human Resources, Chrissie Morgan	<b>For Decision</b>
<b>Report author:</b> Janet Fortune	

## Summary

This report is in response to the Committee's request to have more standardised information when they are considering proposals for restructures. The Committee requested a template for departments and for this template to include full financial costs. The template is provided at Appendix 1.

### **Recommendations**

- The Committee is recommended to agree the use of the template for Committee reports from their first Committee in 2017.
- It is further recommended that the Committee agree the general process and definitions for reports coming to Establishment Committee
- It is also recommended that the Committee ask the Director to come back to Committee in later in the year with recommendations on simplifying the system with further appropriate delegations to officers where appropriate.

## Main Report

### **Background**

1. Establishment Committee receives a number of restructure reports from Departments and is asked to agree if consultations can proceed on the proposals. There is confusion among departments as to when a report should come to Committee and when it's a minor restructure without any service delivery changes. The definition of 'minor' and 'major' are open to different interpretations.
2. Perhaps because of this confusion Chief Officers', and because it is not well understood why the report comes to Establishment Committee, reports differ widely in the information they include.
3. At a previous meeting Members requested that the reports should be standardised, particularly in relation to the financial information. This report seeks to gain agreement on the current process and offers a template guide to the contents of a 'restructure report'.

## **Current Position**

4. Establishment Committee has a responsibility, among other things, under 4 (a) of its Terms of Reference for; Workforce Planning and Organisational Reviews. The advice that we give Chief Officers is that a minor restructure is one which;
  - Has no financial implications, i.e. there are no redundancies anticipated and no increased costs of the restructure and
  - involves 5 people or less of Grade H and below, and
  - has no anticipated consequences for other parts of the department or City of London.
5. We would also advise that any proposals that included the transfer of staff to an external contractor under TUPE regulations is also brought to this Committee. The second bullet point refers to Grade H and below, we advise that in most cases a restructure involving a change for a Grade H, I or J role would be considered 'major' and would come to Establishment Committee.
6. There may be some service delivery issues but we advise that these are a matter for the Service Committee. Where issues cross more than one Service Committee there is provision for a Change Panel to be convened so that all parties can hear the proposals and discuss these at one meeting.
7. Where the restructure is considered major or significant we advise that a report should be presented first to the Service Committee and then to Establishment Committee. We advise that this should be done at the earliest stage of the proposal so that the Service Committee and Establishment Committee are able to comment before consultation begins.
8. Chief Officers have, of late come to Committee when the proposals are more defined but often without a clear business case for change. There are some issues with the timing of Committees and so I will be bringing forward a report later in the year on how some stages of the process could be delegated, without losing Establishment Committee's important input to these processes.
9. At this stage I am suggesting that we use the template and guidance attached at Appendix 1 and that this is presented to the Establishment Committee at the proposal stage. I am suggesting that the Committee agree that the proposal and allow the Chief Officer to proceed with both professional and personal consultation, as is the case now, providing that there are no significant changes as a result of the consultation. As now Establishment Committee would expect a report back at the conclusion of the change with reference to the achievement of business benefits, including savings and actual costs.

## **Proposals**

10. It is proposed that Establishment Committee agree the template with any additions or subtractions they consider appropriate. It is further proposed that the Committee ask the Director of HR to bring a report back later in the year too further simplify and standardise the process.

### **Corporate & Strategic Implications**

11. The standardised template should simplify the process and should have no negative implications.

### **Implications**

12. The template asks for Business Benefits, there may be a negative reaction to this from Chief Officers as they may feel this is the role of the Service Committee.

### **Background Papers:**

**Appendices:** Appendix 1 is the template with guidance. It is intended this would be used as the report.

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## Appendix 1

### **Template report for Committee on Structure changes.**

**The report is of the Chief Officer and is for Decision it will usually sit in the non public part of the agenda.**

#### **Summary**

*The report should be summarised in the normal way. This section should always include, in summary, the problem being addressed by the restructure and the gain anticipated from the change. The business case for change, in effect. This section should also include the scale of the change and indicate what costs are involved. Actual highest and lowest costs should be more detailed in the report;*

#### **Recommendations**

**The recommendations will be to agree that the Chief Officer can start consultation and providing there are no significant changes as a result of consultation, that the change can proceed.**

#### **Background**

- **Brief history of the function and the background to any changes**  
*Brief history should include any changes in the last 5 years such as 'was restructured in 2014 following legislative changes, at that time capacity in the x service was increased to meet these changes'. It is important to provide all historic restructure data across the department.*
- **Current issues**  
*This section should include an outline of the problem that is being resolved by the proposals for structural change. These might include the need to make savings, legislative changes, increased/reduced demand, changing service delivery due to demand such as transferring face to face to online. In this section the business benefits should be outlined to include any financial savings and/or other benefits such as service improvements  
How the business benefits will be realised should also be included here.*
- **Proposals**  
*Principally this section is about outlining the proposals to address the issues and ultimately realise the business benefits. Where there are service reductions/increases the impact of these is for the Service Committee to consider but a brief outline should be included here so that the Committee understand the reasons for the change and therefore have an overview of all significant change in the organisation. It is also helpful when the JCC meet as these issues might be raised in a different context.  
Where there is the potential for reducing or increasing the number of posts, whether those posts are vacant or filled, these should be included here and full costs given. Full costs should include 'on costs'. If the number of increased posts is more than 2 an allowance should be made for increasing the Training Budget and any other related budgets such as travel/other expenses/overtime so that full financial impacts can be assessed.*

*At an early stage in the proposals it unlikely that individual costs will be known, and in any case this section should not identify individuals. So the cost of terminating any of the affected posts should be shown as a lowest and highest cost. Where posts numbers or existing post grades are proposed to increase this section should also anticipate the costs of the new model, which means that a market comparison should be made so that the potential for an MFS is included in the cost benefit analysis in the business case.*

*The Committee are also interested in the span of control of managers. This needs to be summarised but can be in general terms such as, 'on average the 2<sup>nd</sup> and 3<sup>d</sup> tier managers have 4 direct reports. This average is not affected by these changes.*

- Consultation and timetable

*This section should summarise the intended consultation and the likely timetable/project plan.*

- Corporate and Strategic implications

*This section should highlight any implications for other departments and for the Strategic Objectives. This section should include any financial, legal or HR implications and it should make reference to any potential negative or positive issues for diversity. At the early stage of the proposals it is difficult to provide before and after structure charts but an existing structure chart showing grades and gender should be provided and an indication of which posts are likely to be affected by the proposals.*

- Background papers

*It is important here to refer to any previous reports of restructures in the Department even if they do not involve the current restructure.*

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<b>Committee(s):</b> Establishment Committee	<b>Date:</b> 17 January 2017
<b>Subject:</b> Equality and Inclusion Update	<b>Public</b>
<b>Report of:</b> Director of Human Resources	<b>For Information</b>
<b>Report author:</b> Tracey Jansen, Town Clerk's Department	

## Summary

This report provides Members with an update on equality and inclusion initiatives since my last report. The report advises Members of our plans to undertake a self-assessment against the Equality Framework for Local Government; Chief Officers' renewed commitment to embedding equality and inclusion in their departments; new training, support and committee report writing guidance; and our response to recent legislative changes.

## Recommendation

Members are asked to note the report.

## Main Report

### Background

1. At the meeting in October 2016 an update on the recruitment of senior staff was given. The Committee was also provided with advance copies of the Equality and Inclusion Annual Report. This report provides a more detailed review of equality and inclusion activity over the past few months.

### Current Position

2. The Equality and Inclusion Board has continued to review progress against the 2016 Action Plan (Appendix 1). The new 2017 Action Plan will be developed following the completion of a Self-Assessment against the Equality Framework for Local Government (EFLG) to ensure a more robust action plan which demonstrates clear progress in embedding the equality and inclusion agenda across the City Corporation. The terms of reference for the Equality and Inclusion and the Staff Diversity Networks will be reviewed and considered by the Board at its January meeting.
3. It has been agreed by Summit Group that all Chief Officers will be invited to attend the Equality and Inclusion Board once a year to provide an update on how they are embedding equality and inclusion at the departmental level.

4. Chief Officers have also been asked to agree local equality measures to track the City Corporation's progress in meeting the Equality Objectives for 2016-2020 (a requirement under the Public Sector Equality Duty).
5. All Chief Officers have been asked to develop and monitor a departmental Equality & Inclusion Action Plan. This Action Plan will highlight how each department intends to address equalities issues and comply with the Public Sector Equality Duty.

### **Training and support**

6. Three new online equality and inclusion training modules have been developed on City Learning and will be promoted through Colnet and other internal communications channels:
  - Equality in the Workplace
  - Equality Act 2010
  - Equality Analysis.
7. A series of Equality Analysis training courses for departmental equality representatives and HR Business Partners will be delivered in February and March 2017.
8. The Equality & Inclusion hub is on the opening page of the intranet and includes resources and information on all equality and inclusion issues.

### **Committee report writing guidance on equalities**

9. New committee report writing guidance on addressing equalities in line with the Public Sector Equality Duty (PSED) is now in place and can be accessed on Colnet.
10. An audit of committee reports will take place in 2017 to identify how equalities considerations are being included in Committee reports where appropriate, and findings will be reported back to the Committee.

### **Staff Networks**

11. The Staff Networks have continued to hold quarterly meetings for their members and have also hosted various events for all staff in this financial year.
12. The Network leads were invited to participate in the recruitment process for the Director of Open Spaces and will be included in future Chief Officer recruitment exercises.

### **Code of Practice on the English language requirement for public sector workers**

13. The Immigration Act 2016 has introduced a statutory duty to ensure that all public authority workers working in customer facing roles speak fluent English or Welsh to an appropriate standard (the 'fluency duty'). The Code of Practice on the English language requirement for public sector workers has been issued under Part 7 of the Act.



14. The Code usefully sets out the considerations that public authorities need to take into account to meet the new duty placed on them. The aim of the requirement is to contribute to efficient and effective public services. The code sets out:

- the scope which includes all workers not just employees, but currently excludes the voluntary sector and private sector providers of public services;
- how authorities can set standards and in this regard it is not intended that the duty will be onerous particularly as local authorities will almost certainly have in place, as we do person specification requirements regarding communication skills;
- remedial action where workers do not meet the required level of fluency which follows good practice and established case law.
- the complaints procedure that must be followed in respect of a complaint made by members of the public under the fluency duty;
- guidance on compliance which references the Equality Act 2010 and specifically the Public Sector Equality Duty.

15. Our initial assessment is that there will be little impact on our own employees and recruitment practice but a more detailed consideration of the implications is underway. A separate review of the City Corporation's customer complaints procedure for members of the public will also need to be undertaken to consider the implications of the duty.

### **Gender Pay Gap**

16. The Regulations relating to public bodies is expected in the new year capturing data from 1 April 2017. We are intending to undertake a trial report at the end of the financial year which will help to identify and address any issues in reporting.

### **Appendices**

Appendix 1 – Equality and Inclusion Action Plan 2016

### **Background Papers**

Code of Practice on the English language requirements for public sector workers

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## The City of London Corporation **Equalities and Inclusion Action Plan** January 2016 to December 2016

The following action plan sets out what the City of London Corporation will do over the next year to promote equality and diversity; harnessing an inclusive workplace and inclusive services for our customers.

This is a living document and will be reviewed and amended as appropriate. We welcome views on the priorities identified. Comments should be sent to Tracey Jansen, Head of Corporate Human Resources and Business Services [tracey.jansen@cityoflondon.gov.uk](mailto:tracey.jansen@cityoflondon.gov.uk) Moushumi Bhadra, Project and Equalities Manager (DCCS) [moushumi.bhadra@cityoflondon.gov.uk](mailto:moushumi.bhadra@cityoflondon.gov.uk) and Lorraine Burke, Interim Head of Projects & programmes (DCCS) [lorraine.burke@cityoflondon.gov.uk](mailto:lorraine.burke@cityoflondon.gov.uk)

Using a RAG (red, amber, green) system to review the progress of the action plan, all actions are currently green and are ongoing as of September 2016.

No.	What is the challenge?	Ongoing actions	Lead	Delivery	Expected Outcomes	RAG
1	A need for scrutiny and corporate oversight of equalities work across the organisation	Quarterly meetings of the Equalities and Inclusion Board chaired by the Town Clerk, to include: <ul style="list-style-type: none"> <li>• Provide regular updates on equalities to Summit meetings</li> <li>• Annual report to Summit and COG</li> <li>• Review, development and agreement of new priorities and action plan for the E&amp;I Board</li> <li>• Regular engagement with the Staff Networks and the Equality Representatives to develop the Corporation's understanding and consideration of equalities issues</li> <li>• Sign off of the annual equalities report.</li> </ul>	DCCS (MB)	On-going through to December 2016	<ul style="list-style-type: none"> <li>• Improved corporation-wide response and a joined up approach to equalities and inclusion</li> </ul>	
2	To improve corporation-wide understanding and adherence to the Public Sector Equality Duty (PSED).  Embedding equalities and inclusion in management and staff development to support the wider PSED responsibilities and to lead by example	<ul style="list-style-type: none"> <li>• Review of the existing reporting process and monitoring of the Corporation's progress against equality aims (i.e. reduce inequality, eliminate discrimination, and nurture good relations and develop cohesive communities)</li> <li>• Identify Departmental specific equality measures that can be fed in to monitoring &amp; reporting of equalities</li> <li>• Equalities training offer to be reviewed and refreshed</li> </ul>	DCCS (MB) / COs  HR (TJ) DCCS (MB) Committee Services	On-going through to December 2016	<ul style="list-style-type: none"> <li>• Fulfil the statutory PSED reporting and accessibility requirements.</li> <li>• Enhance the reputation of CoL as an organisation with a strong commitment to equalities and diversity.</li> <li>• Staff awareness of the PSED</li> <li>• Deliver equalities training to Members as part of Member Development Programme and induction of new members around the PSED</li> <li>• Committee reporting guidance to include reference to compliance with the Equality Duty and where Equality Analysis has been completed</li> </ul>	
3	To comply with the PSED and embed the consideration of equalities into the corporation's decision-making frameworks – to mainstream the process of assessing the equality implications of policy making so that it takes on a more constructive nature and informs the formulation of policy from beginning to end.	<ul style="list-style-type: none"> <li>• Put in place an on-going programme of training and support for all staff/managers who will need to undertake EAs</li> <li>• Provide briefings and guidance to members around their roles in relation to equalities in their decision making</li> </ul>	DCCS (MB) HR (TJ)  DCCS/ Committee services	December 2016	<ul style="list-style-type: none"> <li>• A set of objectives with identified measures from across all CoL departments that will enable us to track and monitor how we are progressing against the equality aims as set out in the Equality Act 2010.</li> <li>• Policy and decision making has due regard to the PSED and aims to deliver positive outcomes for people with protected characteristics.</li> <li>• Staff, managers and members are aware of requirements around the PSED to ensure</li> </ul>	

No.	What is the challenge?	Ongoing actions	Lead	Delivery	Expected Outcomes	RAG
					that due consideration is made in policy and decision making.	
4	Increase the profile of equalities, diversity and inclusion within the Corporation to support its work and outcomes for service users.	<ul style="list-style-type: none"> <li>Progress the E&amp;I comms strategy around equalities and inclusion</li> <li>Promote and raise awareness of the staff Networks and Equality Champions and their roles</li> <li>Audit Department pages and content on the intranet to consolidate the resources and guidance available to support staff / managers.</li> </ul>	DTC (LMcL) / PRO / DCCS (MB) / HR (TJ)	June 2016	<ul style="list-style-type: none"> <li>Provide staff with resources and guidance to enable them to confidently promote the equality aims in their work.</li> <li>Opportunities are taken to raise the profile of equality &amp; inclusion and to support engagement with communities.</li> <li>There is on-going awareness raising of the relevance of equalities issues.</li> <li>Improvements are made around equalities communications and feedback is used to do this.</li> <li>Colnet guidance and resources are accessible for staff and managers</li> </ul>	
5	<p>Increase employee engagement on equalities related issues</p> <p>Creating a working environment that is inclusive and values the diversity of the workforce</p> <p>Strengthen the role of equalities champions across the organisation</p>	<ul style="list-style-type: none"> <li>Continue to support and work with the Staff Networks</li> <li>Develop the support available to Equalities Representatives to undertake their role.</li> <li>Support regular meetings of the Equalities Representatives (working group) to share progress, challenges and good practice and improve performance reporting</li> <li>Equalities Representatives progress and updates to be fed into the E&amp;I Board</li> </ul>	DCCS (MB) / HR (TJ)	On-going through to December 2016	<ul style="list-style-type: none"> <li>Improved understanding of issues from service and employment perspective, improved levels of staff engagement and job satisfaction</li> <li>Increase the role of the Networks in supporting the embedding of equalities.</li> <li>For the Board to support the Networks in identifying and breaking down barriers to inclusion with CoL</li> <li>To raise the profile of equalities and diversity in employment.</li> <li>Raise of profile of equalities and inclusion within all departments and strengthen ownership of issues</li> <li>Staff have the opportunity to contribute to the development of the equalities agenda in employment,</li> <li>Staff have the opportunity to network with others, to share ideas and have development</li> </ul>	

No.	What is the challenge?	Ongoing actions	Lead	Delivery	Expected Outcomes	RAG
					opportunities.	
6	Active engagement with service users, residents and employees – particularly those from protected groups – to mainstream equalities and help the corporation gather evidence to inform service development and decision-making.	<ul style="list-style-type: none"> <li>• Improve the corporation’s framework for service user engagement to embed user engagement in decision-making processes and ensure a more joined-up approach across the corporation.</li> <li>• Look at how we can capture all the engagement that happens across the Corporation to enable this information to be used to inform decision making.</li> <li>• Work with Committee &amp; Members Services to identify the ways that Committees/Boards/Members are provided with evidence of equalities consideration to inform their decision making.</li> <li>• Raise awareness of equalities issues in departmental newsletters</li> <li>• Guidance for managers on transgender issues in the workplace has been developed. Equality Representatives will be asked to provide guidance and raise awareness of potential transgender issues in relation to the PSED</li> <li>• Customer Service Delivery Group</li> </ul>	DCCS (MB)/ Corporate Performance team	December 2016	<ul style="list-style-type: none"> <li>• Better understanding of our customers to help ensure that due regard is taken in decision making</li> </ul>	
7	Embedding and ownership of equalities in employment consistently across the corporation. Continue to develop HR dashboards to analyse trends and inform HR policy review and development	<ul style="list-style-type: none"> <li>• Commence Recruitment and Selection Project to consider strategic and operational policy and processes around recruitment and selection to address underrepresentation and success rate at the shortlisting and appointing stage of the recruitment process.</li> <li>• HR dashboard data is used to inform workforce development plans</li> </ul>	HR (TJ)	December 2016	<ul style="list-style-type: none"> <li>• Recruitment &amp; Selection Strategy and operational practise reviewed and a planned programme of review and development is agreed and underway</li> <li>• Annual equalities in employment monitoring report is updated and enhanced</li> <li>• Corporate and departmental equalities action plan items are developed</li> </ul>	

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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