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| Committees: Establishment Finance Resource Allocation Sub-Committee Policy and Resources | Date: 9 July 2018 23 July 2018 Urgency Urgency |
| Subject: Committee and Members Services Team – Request for Additional Resources | Public |
| Report of: Town Clerk Report author: Angela Roach, Assistant Town Clerk and Director of Members Services Manager | For Decision |

Summary

1. The purpose of this report is to seek support for increased staff resources within the Committee & Member Services Section of the Town Clerk's Department.
2. This request reflects a) changes within the structure of the Section following the appointment of the new Assistant Town Clerk and Director of Members Services, and b) an increase in the level of Committee and Members Services work overall. Attached at Appendix B is a diagram showing the current staffing structure within the Committee & Member Services Section of the Town Clerk's Department.
3. There were three Principal Committee & Senior Manager posts within the section, each at grade G. Following the recent review of the staffing structure, prompted by the promotion of one of the post holders to the position of Assistant Town Clerk, three senior manager posts are no longer considered necessary for the effective management of the work and the vacant post will be deleted. The costs associated with the deleted grade G post will contribute to the 2% departmental savings that have to be achieved. As a consequence, an existing grade D post will be re-graded to an E to reflect a limited revised distribution of responsibilities.
4. The work of the section has, however, increased significantly over recent months. Since December 2017, an additional eight new Member groups (ie; new committees, sub-committees or working parties) have been created together with increased activity from existing working parties and sub-committees. The section now supports the management of approximately 115 active Member groups or decision-making bodies as well as a range of other duties. The Member Development Programme has also been enhanced to meet modern-day expectations.
5. In order to maintain a) the level of service expected by Members, b) agreed performance standards, c) compliance with relevant legislation and, importantly, d) capacity and resilience, the section needs some further staffing resource. To keep pace with demand and maintain standards, it is proposed that an additional three permanent full-time posts should be created (two at grade D and one at grade E), together with a part-time post (pro-rata grade F), based on 1-2 days of work each week. This latter post is targeted at supporting the work of the Livery Committee, following a request from that Committee for dedicated resources. Further explanation of the need for these additional posts is contained in the main report.

6. There is no funding available within the Town Clerk's local risk budget to meet the additional costs involved which are estimated to be in the order of £190k at the maximum of the grades together with on-costs.

Recommendations

It is recommended that:-

- a) The Establishment Committee support the creation of three further full-time posts within the Town Clerk's Committee & Member Services Section (two at grade D and one at grade E), together with a part-time post (pro-rata grade F), based on 1-2 days of work each week, to support the work of the Livery Committee;
- b) The Finance Committee approve the provision of £111k, to fund the posts as set in (a) above from September 2018 from its 2018/19 contingency; and
- c) The Resource Allocation Sub-Committee and Policy and Resources Committee approve an increase of £190k in the Town Clerk's local risk budget from 2019/20 thereafter to meet the additional expenditure.

Main Report

Background and Current Position

1. The purpose of this report is to seek support for increased staff resources within the Committee & Member Services Section of the Town Clerk's Department. Attached at Appendix B is a diagram showing the current staffing structure within the Committee & Member Services Section of the Town Clerk's Department.
2. Following the retirement of the former Assistant Town Clerk, the opportunity has been taken to review the current structure of the section to ensure that it is fit for purpose. There were three Principal Committee & Senior Manager posts within the section, each at grade G. Three senior manager posts are, however, no longer considered necessary for the effective management of the work and, bearing in mind that one of those posts is currently vacant (following the promotion of the post-holder), it will be deleted. The costs associated with the deleted grade G post will contribute to the 2% departmental savings that have to be achieved.
3. As a consequence of this change, an existing grade D post will be re-graded to an E to reflect a limited revised distribution of responsibilities.

Additional Resource

4. The work of the section has, however, increased significantly over recent months. Since December 2017, an additional eight new Member groups (i.e. new committees, sub-committees or working parties) have been created together with increased activity from existing working parties and sub-committees such as the Gresham Working Party and Local Plans Sub-Committee. The section now

supports the management of approximately 115 active Member groups or decision-making bodies together with a range of other activities, such as facilitating an increasing number of Member development sessions/events and awaydays and regulatory hearings such as those held under the Standards regime and licensing.

5. At the request of Members, the Member Development Programme has been enhanced in recent years to meet modern-day expectations. A schedule setting out the details of all the Member-level bodies currently supported by the Committee and Members Services Team, will follow in a separate document as Appendix D.
6. The new bodies which have been created since December are as follows:-
 - The Procurement Sub-Committee of the Finance Committee
 - The Homelessness & Rough Sleepers Sub-Committee of the Community & Children's Services Committee
 - The Members Diversity Working Party of the Policy & Resources Committee
 - The Financial Assistance Working Party of the Policy & Resources Committee
 - The Capital Buildings Committee
 - The Relocation of the Markets Working Party
 - The Livery Strategy Working Party
 - The Housing Programme Delivery Working Party
7. The degree of work in respect of each group or committee will vary, but it will include all the necessary preparation for meetings, agenda preparation and production of minutes etc. It may also require further and more significant input. For example, over a period of time, the work associated with Capital Buildings will involve a greater contribution as will the work on diversity.
8. A typical example of the work and responsibilities of a grade E post holder within the section is set out in Appendix A.
9. In addition, the post-holder will cover licensing appeals, staff appeals, contribute to Member Development and Members' Services generally, has management responsibilities for two members of staff and is expected to undertake ad hoc project work when necessary. The total number of committee meetings for which agendas, minutes, advice etc are required from this post amounted to 58 in the past year. This excludes those committees which had to be covered during periods of annual leave, sickness absence and recruitment.
10. Understandably, Members expect Committee staff to have read and sense-checked committee reports, ensured corporate/policy aspects have been incorporated within them and that written reports and minutes generally are of a high standard. The level of activity currently allocated to individual members of staff is such that there is insufficient capacity within the section to deliver work consistently and to the required standard and it does not allow for any resilience to be built in. At present, staff within the section find themselves adopting a

reactive approach to the work rather than being pro-active and the introduction of three new permanent full-time posts will help to address this.

11. In order to maintain, a) the level of service expected by Members, b) agreed performance standards, c) compliance with relevant legislation and, importantly, d) capacity and resilience, the section needs some further staffing resource. To keep pace with demand and maintain standards, it is proposed that an additional three permanent full-time posts should be created (two at grade D and one at grade E).

Livery Committee Support

12. The work of the Livery Committee, which is appointed by and answerable to Common Hall, has developed over recent years. Its primary objective, as agreed by Common Hall, is to assist Livery companies in their support for the Mayoralty and the City of London Corporation. It also has the specific responsibility of overseeing the arrangements for Liverymen voting at Common Hall. The Committee's constitution and terms of reference (ToR) is attached at Appendix C.
13. The work of the Committee, in pursuance of its ToR, has become more wide-ranging over time and it now has a number of sub-groups looking at different aspects, including the Livery Communications Working Group, Livery Companies Working Group and the Livery Strategy Working Group.
14. In addition, the Committee holds regular briefings for liverymen, clerks and Masters and Wardens and a written briefing on matters of common interest is produced regularly by the Committee & Member Services Section and circulated to Clerks for wider distribution.
15. The Committee is also keen to develop an existing website about its role and information about the Livery generally.
16. The Livery Committee is currently reviewing its strategic approach and overall objectives. This is being undertaken in tandem with a pan-Livery initiative co-ordinated by the Mercers' Company to bring Livery companies closer together with a greater focus. The Committee has no funding other than an allocation for its annual dinner and it has approached the City Corporation for some additional resource for example, to develop the website. This request will be considered at a separate time.
17. The administration of the Committee has, for many years, been undertaken by the Committee and Members Services Section but the level of activity currently in-hand, means that this support from existing staff resources is no longer feasible. It currently requires a commitment of up to 2 days each week. This report seeks approval to the funding of a dedicated staff resource on a part-time basis at grade F (currently support is provided by an officer at grade G, but a reduction to grade F is considered appropriate). This arrangement will be reviewed after one year.

Financial Implications

18. Based on the top of the scale of the relevant grades together with on-costs, the overall sum required is £190k. This can be broken down as follows:-
- 2 X Grade D Posts - £103k
 - 1 X Grade E Post - £58k
 - 1 X Grade F Post (part-time) - £28k
19. Assuming a start date of 1 Sept 2018 a sum of £111k would be required to fund these posts in 2018/19. Insufficient funds exist within the Policy and Resources Committee's contingency to meet this cost (it currently has a balance of £78K). A request will, therefore, need to be made to the Finance Committee for the provision of the required funds from its 2018/19 contingency. A base budget uplift of £190k will be required from 2019/20 thereafter and, subject to approval, will be included in the Town Clerk's budget report in the autumn.

Conclusion

20. If the Committee and Member Services Section is to maintain the level of service expected by Members, and ensure that there is sufficient capacity and resilience, the Section needs some further staffing resource. To keep pace with demand and maintain standards, it is proposed that an additional three permanent full-time posts should be created (two at grade D and one at grade E) together with a part-time post (pro-rata grade F), based on 1-2 days of work each week, to support the work of the Livery Committee.

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APPENDIX A

Example of the work and responsibilities of a grade E Senior Committee and Members Services Officer Post

- **Clerk to the Board of Governors of the City of London Freeman's School;**
 - Clerking the Board's Academic & Personnel Committee
 - Clerking the Board's Finance, General Purposes and Estates Committee
 - Clerking the Board's Bursary Committee
- **Clerk to the Education Board**
 - Clerking the Board's Nominations Committee
 - Clerking the Board's Education Charity Committee
- **Clerk to the Board of Governors of the City of London School**
 - Clerking the Board's Academic & Education Committee
 - Clerking the Board's Finance, General Purposes and Estates Committee
 - Clerking the Board's Bursary Committee
- **Projects Sub-Committee**
- **West Wickham, Spring park and Coulsdon Common Consultative Committee**
- **City of London Academies Trust**
 - Clerking the Trust's Standards and Accountability Committee
 - Clerking the Trust's Finance and Audit & Risk Committee

NB: This excludes, line management responsibilities, wider Member Services activities such as Member Development Work, ad hoc projects etc.,