

Committee	Dated:
Establishment Committee City of London School Board of Governors City of London School for Girls Board of Governors City of London Freeman's School Board of Governors	26 March 2021 9 June 2021 10 June 2021 11 June 2021
Subject: TOM review, pilot project at the 3 City of London Schools – People management – Greater Local Delegation	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 5a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chrissie Morgan, Director of Human Resources	For Decision
Report author: Tracey Jansen, Town Clerks – Corporate HR	

Summary

This report outlines the people management delegations to the Head Teachers at the three City of London Schools acting in their capacity as Chief Officers, that will be piloted as part of the *TOM review, pilot project at the City of London School and associated benchmark reward changes across the Independent Schools*.

Recommendations

Members are asked to:

- Note and endorse the areas identified to pilot local delegation to the three Head Teachers at the City Schools in relation to: starting point for external appointments; incremental progression - additional awards and Honoraria payments including the calculation for partial acting ups payments. It is recommended that the pilot commences with immediate effect in order that there can be a full term to pilot these delegations and report back with findings after recess.
- Note that a report will be made to the October meeting of the Committee providing a review and evaluation of the pilot.

Main Report

Background

1. Members of the Committee will note the separate report to this meeting - *TOM review, pilot project at the City of London School and associated benchmark reward changes across the Independent Schools*. Corporate Human Resources have worked closely with the City of London School and Berkley Partnership to develop the people management proposals.
2. As noted in the wider TOM report, the various people management strands of the project will be piloted at different timescales given their particular nature and complexities arising. This report relates to the project piloting greater delegated powers to the three city schools.
3. Members will be aware that committee approval was given at its last meeting, to allow the three city schools to apply a term's notice if appropriate for some non-teaching roles. In addition, Committee approval was given in December 2020 for all Chief Officers to authorise redundancy payments in accordance with the set formula. The Director of Human Resources and the Chair and Deputy Chair of the Establishment Committee only approve any redundancy payments which are calculated outside of the agreed redundancy formula. The schools are already able to include specific provisions in contracts relating to for example term time working or flexible working patterns as appropriate.

Current Position

4. The areas identified where greater delegation can seek to '*eliminate non-value adding activity and remove barriers, to make space for and encourage collaboration, innovation and synergy building*' are set out below.
5. To ensure a consistent 'one employer approach' the guidance and business case template for requests to make additional payments to individual employees, ensures that wider implications are factored in and so that due consideration is given to equality considerations. So for example, the business case may ask as appropriate for details about why a particular person has been selected. In addition, having threshold and limits in place ensures that consistency is applied to the process and retains appropriate mitigation against potential complaints by other employees, not only within the school but potentially across the organisation. The schools will therefore still need to complete the relevant business case paperwork that is already in place. However, instead of this being referred to the Director of Human Resources, (or other body as noted below), for approval it will be referred for information only during the pilot in order that monitoring of the pilot can take place. The specific areas being piloted which relate to non-teaching staff will be:

Pay Progression Policy:

6. Appointments

Details of pilot: **To extend Chief Officer approval to the full grade range including scale points 5 and 6 of the Grade.**

The Pay Progression Policy states that:

External Appointments on points 2 - 4 can be made with Chief Officer approval and a justifiable business reason. This should be undertaken in consultation with the HR Business Partner.

Where there is a case for appointments to increments above point 4, the Chief Officer must agree this with the Director of HR via their HR Business Partner.

This pilot delegation will also apply to **full or partial acting up arrangements from scale points 2-4** (5 and 6 do not apply to acting up).

This process currently requires consultation with the Director of HR.

The Business Case to be copied to HR for the duration of the pilot for monitoring – a template will be drawn up to capture relevant information.

7. Incremental Progression (additional awards -paragraph 31 of the Pay Progression Policy)

Details of pilot: **To extend Chief Officer approval to award additional increments where there is a justified business case**, e.g. as a recognition of examination success related to the post and agreed as a development requirement.

The Pay Progression Policy states that: Chief Officers, in consultation with the Director of HR, may award additional increments where there is a justified business case.

The Business Case to be copied to HR for the duration of the pilot for monitoring – a template will be drawn up to capture relevant information.

Honoraria

8. Details of Pilot: Head Teacher as the Chief Officer to approve up to £2500 without reference to MFS Board for graded staff.

All other amounts will continue to follow the standard limits and authorisation processes as follows:

The MFS Board (being a group of officers appointed from time to time by the Town Clerk for the purpose) can:

- Approve honoraria payments up to the value of £5,000, for posts up to Grade H
- Payments over £5,000 and of any value for grades I and above must go to the Market Forces Supplement Board and Establishment Committee.

In addition, the MFS Board has agreed that the Director of Human Resources can authorise up to £2000 on behalf of the MFS Board.

The existing Business Case paperwork will still be completed and copied to Corporate Human Resources for the duration of the pilot for monitoring.

Other matters

Market Forces Supplements

9. The schools commission a tri- annual Salary and Benefit national survey which looks at a teacher and senior non- teachings roles in the independent school sector. This service is provided by an independent consultancy and has been the main financial benchmarking survey in the independent school sector, now in its 24th year, and is published at the ISBA Conference each year.
10. It is proposed that the benchmarking for schools specific senior non-teaching roles are aligned to this survey to evidence the market and to an extent this already takes place. As part of the feasibility study outlined in the TOM report, benchmarking will be extended to cover other specialist posts in schools and individual business cases for applying any uplift to pay can be made on a case by case basis in the interim as appropriate. Any such benchmarking will need to include comparison of pensions and other benefits where the City Corporation fares well such as maternity and adoption provisions. Corporate HR and the Chamberlains department will provide advice on this as part of the feasibility study as appropriate.
11. The Head Teacher as the Chief Officer will continue to request MFS's to the MFS Board within the limits outlined in the Policy and subject to the same MSF conditions in the current Policy and guidance.

Schools recruitment

12. The schools undertake their own Teacher Recruitment, but advertisements are placed through City Corporation's corporate advertising contract. Non-teaching recruitment is undertaken by Corporate Human Resources. We will look at the options for delegating recruitment for non-teaching roles in part or full and if we can enable this before recess we will do so. A report on progress will be made after recess.

Options

13. These initiatives support the TOM pilot reported separately on the agenda and as such present a fairly low risk to the organisation before formalising any changes going forward.

Proposals

14. To endorse the pilot delegated authorities to the Schools as outlined in paragraph 6, 7 and 8 above. It is not proposed to make any changes to the relevant Policies or Scheme of Delegation for the duration the pilot. Any such recommendations will be included in the evaluation of the pilot after recess. Clearly the end to end process will be shortened by removing the Director of HR authorisation stage. The review of the pilot will also assess whether additional payments awarded to individuals have been supported by a robust business case in a consistent and fair way. If the pilot is successful in this regard a recommendation can be made to expand the pilot to other institutions and corporation departments.

Key Data

15. The full analysis will be included in the findings of the pilot after recess.

Corporate & Strategic Implications

16. The City Corporation aims to treat their staff well at every stage of their employment. This links to the Corporate Plan Outcome of contributing to a flourishing society, and our commitment under the Responsible Business strategy.
17. An equalities test of relevance, assessment and monitoring of the wider pilot is the responsibility of the Head Teacher as the lead Chief Officer. Specific analysis of the elements included in this part of the pilot will be undertaken by the schools' own HR teams in collaboration with Corporate Human Resources.
18. The Trade Unions will be provided with information about the TOM Pilot and in particular these elements of the pilot. Formal consultation will take place as necessary although the specific matters outlined this paper do not change terms and conditions of employment as they are broadly administrative arrangements.
19. Financial implications will be included as part of the monitoring and analysis of these element of the TOM pilot and included it the report back after recess.

Conclusion

20. The report on the *TOM review, pilot project at the City of London School and associated benchmark reward changes across the Independent Schools*, outlines a number workstreams with a focus on eliminating non-value adding activity and removing barriers, to make space for and encourage collaboration, innovation and synergy building. The people management projects have varying degrees of complexity, but the areas highlighted in this report present a number of quick wins that can be achieved now as part of the pilot with a report back after recess.

Background Papers

Establishment Committee – March 2021 TOM review, pilot project at the City of London School and associated benchmark reward changes across the Independent Schools

[Employee Handbook](#)

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