

## ESTABLISHMENT COMMITTEE

Monday, 26 February 2018

**Minutes of the meeting of the Establishment Committee held at the Guildhall EC2 at 1.45 pm**

### **Present**

#### **Members:**

Deputy the Revd Stephen Haines (Chairman)	Sylvia Moys
Deputy Edward Lord (Deputy Chairman)	Deputy Joyce Nash
Randall Anderson	Barbara Newman
Sir Mark Boleat	Deputy Richard Regan
Deputy Keith Bottomley	Deputy Elizabeth Rogula
Alderman Peter Estlin	Ruby Sayed
Deputy Kevin Everett	Deputy Philip Woodhouse
Jeremy Mayhew	

#### **Officers:**

John Barradell	-	Town Clerk and Chief Executive
Peter Lisley	-	Assistant Town Clerk (Culture Mile Director)
Simon Latham	-	Town Clerk's Department
Amanda Thompson	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Michael Cogher	-	Comptroller and City Solicitor
Chrissie Morgan	-	Director of Human Resources
Janet Fortune	-	Human Resources Department
Tracey Jansen	-	Human Resources Department
Steve Eddy	-	Barbican Centre
Jonathon Poyner	-	Barbican Centre

#### **1. APOLOGIES**

Apologies for absence were received from Sophie Fernandes and Jamie Ingham Clark.

#### **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 15 January be approved as an accurate record.

#### **4. OUTSTANDING ACTIONS REPORT**

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

**RESOLVED** – That the report be noted.

5. **RECRUITMENT OF SENIOR POSTS - NOT CHIEF OFFICER**

The Committee received a report of the Director of Human Resources proposing a process for the recruitment of very senior non Chief Officer posts which were outside of the A – J grading structure, and for which the salary was anticipated to be £100k+.

**RESOLVED** – To approve the proposed process detailed in Appendix 1 for the recruitment of Senior Posts which sit outside of the grading structure, and command a salary in excess of £100K.

All posts within the A – J structure would remain in the recruitment process. New posts within A – J but with salaries over £100K would remain in the currently agreed recruitment process and would have to be agreed by Court of Common Council.

6. **FINAL DEPARTMENTAL BUSINESS PLAN 2018/19**

The Committee received the final high-level business plans for 2018/19 for the Town Clerk's Department (Corporate and Member Services), Corporate HR and the Comptroller & City Solicitor's Department.

**RESOLVED** – That the final high-level business plans for 2018/19 for the Town Clerk's Department (Corporate and Member Services), Corporate HR and the Comptroller & City Solicitor's Department be approved.

7. **GENDER PAY GAPS UPDATE**

The Committee considered a report concerning the CoL's gender pay gap, data for which was required to be published by 30 March 2018 under the new Gender Pay Gap Regulations.

Members raised a number of questions including how the issue of diversity was being actively addressed, why there was a pay gap and whether any trends had been identified during the recruitment process.

The Director of Human Resources reported that the issue of diversity was something that was being addressed during the recruitment stages when attracting candidates to apply and also post recruitment in terms of developing and retaining staff. Recruitment at the CoL at senior levels was now anonymised. There were also various revisions to the recruitment and selection processes as reported to the committee previously. In relation to Gender Pay Gap it was therefore necessary to determine what other factors needed to be solved having looked in more detail at the data.

The Director of Human Resources advised that the Gender Pay Gap measured the differences between the average pay of male and female employees,

irrespective of job role or seniority, and was not to be confused with equal pay which concerned pay differences between male and female employees performing the same or similar work, or work of equal value. It was further noted that the GPG data looked at the total pay but did not reflect the numbers of staff. So whilst useful, more detailed analysis was needed to inform any actions arising.

In response to a question concerning transgender members of staff, the Deputy Chairman advised that this question wasn't asked during the recruitment process, however most transgender people still identified with the gender binary and statistically numbers were very small and unlikely to impact on the wider GPG outcome.

**RESOLVED** - To note the report and endorse the proposed arrangements for Gender Pay Gap reporting in readiness for external publication.

#### 8. **MENTAL HEALTH AND WELLBEING UPDATE**

The Committee received a report concerning the CityWell wellbeing strategy which had helped embed the wellbeing programme at the CoL Corporation.

The Committee noted that mental health training and development was now a mandatory requirement for managers and good progress was being made on the delivery. Initial consultation was also underway on the development of a workplace wellbeing action plan that would support the aims of the new Corporate Plan.

In response to questions concerning whether enough was being done to deal with stress at work, the Director of Human Resources advised that raising awareness was key as well as training managers to recognise the early signs of stress. Work was also being done to reduce the stigma of mental health and supporting people to seek help, and mental health 'first aiders' were also available.

**RESOLVED** – That the report be noted.

#### 9. **FUNDING ARRANGEMENTS FOR MATERNITY, ADOPTION AND SHARED PARENTAL PAY**

The Committee received a report concerning funding options for maternity, adoption and shared parental pay which it had requested following the recent policy change with regards to the increased pay provisions.

Members expressed concern that individual departments were to continue to meet the full costs of the provision, which they felt should be funded by a central budget, and asked that this be reviewed.

The Chamberlain advised that this would require a late adjustment to the budget but agreed to bring a report back to the Committee.

**RESOLVED** - That a report proposing that maternity, adoption and shared parental pay be met from a central budget be brought back to the Committee.

10. **COMPTROLLER AND CITY SOLICITOR'S DEPARTMENTAL RISK MANAGEMENT**

The Committee received a report detailing the Comptroller and City Solicitor's departmental risks as at 30 January 2018.

**RESOLVED** – That the report be noted.

11. **HR DASHBOARD**

The Committee received the Corporate HR Dashboard which highlighted data for the two departments to which the Establishment Committee was the Service Committee - the Town Clerk's Department and the Comptroller and City Solicitor's Department.

The Committee noted that a general trend in the dashboard was a slight increase in headcount with turnover and sickness absence relatively stable.

**RESOLVED** – That the report be noted.

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

There were no questions.

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

The following items of urgent business were raised –

SMG Pay and Grading Report

The Committee received a report proposing that the Member consultation arrangements on SMG pay progression be reviewed and consideration be given to the creation of a Remuneration Sub Committee.

Some Members questioned why the report was urgent and suggested that members be given more time to consider the best way forward.

The Deputy Chairman advised that in the light of senior officer salaries being under general public scrutiny, and the fact that the current process had not been reviewed since 2008, it was essential that the CoL had a clear, transparent process that demonstrated good governance.

The Town Clerk advised that should Members want the process to be in place by March then a decision would be needed now.

Members indicated that they supported the proposed process in principle, but would favour a more informal process given that Members were not experts on remuneration and would be reliant on the views of the Town Clerk when considering pay and reward.

The Deputy Chairman suggested that the Committee endorse the proposal to establish a Sub-Committee, and that the terms of reference operate on an trial basis for a year prior to a final decision being made.

**RESOLVED – That**

The Committee approve the establishment of a Senior Management Remuneration Sub-Committee, membership of which would comprise:

- Chairman and Deputy Chairman of Establishment Committee
- Chairman and Deputy Chairman of Policy & Resources Committee
- Chairman of Finance Committee
- Chairman of the General Purposes Committee

**14. 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.

**15. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 15 January were approved.

**16. OUTSTANDING ACTIONS REPORT**

The Committee noted a report of the Town Clerk which provided details of non-public outstanding actions from previous meetings.

**17. PORT HEALTH & PUBLIC PROTECTION DIVISION CAR USER ALLOWANCES**

The Committee considered and approved a report concerning car allowances in the Port Health and Public Protection Division (PH&PP)

**18. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

**19. 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.

**20. CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 15 January were approved as a correct record.

21. **STAFFING - GUILDHALL SCHOOL OF MUSIC & DRAMA**  
The Committee considered and approved a report of the Managing Director of the Barbican seeking in relation to the payment of a retention allowance.
22. **STAFFING - CITY SURVEYOR'S DEPARTMENT**  
The Committee received and considered a report of the City Surveyor concerning the payment of a market forces supplement
23. **CHAMBERLAIN'S DEPARTMENT - APPROACH TO ORGANISATIONAL REVIEW**  
The Committee received and noted a report of the Chamberlain regarding an organisational review within his department.
24. **CHAMBERLAIN'S - REVIEW**  
The Committee considered and approved a report of the Chamberlain in relation to the Payroll Department.
25. **IT DIVISION - CHAMBERLAIN'S**  
The Committee considered and approved a report of the Chamberlain in relation to the IT Division.
26. **JOINT CONTACT AND CONTROL ROOM (JCCR)**  
The Committee considered a report of the Assistant Town Clerk and Police Commissioner in relation to the Secure City Programme.
27. **BARBICAN CENTRE - IT FUNCTION**  
The Committee considered and approved a report of the Director of the Barbican School of Music and Drama concerning the Barbican IT department.
28. **BARBICAN PROJECTS**  
The Committee considered and approved a report of the Director of Operations and Buildings at the Barbican School of Music and Drama concerning a review of the Projects team.
29. **BRIDGING DIVIDES**  
The Committee received and approved a report of the Town Clerk and Chief Grants Officer concerning the implementation of the 'Bridging Divides' funding strategy.
30. **HOLIDAY PAY AND CONTRACTUAL PAYMENTS**  
The Committee considered and noted a report of the Director of Human Resources concerning holiday pay and non-contractual payments.

31. **REWARD STRATEGY**

This item was withdrawn.

32. **CONFIDENTIAL STAFFING MATTER**

The Committee noted and agreed a report of the Town Clerk concerning a staffing matter in the City Bridge Trust department.

33. **BARBICAN SECURITY**

The Committee considered and approved a report of the Director of Operations and Buildings at the Barbican School of Music and Drama concerning a review of the security function at the Barbican Centre.

34. **GUILDHALL SCHOOL OF MUSIC AND DRAMA - STAFFING ISSUE**

The Committee received and considered a report of the Managing Director of the Barbican concerning the payment of a market forces supplement.

**The meeting closed at 4.00 pm**

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Chairman

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