

ESTABLISHMENT COMMITTEE

Thursday, 20 September 2018

Minutes of the meeting of the Establishment Committee held at Committee Rooms -
Committee Rooms on Thursday, 20 September 2018 at 1.45 pm

Present

Members:

Deputy Edward Lord (Chair)	Sylvia Moys
Deputy the Revd Stephen Haines (Deputy Chairman)	Barbara Newman
Deputy Keith Bottomley	Alderman William Russell
Kevin Everett	Deputy Philip Woodhouse
Deputy Jamie Ingham Clark	

In Attendance

Alderman Sir David Wootton
Shravan Joshi

Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk
Bob Roberts	- Director of Communications
Sufina Ahmad	- Town Clerk's Department
Kristina Drake	- Town Clerk's Department
Claire Holdgate	- Town Clerk's Department
Sacha Than	- Town Clerk's Department
Matthew Lock	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor
Vic Annells	- Executive Director, Mansion House & CCC
Nicholas Gill	- City Surveyor's Department
Damian Nussbaum	- Director of Economic Development
Chrissie Morgan	- Director of Human Resources
Janet Fortune	- Human Resources Department
Tracey Jansen	- Human Resources Department
Andrew Carter	- Director of Community and Children's Services

The Chair advised the Committee that representatives from the recruitment agency TMP Worldwide were present and would give a presentation at Item Three of the Agenda on Attracting Talent. The Chair explained that an invitation had been extended to Members of the Public Relations and Economic Development Sub Committee and the Members Diversity Working Party for this item and welcomed Shravan Joshi and Sir David Wootton who were attending on behalf of those committees.

The Chair further advised that as part of the Member Diversity work taking place, to avoid the use of gendered language and taking into account workforce inclusion issues, they felt going forward it would be more appropriate to use the term Chair instead of Chairman, and asked Members to recognise their preference in using this. In response to a Member's question, the Chair explained that the Town Clerk's view was this was up to each individual postholder whether they would prefer to use the title of Chair or Chairman and there was no requirement to change Standing Orders to take account of this.

1. **APOLOGIES**

Apologies for absence were received from Randall Anderson, Sir Mark Boleat, Sophie Fernandes, Jeremy Mayhew, Deputy Joyce Nash, Deputy Elizabeth Rogula, and Ruby Sayed.

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

There were no declarations of interest.

3. **RECRUITMENT BRANDING - TMP PRESENTATION**

The Chair advised the Committee that TMP were the advertising consultancy used for the City's recruitment advertising requirements. They had been tasked with setting out proposals on how the City of London Corporation could be better perceived by those the Corporation was looking to employ and therefore building on and improving our talent attraction. The Chair introduced Liz King, Laurent Graudens and Dan Turner.

The TMP Representatives explained they had been asked to develop an employer brand to support recruitment across the organisation, the outcome of which was to come up with an Attracting Talent Strategy with the following key requirements:

- Identify and reduce barriers into the workforce
- Support workforce planning
- Strengthen employer brand
- Address key issues
 - Increase number of senior females
 - Increase BAME representation
 - Progress social mobility internally and externally
 - Attract millennials – Gen Y and now Gen Z
 - Use of social media to attract talent

The Representatives explained they had conducted research, which included focus groups, and taken views from both internal and external parties. It was explained that those who worked at the Corporation were proud of its traditions, charity work, contributions to different economies and the Corporation's ability to get work done. However, there were a range of negative perceptions from those outside of the organisation which would need to be dispelled in order for the Corporation to become an employer of choice and attract talent and increase diversity.

The Representatives advised that they would propose to create a campaign called *The City Of...* which the Corporation could then tailor and adapt, and visually the theme of reflections would be used with both photographs and films to convey the diversity of work carried out and sense of belonging.

In response to Members' questions, the Director of Human Resources advised that the detailed creative work had not yet been carried out as officers wanted to seek Members' feedback on the concept presented before carrying out any additional work to launch the brand itself. The Director of Communications added that officers within Human Resources were keeping his team informed, and the corporate messaging element would be considered at a later stage once work was carried out on areas such as the website.

The Chair thanked TMP for their work and the innovative concepts used in presenting a unique organisation.

4. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 9 July 2018 be approved as an accurate record.

5. **OUTSTANDING ACTIONS REPORT**

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

RESOLVED – That the Committee note the report.

6. **INTERIM REPORT ON GENDER IDENTITY POLICY**

The Committee received a joint report of the Town Clerk and Director of Children and Community Services summarising the current response to the questionnaire issued as part of the City of London Corporation's exploration of the potential development of policy on gender identity.

The Chair provided some introductory comments to this Item explaining that Members would recall that on the recommendation of the Town Clerk this Committee, took a decision at its last meeting to develop an over-arching corporate policy on gender identity. This followed considerable media interest in the ability of trans people to access Corporation services and facilities in the Open Spaces Department and Barbican Centre, as well as the misconduct of certain activist groups at the Hampstead Heath bathing ponds.

The consultation survey was launched to assist in policy development and in discharging the City of London Corporation's statutory responsibilities under the Public Sector Equalities Duty by informing Corporation Members and Officers of public attitudes and expert opinion on this subject. The Chair explained that access to the Corporation's services and facilities is not an area where the Corporation would have much discretion, and nor should it.

It was explained that the Equality Act 2010, ensures that trans people, or those with the protected characteristic of 'gender reassignment' should not be discriminated against in any service or facility and public authorities like the City

of London Corporation have a legal duty to ensure trans people are included through all of its services. The Chair further advised that this is what the policy refresh is about: giving all of the City of London Corporation's services and facilities a policy framework together with support and guidance to ensure that trans and non-binary people have equal access.

The Director of Community and Children's Services informed the Committee of some points of clarity within the report before Members:

- The bullet point within Paragraph Three should read "70% are UK nationals".
- With regards to Paragraphs Six and Seven, the Equality Act 2010 permits exclusion of a transgender person from men-only/women-only services only if this is 'a proportionate means to achieving a legitimate aim'
- the presumption is in favour of inclusion, with exclusion permitted only in 'very restricted circumstances'

The Director further advised that over 30,000 people had looked at the consultations with over 15,000 respondents which was in excess of the expected numbers. Therefore, actions were being taken to commission support to analyse the responses provided and this would then be brought back to the Establishment Committee.

The Chair thanked Officers involved noting the significant attention this work had attracted and advised that in order to allow the required time for the analysis to take place, consideration would be given to moving the date of the next meeting.

RESOLVED – That the Committee note the report.

7. APPRENTICESHIPS STRATEGY FOR 2018-23

The Committee considered a joint report of the Town Clerk and Director of Human Resources which sought approval of the proposed final version of the City of London Corporation's Apprenticeships Strategy for 2018-23.

In response to a Member's question, the Director of Human Resources confirmed there were 108 apprentices with the eldest being 54 years of age and the youngest being 17. Responding to a Member's comments on nomenclature used within the report before Members, the Town Clerk agreed this could be given further consideration.

A Member noted the branding work taking place at the Corporation and referenced the earlier presentation from TMP, it was asked that the Apprenticeships Strategy fit into that work; it was further queried what the Corporation's levy was with regards to apprenticeships and whether the scheme could be looked at in conjunction with the City's Procurement process and its suppliers. In response to the query on the levy the Director of Human Resources explained that money was paid into a fund which could then be used for training costs associated with apprenticeships.

The Town Clerk explained that the City of London Corporation would hope to incorporate a wide range of the apprentices into the work force, but this would of course affect the number of apprenticeships subsequently required. The Town Clerk added that consideration could be given to evaluating suppliers on their willingness to work with the City of London Corporation on their intake of apprentices.

RESOLVED – That the Committee:

- a) approve the final version of the Apprenticeships Strategy; and
- b) note the proposed next steps for delivery and monitoring of progress.

8. **THE CITY OF LONDON CORPORATION'S SOCIAL MOBILITY STRATEGY FOR 2018-28**

The Committee received a report of the Chief Grants Officer and Director of City Bridge Trust which presented the final version of the City of London Corporation's Social Mobility Strategy for 2018-28. The Town Clerk explained this Strategy had been developed through the collaboration of a wide range of Departments across the organisation and had been approved by the Policy and Resources Committee and endorsed by the Public Relations and Economic Development Sub Committee.

RESOLVED – That the Committee note the equalities implications of the Social Mobility Strategy.

9. **ANNUAL STAFF CHRISTMAS LUNCHESES**

The Committee considered a report of the Town Clerk which sought approval to agree an increase in costs from both staff and the Committee's budget for the Annual Staff Christmas Lunch. The costs would equate to a £3.00 increase for staff and £2.00 from the Committee budget.

Members noted that the caterer had requested an increased price of £5 per head, discussion took place on when the costs of the lunch had last increased, when this had been paid for from the Committee's budget versus when the costs had been passed on to staff, how the caterer had been selected and the overall costs of catering for these events.

RESOLVED – That the Committee:

- a) note the increased costs for the lunches from £35 to £40 per head;
- b) agree the ongoing contribution which the Committee will make to the Annual Staff Lunches should be increased by £2 per head; and
- c) agree the contribution that staff members attending should make to the cost of the Staff Annual Lunches should be increased by £3 per head.

10. **HR DASHBOARD - JUNE 2018**

The Committee received a report of the Director of Human Resources which provided data to the Committee from the Corporate Human Resources Dashboard.

RESOLVED – That the Committee note the report.

11. **HR TRANSFORMATION PROGRAMME UPDATE**

The Committee received a report of the Director of Human Resources which provided Members with a quarterly update on the activities of the HR Transformation Programme.

RESOLVED – That the Committee note the report.

12. **REVENUE OUTTURN 2017/18**

Members received a joint report of the Town Clerk, Chamberlain, and Comptroller and City Solicitor which compared the revenue outturn for the services overseen by the Committee in 2017/18 with the final budget for the year.

RESOLVED – That the Committee note the report.

13. **REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk which provided details with a decision taken under urgent authority since the last meeting.

In response to a Members' query on costs, the Chair explained this would be covered within the confidential section of the agenda.

RESOLVED – That the Committee note the report.

14. **MINUTES OF THE JOINT CONSULTATIVE COMMITTEE**

RESOLVED – That the public minutes and summary of the meeting of the Joint Consultative Committee held on 12 July 2018 be noted.

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

A Member informed the Committee that he had recently enquired on the process for providing positive feedback for members of staff, he explained that he had been informed that this feedback would then form part of the officer's appraisal. He raised the point that Members should be made aware of this fact. In response, the Director of Human Resources explained that the City of London Corporation was trialling an automated appraisal process and this would be brought before the Committee at a later date.

In response to discussion on whether Members could be asked to submit feedback, the Town Clerk advised that the City of London Corporation did not conduct 360 degree appraisals, but he encouraged Members to provide feedback to him if they witnessed particularly good work by officers.

16. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There were no urgent items.

17. **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
18,19,20, tabled late report at 27	3
21	4
24	1,2,3,4
25	1,2
26	1
27/27a	1,2,3

18. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 9 July 2018 were approved.

19. **OUTSTANDING ACTIONS REPORT**

The Committee noted a report of the Town Clerk which provided details of non-public outstanding actions from previous meetings. Members noted this item had since moved to the public section of the agenda. In response to Members' queries on the pace and progress of this Project, the Chair reminded Members that at the last meeting of the Committee, Officers had agreed to put a timetable together for the October meeting.

20. **ATTRACTING TALENT**

The Town Clerk advised that with the exception of discussion related to Paragraph Seven of the Report before Members, the minutes of this Item should be recorded within the public section.

The Committee considered a report of the Director of Human Resources which informed Members of the progress of the Attracting Talent Programme, part of the HR Transformation Project. The Director of Human Resources explained this work included attracting people to work for the organisation and getting people settled into their roles. The team had reviewed the induction packs new starters received and would be provided with on their first day, the Director of Human Resources advised that induction packs were available for Members of this Committee should they wish to take one.

Discussion took place during which the following points were raised:

- The Director of Human Resources explained that the work being carried out by TMP, particularly the filming of staff could be adapted to use for different recruitment campaigns, particularly when looking at difficult to fill vacancies.
- Volunteers would be welcome to apply for roles being advertised and volunteering roles would also be advertised.
- Very little is spent by the City of London Corporation on agency fees, recruitment usually takes place directly with the market, and with the level of turnover, agency recruitment was not a viable option.

Discussion took place on costs which is contained within the non-public section of the minutes.

The Chair asked that the discussion at this Item alongside TMP's comments at Item Three be provided to the Public Relations and Economic Development Sub-Committee and Members' Diversity Working Party for information.

RESOLVED – That the Committee endorse the report.

21. **NON-PUBLIC MINUTES OF THE JOINT CONSULTATIVE COMMITTEE**

The non-public minutes of the meeting of the Joint Consultative Committee held on 12 July 2018 were noted.

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

A question was asked in respect of volunteers.

23. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

24. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 9 July 2018 were approved.

25. **MANSION HOUSE AND CENTRAL CRIMINAL COURT EVENTS**

The Committee considered a report of the Executive Director of Mansion House and Central Criminal Court.

26. **COMMUNITY AND CHILDREN'S SERVICES REVIEW**

The Committee considered a report of the Director of Community and Children's Services.

27. **MFS REQUEST - GUILDHALL SCHOOL OF MUSIC AND DRAMA**

The Committee discussed a Market Forces Supplement request.

27a. **MFS REQUEST – CITY SURVEYORS DEPARTMENT**

The Committee received a late report of the City Surveyor in relation to a Market Forces Supplement request.

28. **TOWN CLERK'S UPDATE**

Prior to this Item, a late report of the Director of Economic Development was tabled.

The Town Clerk provided an oral update in relation to staffing.

The meeting ended at 4.10 pm

Chair

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