



Corporate Services Committee

Date: WEDNESDAY, 31 MAY 2023
Time: 11.00 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

7. **CORPORATE SERVICES COMMITTEE APPOINTMENTS TO CITY OF LONDON CORPORATION COMMITTEES**

Appendix B – Senior Remuneration Sub-Committee terms of reference – and update to cover report clarifying the functions and memberships of the Senior Management Joint Consultative Committee and Senior Remuneration Sub-Committee.

For Decision
(Pages 3 - 8)

8. **CORPORATE SERVICES COMMITTEE FORWARD PLAN**

For Information
(Pages 9 - 10)

10. **BAN THE BOX CAMPAIGN UPDATE**

For Information
(Pages 11 - 14)

Items 8 and 9 received too late for circulation in conjunction with the agenda.

Ian Thomas CBE
Town Clerk and Chief Executive

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Senior Remuneration Committee – Terms of Reference

To exercise the powers of the Corporate Services Committee in the following paragraphs of the Grand Committee's terms of reference:-

- (a) The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include:-

..... remuneration of Senior Officers;

- (f)(ii) To act as the Employer's side of the Senior Management Joint Consultative Committee when meeting representatives of senior management of grades H and above, including High and Table Officers, for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service, etc;
- (g) To increase Judges' salaries if they follow the recommendations of the Top Review Board and are approved by the Lord Chancellor.

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Update to Corporate Services Committee Appointments to City of London Corporation Committees report

Summary

The Corporate Services Committee makes appointments to the following committees:

- a) Joint Consultative Committee
- b) Senior Management Joint Consultative Committee
- c) Equality, Diversity & Inclusion Sub Committee
- d) Member Development and Standards Sub-Committee
- e) **Senior Remuneration Sub-Committee**

Establishment, functions, and memberships of the Senior Management Joint Consultative Committee and Senior Remuneration Sub-Committee

The Senior Management Joint Consultative Committee acts in an analogous way to the Joint Consultative Committee – as a forum for the City of London Corporation as employer and representatives of the recognised trade unions to meet for collective negotiation and consultation – but does so on behalf of the senior officers of the Corporation. The Senior Management Joint Consultative Committee has not met for some time.

However, the terms of reference of the Senior Remuneration Sub-Committee (Appendix B), last substantively reviewed in July 2018¹, clarify that the Senior Remuneration Sub-Committee shall ‘act as the Employer’s side of the Senior Management Joint Consultative Committee’.

It is therefore the case that, whilst the functions of the Senior Management Joint Consultative Committee remain, along with but separate to the Joint Consultative Committee, in practice the functions of the former Senior Management Joint Consultative Committee are undertaken by the Senior Remuneration Sub-Committee.

As outlined in the cover report, the membership of the Senior Management Joint Consultative Committee is seven members of the Corporate Services Committee, including the Finance Committee representative to the Corporate Services Committee. The membership of the Joint Consultative Committee is set in the Court Order as the same, although the terms of reference of the Joint Consultative Committee (Appendix A) indirectly confirm that the Chairman and Deputy Chairman of the Corporate Services Committee shall be appointed to the Joint Consultative Committee.

¹ Minor changes were made in 2022 following the renaming of the Establishment Committee as the Corporate Services Committee.

The Senior Remuneration Sub-Committee was established by the then-Establishment Committee on 26 February 2018². Its membership was set as follows:

1. Chairman of the Establishment Committee
2. Deputy Chairman of the Establishment Committee
3. Chairman of the Policy and Resources Committee
4. Deputy Chairman of the Policy and Resources Committee
5. Chairman of the Finance Committee
6. Chairman of the General Purposes Committee of Aldermen

However, at the Establishment Committee meeting of 25 April 2018, the membership of the Senior Remuneration Sub-Committee was expanded to the following:

1. Chairman of the Establishment Committee (Chairman)
2. Chairman of the Policy and Resources Committee (Deputy Chairman)
3. Deputy Chairman of the Establishment Committee
4. Deputy Chairman of the Policy and Resources Committee
5. Chairman of the Finance Committee
6. Chairman of the General Purposes Committee of Aldermen
7. Member of the Establishment Committee
8. Member of the Establishment Committee
9. Member of the Establishment Committee

The Senior Remuneration Sub-Committee has previously been established such that its membership is taken from four committees of the City of London Corporation. However, were it to meet as set out above and transact business on behalf of the Senior Management Joint Consultative Committee, its membership would not be that as set out in the Order of the Court.

The Corporate Services Committee finds itself needing to establish the Senior Remuneration Sub-Committee and to appoint its members for the current civic year. Nonetheless, the Corporate Services Committee is still obliged to make appointments to the Senior Management Joint Consultative Committee as it remains established per the Order of the Court of Common Council.

It is therefore recommended that the Corporate Services Committee establishes the Senior Remuneration Sub-Committee as in previous years, and that it also makes appointments to the Senior Management Joint Consultative Committee, but that whenever business comes to the Senior Remuneration Sub-Committee that would otherwise be for the consideration of the Senior Management Joint Consultative Committee that its membership shall reflect the Order of the Court of Common Council dated 27 April 2023.

The next meeting of the Senior Remuneration Sub-Committee will be held immediately before or after the Corporate Services Committee meeting of 12 July 2023.

² [Agenda item - Any other business that the Chairman considers urgent - Modern Council \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)

The following amended recommendations in respect of item 7 - Corporate Services Committee Appointments to City of London Corporation Committees – are submitted to the Corporate Services Committee:

Recommendations

6. ~~To agree that the name function and membership of the Senior Management Joint Consultative Committee is reviewed in autumn 2023 as part of the wider annual review of the committee's terms of reference.~~

To agree that the establishment, functions and memberships of the Senior Remuneration Sub-Committee and Senior Management Joint Consultative Committee are reviewed in autumn 2023 as part of the wider annual review of the committee's terms of reference.

7. To establish the Senior Remuneration Sub-Committee as a sub-committee of the Corporate Services Committee for the remainder of the 2023-24 civic year.
8. To appoint to the **Senior Remuneration Sub-Committee:**
- a. Chairman of the Corporate Services Committee (Chairman)
 - b. Chairman of the Policy and Resources Committee (Deputy Chairman)
 - c. Deputy Chairman of the Corporate Services Committee
 - d. Deputy Chairman of the Policy and Resources Committee
 - e. Chairman of the Finance Committee
 - f. Chairman of the General Purposes Committee of Aldermen
 - g. Member of the Corporate Services Committee
 - h. Member of the Corporate Services Committee
 - i. Member of the Corporate Services Committee
9. To agree that when the Senior Remuneration Sub-Committee meets to undertake the functions of the Senior Management Joint Consultative Committee that its membership shall be as is set out in the Order of the Court of Common Council dated 27 April 2023.

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CORPORATE SERVICES COMMITTEE – WORK PROGRAMME 2023/24

| | 31 st May - 23 | 12 th July - 23 | 6 th September - 23 | 18 th October - 23 | 29 th November -23 | 10 th January -24 | 21 st February -24 |
|--|---|---|--|---|---|--|-------------------------------|
| Standing Annual Items | Order of the Court Appointment of the Chair and Deputy Chair Appointment of the Sub-Committees CSC Forward Agenda Gender, Ethnicity and Disability Pay Gaps 2022 | Revenue Outturn 2022 - 2023 CSC Forward Agenda HR Annual Workforce Reports 2021-22 and 2022-23 | Staff Christmas Lunches funding Departmental Budget – mid Year Monitoring CSC Forward Agenda | Employment Cases and Settlements (C&CS) CSC Forward Agenda | CSC Forward Agenda | Annual Review of the Committee’s Terms of Reference Departmental Budget Estimates CSC Forward Agenda Pay Policy Statement | CSC Forward Agenda |
| HR Dept Papers | Reward Refresh Next Steps Update on Ban the Box Vetting Procedure Barbican Centre Creative Collaboration Department Structure Update on strikes and pay negotiations | HR Transformation Programme 2023/2024 Briefing 6- month Review of Workplace Posture Quarterly COO Business Plan update Chief Officer & Senior Officer Recruitment Procedure Mandatory Training Appraisals Completion statistics Ban the Box Implementation Plan Reward Design Principals | Special Severance Payments Policy | Reward Refresh Quarterly COO Business Plan update | HR ERP Delivery Update HR Corporate Projects Portfolio/Performance Update HR Transformation Plan 2023/2024 Performance People Strategy | COO’s Business Plan 2024/25 (inc HR, Health & Safety and ED&I) Quarterly COO Business Plan update | |
| Other Dept’s Papers – e.g., MFSSs, restructures etc | Officers & Eligibility for Election – Comptroller/City Sol. ERP Governance | Health & Safety (mid-year) Corporate Plan Annex Final wrap up and outcomes of the Target Operating Model programme | | | | DTC’s Business Plan C&CS Business Plan Health & Safety (end-year) | |

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|--------------------------|------------------------------|---|---|--|--|--|--|
| | | | | | | | |
| Other Committee Business | Minutes of past two meetings | Update summary/minutes from June JCC Update summary/minutes from June ED&I Sub Committee | Update summary/minutes from September JCC | | Update summary/minutes from November JCC | | |

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|---|---|
| Committee(s): Corporate Services Committee | Dated: 31 May 2023 |
| Subject: Ban the Box Implementation | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | 8: We have access to the skills and talent we need. |
| 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: Emma Moore, Chief Operating Officer | For Information |
| Report author: Cindy Vallance, Assistant Director, Organisational Development & Talent | |

Summary

“Ban the Box” is a campaign to increase fair access to employment and provide opportunities for people with convictions to enable them to compete for jobs. The Establishment Committee (now the Corporate Services Committee) approved the implementation of the Ban the Box scheme in September 2020 and authorised the then Director of Human Resources to approve the revisions to the relevant policy, procedure and guidance documents cited in the report. Due to staff changes in HR and failure to adequately track the action Ban the Box was not implemented. This error was identified in April 2023 and action taken to prioritise implementation of the Member decision from 2020. Given the significant time lapse, a Task and Finish group has been created to implement Ban the Box as part of a larger review of vetting processes and a paper outlining final recommendations and proposed implementation plan will be shared with the Corporate Services Committee in July 2023 for Member approval.

Recommendation

Members are asked to note the report.

Main Report

Background and current position

1. The Ban the Box campaign was launched in the UK in 2013, led by Business in the Community. Its purpose is to ensure that people do not face unfair discrimination and that criminal records are not used to exclude people from applying for roles, although employers may still ask about convictions at a later stage in the recruitment process and there may be some convictions that cannot be accommodated. Organisations that sign up to Ban the Box commit to:
 - Remove any tick box from job application forms that ask about criminal convictions

- Consider applicants’ skills, experience and ability to do the job before asking about criminal convictions
 - Review employment processes to ensure that when a candidate discloses a criminal conviction, they are given a full opportunity to explain the situation
 - Ensure that the circumstances of any conviction are fairly assessed against their relevance to and risk within the role before a decision is made.
2. The Establishment Committee approved the implementation of the Ban the Box scheme in September 2020, delegating authority to the then Director of Human Resources to approve the revisions to the relevant policy, procedure and guidance documents. On identification in April 2023 this action had been missed, and to ensure prompt progress, an officer Task and Finish group has been created to implement Ban the Box as part of a larger review of vetting processes with a paper outlining final recommendations for CSC in July 2023.
 3. The City of London Corporation must have in place robust vetting procedures to reduce any risks which may exist when employing staff in accordance with the Ban the Box campaign. This will allow the differentiation of roles where Ban the Box is appropriate. Therefore, implementation of Ban the Box needs to incorporate updates from the vetting review.
 4. The T&F Group includes three HR service areas: Operations; Workforce and Resourcing; and Business Partnering, as well as the Strategic Security Director and Counter Terrorism Adviser. Work began in April 2023 to review all data held on all current roles across the Corporation that require vetting and the status of vetting adherence, including the status of re-vetting where required. This covers all parts of the Corporation under the Single Employer model except for teachers.
 5. We do not have clear policies or a framework which determines which roles require vetting and at what level. Therefore, implementation of Ban the Box will take some time to achieve fully, as the policy/framework is completed in consultation with Chief Officers, Heads of Profession and Comptrollers. All job descriptions for new and existing vacancies will then be confirmed for vetting requirement against this. The policy/framework will provide assurance that any legal, statutory or institutional concerns can be identified at later stages post-application through appropriate vetting processes and therefore Ban the Box can be implemented for recruitment to that role. Alternatively, for those roles which are unsuitable for Ban the Box, this step in our process will remain with an explanation provided as to how we differentiate proposed for our website and any job application documents.
 6. It should be noted, that in discussions with the Ban the Box campaign in 2020 they determined that we would only be able to be signatories to the campaign if 80% of our FTE roles were recruited without the criminal record disclosure on the application form. At the time, HR estimated that 83% of our FTE roles would be able to progress on that basis. We will need to test this calculation when the vetting and other policies are updated to ensure we continue to comply with the campaign stipulation.

7. The T&F Group progress and implementation plan for approval will be reported to CSC in July, with the intention that implementation can commence thereafter on a phased basis. Roles which include a need for Disclosure and Barring Service checks and those which are Politically Restricted posts will be within phase 2.

Corporate and Strategic Implications

8. Strategic implications – Adoption of the Ban the Box principles supports the City of London Corporation’s commitment to inclusive recruitment practices, thereby ensuring access to the skills and talent the Corporation needs. A review of vetting will enhance the Corporation’s confidence about its vetting decisions and provide the right foundation for managing risk, which lasts for as long as a person holds a security clearance.
9. Financial implications – None.
10. Resource implications – None.
11. Legal implications – None at this stage. Comptrollers will need to be satisfied with any policy or vetting changes to ensure we continue to meet statutory and other legal requirements.
12. Risk implications – Incomplete vetting carries risks for roles where national security or criminality concerns are a consideration, as well as vetting being used at an inappropriate level. There would be substantial reputational risk should the Corporation not meet its statutory obligations either in vetting or DBS as well as the risk posed by those individuals being employed inappropriately for the role we engage them to undertake.
13. Equalities implications – Ban the Box is intended to help support people with criminal convictions back into work and society groups more likely to have convictions or criminal history. When the policy/framework is complete a Test of Relevance will be able to be completed.
14. Climate implications – None.
15. Security implications – As noted above, vetting helps identify, manage and mitigate risks for roles which includes jobs with access to high-risk sites, highly classified or sensitive information or systems.

Conclusion

16. A report outlining recommendations for adjustments to City of London Corporation Vetting procedures including Ban the Box implementation will be provided in June 2023 to the Senior Security Board and to the Corporate Services Committee in July 2023 following the successful conclusion of Phase 1 of the work of the Task and Finish Group.

Appendices

None.

Background Papers

17. Original committee decision paper from Sep 2020: [Ban the Box -Update paper Final.pdf \(cityoflondon.gov.uk\)](#)

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