

**ESTABLISHMENT COMMITTEE**  
**Monday, 3 December 2018**

Minutes of the meeting of the Establishment Committee held at Guildhall on Monday,  
3 December 2018 at 1.45 pm

**Present**

**Members:**

Deputy Edward Lord (Chair)  
Deputy the Revd Stephen Haines (Deputy Chairman)  
Randall Anderson  
Deputy Keith Bottomley  
Deputy Jamie Ingham Clark  
Jeremy Mayhew  
Sylvia Moys  
Deputy Elizabeth Rogula  
Alderman William Russell  
Ruby Sayed  
Deputy Philip Woodhouse

**Officers:**

John Barradell	- Town Clerk and Chief Executive
Laura Simpson	- Town Clerk's Department
Sacha Than	- Town Clerk's Department
Peter Kane	- Chamberlain
Matthew Lock	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor
Peter Collinson	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Dorian Price	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Simon Cribbens	- Department of Community and Children's Services
Marcus Roberts	- Department of Community and Children's Services
Chrissie Morgan	- Director of Human Resources
Marion Afoakwa	- Human Resources Department
Janet Fortune	- Human Resources Department
Tracey Jansen	- Human Resources Department
Caroline Reeve	- Human Resources Department
Justin Tyas	- Human Resources Department
Jonathon Poyner	- Barbican Centre/GSMD
Alethea Marshall	- Barbican Centre/GSMD

The Chair informed Members that Sophie Fernandes would be stepping down from the Committee and thanked her for her contributions.

The Chair also welcomed Marion Afoakwa, who was recently appointed Assistant Director of Human Resources to the meeting.

1. **APOLOGIES**

Apologies for absence were received from Sir Mark Boleat, Deputy Kevin Everett, Sophie Fernandes, Deputy Joyce Nash, and Deputy Richard Regan.

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

There were no declarations of interest.

3. **MINUTES**

The Chair tabled a revised set of minutes advising there were minor nomenclature changes.

**RESOLVED** – That the public minutes and summary of the meeting held on 29 October 2018 be approved as an accurate record

Matters Arising

In response to a Member's query on the declarations of interest register for Senior Officers, the Chair reminded the Committee that the register of interests for Chief Officers was in the public domain and was reviewed by the Committee each year. The Director of Human Resources added that the register for Senior Officers was the responsibility of each Chief Officer to ensure they were updating the details, but the document was held centrally by Human Resources with an annual check conducted each year.

A Member queried the date of the Equalities and Inclusion Conference, the Director of Human Resources advised this was not yet available and Members would be provided with the details in due course.

4. **OUTSTANDING ACTIONS REPORT**

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

Guildhall Workplace Utilisation Programme

The City Surveyor provided an update on the Programme, advising that the various workstreams had been aligned, a new manager for the Programme was in post and the design principles agreed. A report on the Programme would be brought to the Committee in January 2019.

**RESOLVED** – That the Committee note the report.

5. **GENDER IDENTITY PRESENTATION OF RESULTS AND DRAFT POLICY DISCUSSION**

The Chair welcomed Marcus Roberts and Simon Cribbens of the Community and Children's Services Department, and Tina Azande from Smart Consult who

provided a presentation of key findings from the consultation survey which took place in the Summer 2018.

An overview of who had responded to the survey and what, in summary, they had said was provided to the Committee. Members were advised that there were free text options for people to leave comments, and whilst the comments did not reflect this, respondents were generally in agreement with the questions posed. A final report on the survey including a literature review and other discussions would inform a draft policy and this would be provided to the Committee in February 2019. The Chair noted that the views of all people, but particularly those of residents, City workers and people who use the Corporation's services were of interest.

Discussion took place amongst which the following comments were made:

Ms Azande confirmed that there were 21,000 replies received in relation to the survey, Members noted the level of non-UK citizens responding to which the Chair suggested that those respondents may reside in London and access the Corporation's services.

In response to a Member's query on the facilities at Hampstead Heath, it was noted that the question of whether the bathing ponds should continue on a single gender basis would be looked at, but the consultation showed there was positive endorsement for the Corporation's current policy on access to the bathing ponds.

A Member commented that he would encourage officers to question the responses which were least in agreement with the questions posed in the survey, particularly if those were City of London workers. The Member added that in order to change attitudes, it is necessary to understand why people hold certain views, and asked officers to look at getting those answers.

A Member suggested that it may be useful to consider the religion of those who responded, especially amongst those who did not reside in the UK as this could inform their opinions.

The Chair advised that the data set was enormous and asked that certain areas be drilled down into such as the strongest levels of agreement versus the least agreement to understand both ends of the spectrum. The Chair noted that those who objected to the proposals, made greater use of the free text box to criticise the consultation as a whole, hence the comments critiquing the consultation.

The Chair outlined future steps, particularly that a report would be brought before the Committee in February 2018. The consultation had demonstrated positive endorsement to the City of London Corporation's current approach with regards to the services at Hampstead Heath, which would inform our holistic approach to all services, and crucially any new policy will comply with the Equalities Act to ensure that the Corporation was providing people with access

to its services and respecting dignity, regardless of sex/gender and gender reassignment characteristics.

**6. EU SETTLEMENT SCHEME**

The Committee received a report of the Director of Human Resources which set out plans for EU Citizens employed by the City of London Corporation post Brexit.

The Director proposed that the City of London Corporation fund the £65 applicant fee for Corporation employees and their dependents (£32.50 for those aged under 16) for entry to the EU Settlement Scheme. The Director advised that weekly meetings were taking place amongst Chief Officers to look at the implications of Brexit and further reports and updates with longer term proposals would be brought before the Committee when more information is known.

A Member commented that other companies within the City were not paying the applicant fees for their employees. In response the Chair reminded the Committee of the difference in salaries and that the Corporation has a duty of care to its employees.

In response to a Member's query on what other London Boroughs were doing for their employees. The Town Clerk explained that the City of London Corporation would be leading the way on this with conversations taking place with other Local Authorities. The Town Clerk added that 11% of adult social care staff were EU Nationals and in areas that already experienced issues with recruitment, the proposals outlined by the Director of Human Resources would assist with retention.

Members commented on whether a decision should be made on an item that was marked for discussion. Members asked that "for discussion" not be used on reports in future.

**RESOLVED** – That the City of London Corporation fund the applicant fee for Corporation employees and their dependents for entry to the EU Settlement Scheme.

**7. REVIEW OF THE CITY OF LONDON POLICE AUTHORITY - RESOURCING & GOVERNANCE ARRANGEMENTS**

The Committee considered a report of the Town Clerk which outlined proposals to enhance the Police Authority function within the City of London Corporation.

In response to a Member's query on why this report had been considered and approved by the Policy and Resources Committee in advance of the Establishment Committee, the Chair explained this was due to the timings of the meeting, but if Members did not agree with the proposals, it would return to Policy and Resources.

**RESOLVED** – That the Committee:

- a) note the intention to introduce service level agreements between the Police Authority and the Corporation's professional support services;
- b) note the improvement to the governance arrangements that will enhance the Police Authority's oversight and scrutiny function including greater strategic leadership and community engagement and better performance management arrangements;
- c) note the intention to establish the full cost of the Police Authority function for benchmarking and Value for Money purposes; and
- d) note, posts will be recruited to and will be a cost pressure on the Chamberlain's and Town Clerk's 2018/19 budgets. If required, a funding request may be made to Finance Committee for contingency funding late in the financial year;
- e) approve the creation of two FTE finance posts, including recommending to the Court of Common Council a new Grade I post, at a cost of up to 195,000 and one FTE Town Clerk's post at a cost of up to £55,000 to strengthen the capacity and capability of the Police Authority.

**8. REPORT OF ACTION TAKEN**

The Committee received a report of action taken under urgency procedures for the creation of a new post of a Grade J Chief Operating and Financial Officer at the City of London Police.

**RESOLVED** – That the Committee note the report.

**9. REVENUE BUDGETS 2019/20**

The Committee considered a joint report of the Town Clerk, the Chamberlain and the Comptroller and City Solicitor which sought approval of the provisional revenue budget for 2019/20.

In response to a discussion on the correct process for the approval of budgets, the Town Clerk explained that the relevant service committees receive the budgets for subsequent approval on to the next stage, i.e. the Finance Committee, which makes a final recommendation to the Court.

In response to a Member's query on unidentified savings as mentioned within the report before Members, the Town Clerk explained that the organisation would need to look at ways to make savings in order to run more efficiently. The Comptroller and City Solicitor added that next year, the Comptroller and City Solicitor's Department would operate a trading account for legal services.

A Member commented on the employee costs and queried the increase behind some of those figures. In response, the Comptroller and City Solicitor advised there were a number of people who had received the annual increment in their pay, the Director of Human Resources added that the job grades were budgeted at the mid-point of the scale and for those who exceeded this point, additional funding for this payment was then sought.

**RESOLVED** – That:

- a) the Committee having critically reviewed the provisional 2019/20 revenue budget was satisfied that it reflects the Committee's objectives;
- b) the Committee note the unidentified savings lines for Town Clerk's Budgets of £311,000 and £360,000 for the Comptrollers and City Solicitor's Budgets;
- c) the Committee approve the budget for submission to the Finance Committee and
- d) the Committee authorise the Chamberlain to revise these budgets to reflect any further implications arising from the Service Based Reviews and other corporate efficiency projects.

10. **CORPORATE HEALTH SAFETY AND WELLBEING POLICY**

The Committee considered a report of the Director of Human Resources which sought endorsement for a revised Corporate Health and Wellbeing Policy.

**RESOLVED** – That the Committee endorse the suggested revisions and refreshing of the Corporate Health Safety and Wellbeing Policy (HSP1 - draft Version 01 – 03) and agree the revised Policy attached as set out in Appendix One in the papers before Members.

11. **CORPORATE LONE WORKING / PREVENTING VIOLENCE POLICY**

The Committee considered a report of the Director of Human Resources which sought approval for a new Corporate Lone Working/Preventing Violence Policy.

Discussion took place with a Member seeking the definition of lone working, the Director of Human Resources advised that lone working refers to situations where staff in the course of their duties work alone or are physically isolated from colleagues and without access to immediate assistance i.e. not just immediate support/supervision of a manager.

A Member noted that bullet 8.4 was missing within the Policy, the Director agreed to make this revision.

In response to a Member's comment on the use of the Data Protection Act 1998 within the Policy, but noting there had been a further act since, the Director advised that the advice provided as part of that act was relevant and was used as good practice. The Committee noted that if the legislation is defunct, but the guidance has validity, for this to be rephrased within the Policy.

**RESOLVED** – That the Committee approve the new corporate Lone Working / Preventing Violence Policy subject to the revisions raised by Members.

12. **FLU VACCINATIONS**

The Committee received a report of the Director of Human Resources which was in response to a query raised by Members at the previous Committee regarding flu vaccinations.

A Member commented that the cost benefit analysis was incontrovertible, and Boots seemed to provide the best value for money.

In response to a request for an update with regards to the Open Spaces trial of the flu vaccination, Members were informed that out of 480 staff, 85 opted to have the vaccine.

Discussion took place as to whether there would be tax implications, the Chamberlain advised this would be unlikely.

Members asked that an action plan to roll out the vaccination to staff and Members be brought back to the Committee for January 2019, and that Boots be approached by the Chamberlain to see whether a financial discount could be given.

**RESOLVED** – That the Committee note the report.

13. **DEVELOPMENTAL TOOLKIT AND COMPETENCY FRAMEWORK UPDATE**

The Committee received a report of the Director of Human Resources which updated Members on the pilot phase for proposed new developmental framework for managing performance.

A Member commented on the Competency Framework as set out in the report before Members noting there was a difference between a vision and a mission and asked officers to bear this in mind. In response, the Director of Human Resources commented that this was a work in progress and was evolving; staff were involved in developing elements of the framework and a pilot of the online system would be taking place in January 2019, with a report to come back to Committee, and the new system to go live in 2019/20. Members noted it would be useful to hear back on the results of the pilot.

**RESOLVED** – That the Committee note:

- a) the findings and feedback from the pilot phase of the launch of the new appraisal toolkit and the next steps and changes to progress to 'go-live' launch phase in April 2019 across the whole Corporation; and
- b) the continuation of the pilot groups using the new competency continuum scales from December - February 2019 in conjunction with the pilot Clear Review online recording tool which launches in November to the pilot groups.

14. **SENIOR REMUNERATION COMMITTEE MINUTES**

The Committee received the draft public minutes of the Senior Remuneration Sub-Committee meeting held on 8 November 2018.

**RESOLVED** – That the Committee note the minutes.

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

Questions were raised as follows -

A Member asked; "noting the agreement given by the Policy and Resources Committee regarding the new Project Management processes and procedures,

do we believe the Project Management Office in the Town Clerk's Department is adequately resourced?"

The Town Clerk responded that a report would be provided the Establishment Committee in early 2019 on this matter, subject to the proposals being approved by the Court in December 2018.

A Member asked; "regarding the mailing out of papers, there have been at least two incidents where papers have been coming out of the envelopes, how do we oversee the control of this?"

The Town Clerk advised this matter has been raised at two other Committees and discussed at the Committee and Member Services monthly meeting. Officers were advised that the old style of envelopes were no longer being ordered, and the Committee and Member Services Team had asked that those be ordered again to ensure the issues with the post no longer occur.

The Chair noted that whilst Members were pleased with the savings being made from City Procurement, it was important that quality not be compromised, and this was an issue of security. The Chamberlain noted the comments made.

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

The Chair advised of three items of business to raise:

- i) A resolution of the Markets Committee was tabled which raised a concern regarding a paper not being on the agenda. The Chair advised this occurred due to an error within the Town Clerk's Department. At the Markets Committee meeting, the point was raised that there were a number of vacancies within the Team, but recruitment was taking place. The Chair commented that the Markets Committee had asked the Establishment Committee be made aware of slippage due to staffing issues.
- ii) A report of the Director of Human Resources on the Project Management Academy was tabled, the Chair advised this would be brought before the Projects Sub-Committee taking place the following week. The Chairman of the Projects Sub-Committee commented that this piece of work would make a huge difference to staff and supported a more strategic approach.

In response to a discussion on funding, the Director advised it was planned for the costs to be absorbed from the training budget. The Town Clerk added that at present a number of costs were not known, but Committees would be allowed to view the costs for each project and vote accordingly. A Member queried whether the Academy could be run with London Councils. In response, the Director advised that this had not been looked at as the modules were tailored to the City of London Corporation's governance processes. The Chair asked

that a collaboration with other London Councils be looked into as part of the project.

- iii) The Chair raised the need to have Equality Impact Assessments for Committee reports, particularly those for decision, as otherwise the City of London Corporation would be at risk of failing to comply with its statutory duty to have due regard.

The Committee agreed that the Town Clerk and Director of Human Resources look at the provision of compulsory training for report authors on the need to provide essential information on Public Sector Equality Duty and Equality Impact Assessment requirements in order for Members to be assured that they are compliant with their statutory duties.

**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	1,2,3,4,5
19,26,28	1,2
22	1,2,3,5
23,24,35	1,2,3
27	4
29	1,4

**18. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 29 October 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.

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

There were no questions.

**21. 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.

**22. CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 29 October 2018 were approved.

23. **MARKET FORCES SUPPLEMENT REQUEST**  
The Committee considered a report of the City Surveyor regarding a request for a Market Forces Supplement.
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26. **EMPLOYMENT MATTERS**  
The Committee considered a report of the Chamberlain regarding Employment Matters.
27. **CHANGE PROGRAMME**  
The Committee considered a report of the Director of Operations and Buildings, Barbican/Guildhall School of Music & Drama with regards to a change programme.
28. **CONFIDENTIAL STAFFING ITEM**  
The Committee considered a late paper of the Town Clerk with regards to staffing.
29. **SENIOR REMUNERATION COMMITTEE MINUTES**  
The Committee received the confidential draft minutes of the Senior Remuneration Sub-Committee meeting held on 8 November 2018.
30. **TOWN CLERK'S UPDATE**  
There was no update.

**The meeting ended at 3.30 pm**

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Chairman

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**Officer:**

**Sacha**

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