



Establishment Committee

Date: THURSDAY, 28 MAY 2020

Time: 11.00 am

Venue: VIRTUAL MEETING

Members:

Deputy Edward Lord (Chair)	Jeremy Mayhew
Deputy Kevin Everett (Deputy Chairman)	Sylvia Moys
Randall Anderson	Deputy Joyce Nash
Deputy Keith Bottomley	Barbara Newman
Alderman Sir Charles Bowman	Deputy Richard Regan
Tracey Graham	Deputy Elizabeth Rogula
Deputy the Revd Stephen Haines	Ruby Sayed
Sheriff Christopher Hayward	Deputy Philip Woodhouse
Deputy Jamie Ingham Clark	

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Members of the public can access this virtual meeting at the below link:
<https://youtu.be/FC0bU6MvOUI>

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes of the meeting held on 12th March 2020.

For Decision
(Pages 1 - 8)

Strategic Business

4. **LEARNING AND ORGANISATIONAL DEVELOPMENT**

Report of the Director of Human Resources.

For Discussion
(Pages 9 - 10)

5. **COVID - 19 RESPONSE - REDEPLOYMENT**

Report of the Director of Human Resources.

For Discussion
(Pages 11 - 14)

6. **COVID - 19 DASHBOARD**

Report of the Director of Human Resources.

For Discussion
(Pages 15 - 28)

7. **RETURN TO WORK**

Joint Report of the Director of Human Resources and the City Surveyor.

For Discussion
(Pages 29 - 34)

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

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

10. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

11. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 12th March 2020.

For Decision
(Pages 35 - 36)

12. PAY AWARD 2020-2023

Report of the Director of Human Resources.

For Discussion
(Pages 37 - 46)

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

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

Part 3 - Confidential Agenda

15. CONFIDENTIAL MINUTES

To agree the Confidential minutes of the last meeting held on 12th March 2020.

For Decision

For Decision

16. THE CORONAVIRUS JOB RETENTION SCHEME

Report of the Director of Human Resources.

For Decision

For Discussion

17. FUTURE SUCCESSION PLANNING

Oral discussion

For Discussion

18. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

For Information

ESTABLISHMENT COMMITTEE

Thursday, 12 March 2020

Draft Minutes of the meeting of the Establishment Committee held at Guildhall on
Thursday, 12 March 2020 at 11.00 am

Present

Members:

Deputy Edward Lord (Chair)
Deputy Keith Bottomley
Alderman Sir Charles Bowman
Deputy the Revd Stephen Haines
Sheriff Christopher Hayward
Deputy Jamie Ingham Clark
Jeremy Mayhew
Deputy Joyce Nash
Barbara Newman
Deputy Elizabeth Rogula

Officers:

Angela Roach	- Assistant Town Clerk
Kristina Drake	- Media Officer
Michael Cogher	- Comptroller and City Solicitor
Chrissie Morgan	- Director of Human Resources
Janet Fortune	- Human Resources
Tracey Jansen	- Human Resources
Marion Afoakwa	- Human Resources
Kate Smith	- Town Clerk's Department
Alison Bunn	- City Surveyor's
Colette Hawkins	- HR Business Partner, Town Clerk's
Amanda Lee-Ajala	- Human Resources
Jessica Walsh	- Town Clerk's Department
Charles Griffiths	- Bursar, City of London School
Liam Gillespie	- Department for Community and Children's Services
William Coomber	- Department for Community and Children's Services
Alan Bubbear	- Bursar, City of London School for Girls
Bob Warnock	- Superintendent of Hampstead Heath

1. APOLOGIES

Apologies for absence were received from Randall Anderson, Tracey Graham, Sylvia Moys, Ruby Sayed, and Philip Woodhouse.

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 of the meeting held on 30th January 2020 be approved as an accurate record.

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

RESOLVED – That the public minutes of the meeting of the Joint Consultative Committee held on 6th February be noted.

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 noted the report.

6. **RESOLUTION OF PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE**

The Committee received a resolution of the Port Health and Environmental Services Committee concerning the lack of a central comprehensive database that included the details of volunteers and contractors at the Corporation.

RESOLVED - Members asked officers to work on identifying any risks that the Corporation may incur by not having a central database, actions to mitigate these risks, and any associated resources required. The Chair asked officers to update Members at the Establishment Committee meeting on 8th July 2020.

The Chair asked the Town Clerk to circulate this minute for information, by way of a resolution, to the next meetings of the Port Health and Environmental Services Committee, the Audit and Risk Management Committee, and the Corporate Asset Sub-Committee.

7. **RESOLUTION OF THE FINANCE, GENERAL PURPOSES AND ESTATES SUB-COMMITTEE (BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL)**

The Committee received a resolution of the Finance, General Purposes and Estates Sub-Committee concerning the City of London Corporation's recruitment contracts policy for non-teaching staff at the schools.

RESOLVED – Members asked the respective bursars, supported by colleagues in HR, to return to the next meeting of the Establishment Committee with an agreed position and a range of options for Members to consider.

8. **BREXIT UPDATE**

The Committee received brief verbal update of the Director of Human Resources.

RESOLVED – that the Committee noted the verbal update.

9. **SOCIAL MOBILITY YEAR TWO ACTION PLAN**

The Committee received a Report of the Town Clerk and the Director of Human Resources concerning the Corporation's Social Mobility Action Plan.

In response to a query, officers confirmed that they would be meeting representatives from PwC on 23rd April.

RESOLVED – that the Committee noted the Report.

10. **COVID - 19 UPDATE**

The Committee received a verbal Report of the Director of Human Resources concerning Covid-19.

The Director of Human Resources made the following points:

- advice for officers and Members was being updated daily. Currently, sickness rates have not increased significantly, but, clearly, this was likely to change in the coming weeks.
- stress testing would be taking place over the coming days, whereby large numbers of staff would be instructed to work from home to test the resilience of the Corporation's IT infrastructure.
- as Members may have been aware, the decision was taken to close the Guildhall School for Music and Drama due to a member of staff being diagnosed with Covid-19.

The Director concluded by emphasising that all departments were taking up a joined up, consistent approach to overcoming the serious challenges that faced the City and was confident about how officers were managing this.

A Member reminded the Committee and officers that hand sanitiser was only effective at a minimum content of 60% ethanol. The Chair added that all operational buildings should be ensuring that the tap water in bathroom areas is hot as opposed to tepid. The Town Clerk would feed both points back to Gold Group.

RESOLVED – that the Committee noted the verbal report.

11. **FLU VACCINATION SCHEME - REVIEW OF YEAR 1**

The Committee received a Report of the Director of Human Resources concerning the flu vaccination scheme.

A Member remarked on the low take up amongst Members, the Chair pointed out that a proportion of the Membership were already entitled to free vaccinations but, in any case, it was important to emphasise the availability of this policy, both for the remainder of this flu season and in autumn 2020.

RESOLVED – that the Committee notes the Report.

12. **HAMPSTEAD HEATH BATHING PONDS - HEALTH AND SAFETY**

Members commended officers for their handling of the Review, stressing that it should serve as an exemplar for others going forward.

After endorsing the decisions made by the Hampstead Heath, Highgate Wood and Queen's Park Committee on 11th March, Members asked that a resolution be submitted to the Resource Allocation Sub-Committee's meeting of 19th March 2020, that emphasised Establishment Committee's support for any Open Spaces Department bid that goes to RASC that requests funds related specifically to improvements for health and safety at the bathing ponds.

Members also asked that the Resolution be circulated for information to the Hampstead Heath, Highgate Wood, and Queen's Park Committee's next meeting of 3rd June 2020.

RESOLVED that the Committee requested that a resolution be circulated to the Resource Allocation Sub-Committee and the Hampstead Heath, Highgate Wood, Queens Park Committee emphasising the Establishment Committee's support for any Open Spaces Department bid that goes to RASC that requests funds related specifically to improvements for health and safety at the bathing ponds.

13. **STONEWALL WORKPLACE INDEX**

The Committee received a Report of the Director of Human Resources concerning the Stonewall Workplace Index.

An officer stressed that whilst the Corporation's score was low, this was its first year as part of the Index, and in that context was a "not a bad start". A task and finish group, led by the Chair of the Establishment Committee and the Town Clerk had been set up to ensure that the actions identified in consultation with Stonewall would be acted on and that an improved score would be achieved in 2021.

The Chair thanked officers for their work on this, it was apparent that more was needed to be done, but progress was being made and they were confident that improvements could be delivered. Participation in the Index had also revealed the need for the Corporation to establish a unique bullying and harassment policy that covered all staff.

In addition, officers would also work with the Procurement Sub-Committee to ensure that the firms in the Corporation's supply chain are adhering to Stonewall Workplace Index principles.

RESOLVED – that the Committee noted the Report.

14. **EQUALITY, DIVERSITY AND INCLUSION MANAGER'S UPDATE**

The Committee received a Report of the Director of Community and Children's Services.

The Chair thanked the Equality, Diversity and Inclusion Manager for bringing the paper, they remarked that this was the first time the Committee had received this Report directly from a Department.

RESOLVED – that the Committee noted the Report.

15. **PARENTAL BEREAVEMENT (LEAVE AND PAY) ACT 2018**

The Committee considered a Report of the Director of Human Resources concerning the Parental Bereavement (Leave and Pay) Act 2018.

RESOLVED – that the Committee approved the following:

- Note the requirements under the Parental Bereavement (Leave and Pay) Act 2018 and the proposed amendments to the Special Leave Policy;
- To approve 2 weeks paid PBL for all employee's regardless of length of service (paid at normal pay);
- To approve paid PBL for a child of any age.

16. **HR DASHBOARD - JANUARY 2020**

The Committee received a Report of the Director of Human Resources concerning the corporate HR Dashboard.

RESOLVED – that the Committee noted the Report.

17. **PROJECT MANAGEMENT ACADEMY**

The Committee received a Report of the Town Clerk concerning the Project Management Academy.

RESOLVED – that the Committee noted the Report.

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

There were no questions.

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

There were no urgent items.

20. **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.
21. **NON-PUBLIC MINUTES**
The non-public minutes of the meeting held on 30th January were approved.
22. **NON-PUBLIC MINUTES OF THE JOINT CONSULTATIVE COMMITTEE**
The non-public minutes of the meeting of the Joint Consultative Committee held on 6th February were noted.
23. **OUTSTANDING NON-PUBLIC ACTIONS REPORT**
The Committee noted a report of the Town Clerk which provided details of non-public outstanding actions from previous meetings.
24. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
A Member asked a question about whether the timings of committee meetings could be altered as an outcome of the Governance Review.
25. **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.
26. **CONFIDENTIAL MINUTES**
The confidential minutes of the meeting held on 30th January were approved.
27. **CITY SURVEYOR'S DEPARTMENT - CORPORATE PROPERTY FACILITIES MANAGEMENT/PROPERTY SERVICES DESK**
The Committee considered a Report of the City Surveyor concerning a restructure of the corporate Property Facilities Management (CPFM) team (which includes the Property Service Desk - PSD).
28. **CITY OF LONDON SCHOOL**
The Committee considered a Report of the Bursar of the City of London School.
29. **DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES - HOUSING AND ESTATE MANAGEMENT SERVICE**
The Committee considered a Report of the Director of Community and Children's Services concerning the Housing and Estate Management Service
30. **CHAMBERLAIN'S OPERATING MODEL - PHASE 1 - IT AND PROCUREMENT RESTRUCTURE**
This Report was withdrawn.

31. **HONORARIA - CITY OF LONDON SCHOOL FOR GIRLS**

The Committee considered a Report of the Bursar of the City of London School for Girls concerning an honorarium.

32. **CONFIDENTIAL MINUTE OF THE JOINT CONSULTATIVE COMMITTEE**

The Committee noted a confidential minute of the Joint Consultative Committee's meeting of 6th February.

33. **SUBMISSIONS FROM THE GMB AND UNITE**

The Committee received submissions from the GMB and Unite unions.

34. **TOWN CLERK'S UPDATE**

The Committee received a verbal update of the Town Clerk.

The meeting ended at 12.50 pm

Chairman

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Agenda Item 4

Committee	Dated:
Establishment	28th May 2020
Subject:	Public
Learning and Organisational Development	
Report of:	For
Chrissie Morgan, Director of Human Resources	Discussion
Report author:	
Janet Fortune Assistant Director HR	

Summary

1. The Learning and Organisational Development function has been operating virtually since 24th March 2020. In preparation for this the team had already developed a series of 'Power Hours', interactive sessions available to everyone, about working at home and managing remote workers and coaching remote workers. Since then the further sessions on resilience and managing change have been added. In addition, the team have been running management team sessions for departments with some including over 100 participants. This report gives more detail on the current activities and on the future plans.

Power Hours and Team Interventions

2. Since 24th March nearly 350 people have attended Power Hour sessions which are run twice a day. These have covered, Working remotely, Managing people remotely, crucial conversations, resilience, coaching, the performance development approach and the LMA have introduced Family History Matters. The feedback has been good; for example;

'I loved this course and will be using the Eisenhower method and Pomodoro technique. Great course everyone should attend in these challenging times'

3. According to the staff survey of those that responded 323 had attended the power hours sessions and two thirds had found them very useful or useful.
4. In addition the team have been holding departmental team session and continuing with the Performance Development team sessions.

Appraisals

5. At the start of the lockdown we advised managers to do appraisals if they could, by using teams or phone if necessary. For some groups this was a good opportunity to carry these out for others it would be impossible, particularly for our key workers. We assured staff that managers will

complete appraisals when they can and there will be no detriment for late appraisals. The start of year appraisal would be done about now but again we have to allow some flexibility, in most cases it would be very difficult to set anything other than short term objectives for the coming year.

Apprentices

6. At the beginning of lock down we anticipated that some apprenticeships would have to be paused, and those that could be completed would likely be delayed as the final sign offs (end point assessments) would have to be done differently and possibly would take longer. We extended the FTC to the end of the year for level 2 and 3 apprentices to allow these to complete.

Project Management Academy

7. The development of the 15 modules to support the project management academy are in the process of being handed over to L&OD for roll out this year. As with all our training we do not anticipate face to face or classroom training anytime this year so we are in the process of adjusting these modules so the classroom element can be done virtually.

Classroom courses

8. We are working on the L&D programme and how this can be adjusted to social distancing or delivery virtually. The First Aid provider believe they can resume this from July which will be important to us for renewals, although with less people in offices we will need to determine what is still required.

Conclusion

9. The team have and are adapting learning and development activities to a virtual provision with an excellent take up by staff working remotely. Interactive tools are being used extensively, on 22 May 2020 the Senior Leaders Forum met virtually (Over 90 Senior Managers attended, including the Town Clerk), where interactive voting and free text questions and suggestion were captured. The team are paying particular attention along with the Health and Safety and wellbeing team on providing continuous ways for staff to access wellbeing support. .

Janet Fortune
Assistant Director HR
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Committee(s): Establishment Committee	Date 28/05/2020
Subject: Covid-19 Response Redeployment	Public
Report of: Chrissie Morgan, Director of Human Resources	For Discussion
Report author: Marion Afoakwa	

Summary

The report provides information about the redeployment of staff externally for the effective management of the pan-London Covid-19 emergency response and internally to ensure that core functions remained operational. The report also provides examples of how staff from functions that were suspended or revised due to the lockdown, were utilised.

Recommendation(s)

The Establishment Committee is asked to discuss this report

Main Report

Background

1. The City of London Corporation's statutory responsibilities under the Civil Contingencies Act 2004 to contribute to emergency situations, meant that staff were urgently redeployed to the Covid-19 London Strategic Coordinating Group (SCG), from early March this year.
2. Approximately 20 employees have so far been redeployed to the SCG on and off on either a full or part time basis. The salaries for these staff are being funded by the SCG.
3. As mutual aid and partnership working with multi-agencies to provide essential services, 9 City of London Corporation employees were redeployed to the London Mortality Planning group on a full-time basis, 7 of which are expected to be required until 15 June 2020.
4. These staff normally work in departments including the Barbican Centre, Tower Bridge, Open Spaces, Markets and Consumer Protection, Mansion House and Town Clerk's.

5. Across London, redeployment of staff to the Mortality Planning Group were from Camden 18, Southwark 1, Croydon 1, Barking & Dagenham 1, Sutton 2 and the GLA 1.
6. As a consequence of City of London Corporation's non-critical functions having to be revised or closed down in compliance with the social distancing measures, there has been a significant reduction in, or complete cessation of, work for areas such as culture, events and education. Other areas of work that cannot be delivered remotely e.g. some Opens Spaces work have also been impacted with groups of under-utilised staff.
7. Departments have sought to mitigate this impact by deploying some of their own under-utilised staff to other areas of work to cover sickness/shielding setting research projects, and encouraging development of skills through completing e-learning programmes.
8. A call for an internal bank of volunteers to fill in gaps in critical areas, in the event of staff shortages arising due to increased demand, sickness or other reasons, resulted in 112 staff putting themselves forward, 27 of which were available full time and the remainder part time.
9. These staff volunteers spanned grades A to H, with the majority at grades B & C (27 each) and a Teacher. Apart from the 9 redeployed to the London Mortality Group, 11 have been redeployed to fill in gaps in departments including IT, Markets, City Bridge Trust and Open Spaces.

Current Position

10. Some staff who were redeployed to the SCG have now returned to their substantive roles now that those activities are being phased back.
11. Staff coming to the end of their redeployment to the London Mortality Group have a built in 1 week "decompression leave" in before their return, to allow them to properly rest and relax after the very stressful work they have been involved in. These staff have also been offered "decompression" sessions to help them off-load, reflect and refocus through a coaching process.
12. On return to their substantive roles, HR Business Partners will support line managers of these staff to ensure that any potential post-traumatic issues are quickly picked up and addressed through our Occupational Health Service.
13. With the City of London Corporation's move to the recovery phase, some staff who have been under-utilised since lockdown begun are now returning to the workplace e.g. Central Criminal Court cleaners
14. The independent schools have undertaken redeployment exercises for example CLFS undertook a skills audit of all staff not utilised to identify other talents, skills and experience they might have, such as technicians and coaches. Key areas of

the business such as maintenance, marketing and community development are areas SLT looked to redeploy to as they needed additional support. The schools are providing a full timetable and teachers are working full time from home.

15. The phased return of pupils to school means managing a mixed economy of learning from home and learning at school. This means that staff currently under utilised can now support this next phase. We will need to review any remaining staff unable to be redeployed and options are continually being assessed. Additional staffing information is for discussion on the confidential part of this agenda.
16. The Guildhall School of Music and drama is providing teaching for this term online, so staff are working from home and they do not report any staff not being redeployed and utilised.
17. The Barbican reports that the vast majority of staff are working from home and deployed on other areas of work if unable to continue their substantive role. The main group of staff unable to work from home are the technical teams in music, theatre and Art gallery. However, the Barbican advises it will need to start bringing these technical teams in as the centre looks to re-open at some point. In any event, the technical teams have a period over the summer where they do their annual maintenance work and the Barbican would look to bring them in to complete this over this summer. Additional staffing information is for discussion on the confidential part of this agenda.
18. Open Spaces have utilised and redeployed staff, particularly to help in their parks and open spaces to act as marshals to try to facilitate social distancing of the public using the spaces. One has been redeployed to Camden to assist with mutual aid. Again, we need to keep the numbers under review where staff have not been utilised. We also have a number of staff unable to work from home but are vulnerable and shielding so would not be able to attend work in any event. Additional staffing information is for discussion on the confidential part of this agenda.
19. We are continuing to work with departments to match internal volunteers' skills against any arising needs to ensure that the City of London Corporation can continue to offer as close to business as usual as possible within current limitations.

Conclusion

20. The City of London Corporation has been commended by partner organisations for our contribution of staff resources to support the national covid-19 response. Efforts continue to be made internally to utilise as many staff as possible who are currently not working due to workplaces being closed however this has been challenging for those in roles that cannot be done remotely.

Nonetheless, managers are being encouraged to be creative in coming up with some work activities for these staff to at the very least maintain their morale and wellbeing. We will need to review any remaining staff unable to be redeployed and options are continually being assessed and further staffing matters are on the confidential part of this agenda.

Appendices

None

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Committee	Dated:
Establishment Committee	28/05/2020
Subject;	Public
Covid -19 Dashboard – May 2020	
Report of:	For
Chrissie Morgan, Director of Human Resources	
Report author:	Discussion
Tracey Jansen, Assistant Director, Human Resources	

Summary

This report provides information to the Establishment Committee with a dashboard of Covid-19 related workforce data. Human resources have been monitoring sickness weekly since the government introduced lockdown in March 2020. We are analysing sickness by type and currently Covid-19 symptoms is the top reason for sickness absence. We are also monitoring Covid-19 related sickness by sex, disability ethnicity and age.

The report includes other related data that is being monitored and used at the local and corporate level. The report finally outlines the guidance support and resources that has been put in place to support both employees and managers at this time.

Recommendations

The Establishment Committee is asked to note the report.

Main Report

Background

1. The information source for the dashboard report in relation to sickness absence is drawn from the Corporate HR / Payroll system (CityPeople). Sickness absence is entered on the system by line managers. Automated reports are also sent to HR where any Covid-19 symptoms sickness cases are recorded to ensure that we can follow up with managers.
2. We have had 3 confirmed Covid-19 cases to date. As and when these are recorded, they are notified to the Health Safety and Wellbeing manager so that an assessment can be made with the relevant department to determine whether it is RIDDOR reportable as required by the Health and Safety Executive. To date none of our three cases have necessitated reporting in this regard.

Current Position

3. Testing arrangements for symptomatic staff is in place. Information for staff is available on the intranet and we can make employer referrals which are prioritised. However, employees are not obliged to be referred by us and can make their own arrangements for testing. Clearly it is preferable for testing to be referred by us as we are then better sighted on who has been tested and can follow up on results. To date 17 employees and/or their household members have been referred for testing. One has been returned as positive. Currently we are only able to refer to a testing centre and cannot arrange for home testing kits at present. Contact tracing is not yet in place.
4. Appendix 1 sets out sickness absence information for the week ending 17 May 2020. These reports are run weekly and departments are provided with their own data for management purposes. Also included in Appendix 1 is other base data relating to number of tested positive for Covid-19, shielded employees, number of staff working from home, staff with some capacity who are able to undertake other work, numbers who have been deployed internally and externally. The Appendix also includes the cumulative sickness since January 2020.
5. Sickness for week ending 17 May was 76 cases of sickness accounting for 449 days sickness. Compared to the same period last year it was 173 cases accounting for 645 days sickness. So whilst Covid-19 sickness is both new since last year and the highest reason for sickness absence, this has not impacted to great extent on total sickness absence which is probably reflective of the number of staff who are able to work from home. It can be seen from the table that the higher levels of sickness are in those areas providing frontline services which is to be expected in the circumstances.
6. Appendix 2 sets out the sickness data analysed by sex, disability, ethnicity and age. Whilst our numbers are small making it difficult to accurately compare, they do broadly reflect the sort of data analysis that is being produced nationally by the Office for National Statistics.

Guidance resources and support

7. Along with producing this data weekly for corporate and departmental use, we are using the data as a prompt to alert the Health Safety and Wellbeing Manager of any confirmed Covid-19 cases to assess whether the case is RIDDOR reportable. To date none have necessitated this. Critically, the HSE themselves note that, *'infections that could have been acquired as easily in the community as in work are not reportable, unless the infection was definitely acquired at work'*
8. On notification of a confirmed Covid-19 case we also refer managers to the special support and resources package we have put in place for managers of those staff who have confirmed Covid-19. This includes ensuring we have family member contact details; prompts for the information that we need to

know to avoid having to contact them later for missing information; alerting pensions where appropriate. The support package includes a bereavement framework and resources too. A member of staff has recently died in service (non- Covid-19) outside work and the bereavement framework of support was used including supporting colleagues of the deceased.

9. We have written to all staff asking those who are working from home to undertake a home working assessment which includes a self-assessment of their Display Screen Equipment (DSE) The self-assessment is discussed with their manager to review any concerns. The City Corporation has around 100 DSE Assessor and coordinators who can provide initial advice and support to managers. A catalogue of equipment has been sourced so that we can ensure best value for money in making any purchases necessary when they are justified by the assessments.
10. We are very mindful of the impact the pandemic can have on staff and to this end there is a huge range of information guidance and support for members of staff and manager. We have a team of trained volunteer Mental Health First Aiders who are able to provide online support and guidance to staff. We have put together a checklist for manager to support them in picking up potential stress and anxiety at the early stages with practical guidance on starting a conversation with a member of staff. We have also increased our counselling resources and simplified the process for referrals as occupational health who have seen an increase in referrals since the pandemic started. The Employee Assistance Programme (Health Assured) resource has been increased and Health Assured have reported an increase in its usage both for counselling and their online resources. These initiatives have dovetailed with Mental Health Awareness Week (week commencing 18 May), and we have a range of resources and information available on the intranet including a new video recorded by one of our members of staff about her own experience of anxiety and seeking the support she needed.

Corporate & Strategic Implications

11. The Covid-19 Dashboard provides a key information to support and inform our planning and appropriateness of intervention and initiatives that we have put in place. This enables us to have a consistent service provision to support managers and staff across all departments.

Appendices

Appendix 1 – Covid-19 Dashboard May 2020

Appendix 2 – Covid-19 Dashboard - Breakdown by gender, disability, ethnicity and age.

Background Papers

<https://corpoflondon.sharepoint.com/sites/Intranet/SitePages/Kindness---Mental-Health-Awareness-Week-2020.aspx>

<https://corpoflondon.sharepoint.com/sites/Intranet/SitePages/Staying-Mentally-Healthy---It's-good-to-talk.aspx>

<https://corpoflondon.sharepoint.com/sites/Intranet/SitePages/Coronavirus.aspx>

RIDDOR and Covid 19

Tracey Jansen, Assistant Director Human Resources

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Sickness 11/05/2020 and 17/05/2020

Department	absence cases	New cases
BARBICAN CENTRE [05]	1	
CHAMBERLAIN'S DEPARTMENT [11]	6	3
CITY OF LONDON POLICE (CIVILIANS) [55]	5	
CITY SURVEYOR'S DEPARTMENT [73]	3	1
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	12	3
FREEMEN'S SCHOOL [65]	2	1
GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	8	1
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	2	
MARKETS & CONSUMER PROTECTION [41]	13	3
OPEN SPACES DEPARTMENT [50]	16	3
REMEMBRANCER'S OFFICE [59]	2	1
THE BUILT ENVIRONMENT [54]	3	
TOWN CLERKS DEPARTMENT [77]	3	
Sum:	76	16

Note: Sick days are total days between start and end of sickness not working days lost and open sicknesses are counted as finishing on the last day of the period for the sickness report

Cumulative Covid-19 Sicknesses since Jan 2020

Department	Cumulative Covid cases	Covid days cumulative
BARBICAN CENTRE [05]	6	31
CHAMBERLAIN'S DEPARTMENT [11]	less than 5	9
CITY OF LONDON SCHOOL [61]	less than 5	13
CITY OF LONDON SCHOOL FOR GIRLS [63]	less than 5	29
CITY SURVEYOR'S DEPARTMENT [73]	8	70
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	14	273
FREEMEN'S SCHOOL [65]	less than 5	4

GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	5	124
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	less than 5	40
MARKETS & CONSUMER PROTECTION [41]	22	352
OPEN SPACES DEPARTMENT [50]	22	229
THE BUILT ENVIRONMENT [54]	10	107
TOWN CLERKS DEPARTMENT [77]	11	110
Sum:	107	1391

Sick days	Absence Reason
1	COVID-19 Symptoms
26	Anxiety/stress/depression/other psychiatric illnesses
35	Other musculoskeletal problems -excluding back problems, including neck problems
17	Other Reason (not classified elsewhere)
61	Cold, Cough, Flu (Influenza)
13	Gastrointestinal problems
50	Heart, cardiac & circulatory problems
14	Back Problems
80	Benign and malignant tumours, cancers
101	Endocrine / glandular problems (e.g. diabetes, thyroid, metabolic problems)
9	Genitourinary & gynaecological disorders - excluding pregnancy related disorders
21	Headache / migraine
21	Infectious diseases
449	Asthma
	Chest & respiratory problems
	Dental and oral problems
	Injury, fracture
	Nervous system disorders - excluding headache/migraine
	Pregnancy related disorders
	Unrecorded reason
	Sum:

Other Data

less than 5 employees tested positive for covid
41 employees have been in isolation or shielded who are not unwell themselves but who are in roles that cannot be done from home
51 employee shielded, plus 43 in police civilians
112 employees with capacity to do other work
9 with capacity placed externally
10 employees with capacity placed internally

1 Symptomatic key workers referred for testing 1 test positive for covid
2965 on average staff working remotely

Absence cases	New cases	Sick days
17	2	103
15	3	91
6	2	34
6	1	41
5	2	28
4	2	16
4		28
2	1	12
2		14
2		14
2		14
2	1	8
2		10
1	1	1
1		6
1		7
1		7
1		7
1	1	1
1		7
76	16	449

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Cumulative Covid-19 Sickness since Jan 2020

Sex	Covid Absence cases	Covid days lost Cumulative
Female	39	374
Male	68	1017
Sum:	107	1391

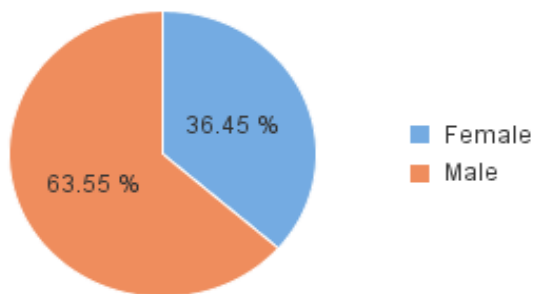
Ethnicity group	Covid Absence cases	Covid days lost Cumulative
Asian or Asian British	8	125
Black or Black British	16	293
Mixed	3	38
Not Known	5	63
Other Ethnic Groups	3	32
White	72	840
Sum:	107	1391

Consider Disabled?	covid Absence cases	Covid day lost Cumulative
No	96	1247
Not Known	6	108
Yes	5	36
Sum:	107	1391

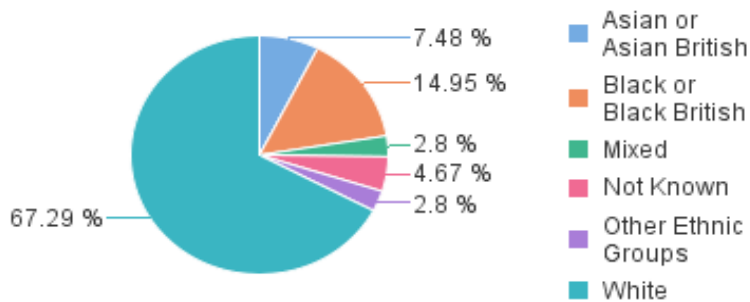
Age band	Covid Absence cases	Covid days lost cumulative
21 to 30	18	184
31 to 40	22	185
41 to 50	26	269

51 to 60	32	552
61 and over	9	201
Sum:	107	1391

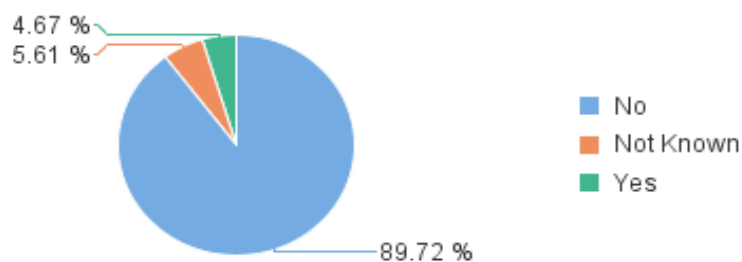
Covid absence cases by Sex



Covid Absence cases by Ethnicity

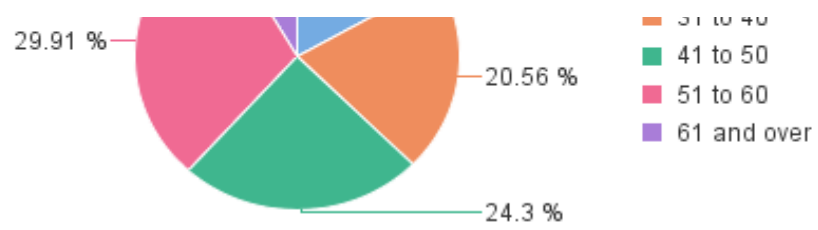


Covid Absence cases by Disabled



Covid Absences cases by Age band





Agenda Item 7

Committee	Dated:
Establishment Committee	28th May 2020
Subject:	Public
Return to work	
Report of:	For Discussion
Chrissie Morgan, Director of Human Resources	
Paul Wilkinson City Surveyor	
Report author:	
Janet Fortune Assistant Director HR	

Summary

1. This report summarises the work being done to bring back the next phase of workers back into the workplace. We are following Government guidance on who should return to work which is only those who cannot work from home, and Public Health England and the Health and Safety advice on safe working environments.

Recommendations

2. Members are asked to discuss this report.

Background

3. At the start of lockdown on 24th March only essential workers were able to come into the workplace. To facilitate our essential front line workers, we issued 800 letters to staff to enable them to travel. We cannot completely eliminate all risks for our front line workers, but we needed to do everything reasonably practicable to minimise them by following Public Health England guidelines.

Where we are now

4. The government advice has not changed in essence but there has been some relaxation on people returning to work if they cannot work from home. The government advice is there are five 5 steps to working safely:
 - **Carry out a COVID-19 risk assessment**
 - **Develop cleaning, handwashing and hygiene procedures**
 - **Help people to work from home**
 - **Maintain 2m social distancing, where possible**
 - **Where people cannot be 2m apart, manage transmission risk**

Carrying out a COVID-19 risk assessment

5. We will be carrying out COVID-19 risk assessments in all work places, in consultation with workers, unions and the networks. the results will be placed on our website, shared with the staff who work in these areas and we will publish the results outside the buildings for the public and visitors. Risk assessments have already been carried out at the Guildhall, Walbrook Wharf, the Mansion House, Central Criminal Court and will be ongoing.
6. The generic office assessment is being used by departments, and City Surveyors are leading on building assessment and embedding their 'good practice model'. (See Appendix 1 for FM back to work guide and Appendix 2 for workplace design guide).
7. We are finalising a process for risk assessing the return of staff who are more vulnerable for different reasons – medium risk including pregnancy, disability and also considering the emerging issues around risk to the BAME community. This is being done with our Occupational Health Team.
8. There is some confusion about PPE and face coverings. The government guidance is that where PPE is not necessary now, then when other groups return to work it should not be necessary for them. Also that PPE should be reserved for Health and Essential Workers where required. Staff are likely to be concerned about the use of public transport and potentially working, even at a safe distance, without face coverings. This is an issue being discussed.

Develop cleaning, handwashing and hygiene procedures

9. We will be in contact with all staff before returning to work with guidelines on behaviours and the new hygiene guidelines, these include the mandatory use of hand sanitisers at touch points across the workplace. Desk wipes will also be provided.
10. All door handles inside and out, lift panels, hand rails, taps, soap dispensers, tables in break out areas, communal photocopiers and reception counters will be cleaned continuously. The Guildhall complex will be deep cleaned prior to occupation and this includes desks, kitchens etc.

Help people working from home

11. The HSW Guidance has been adapted and all staff working at home are carrying out risk assessments on their working arrangements, including whether they have the right equipment. The City Corporation's pool of (over 100) DSE assessors and coordinators are supporting managers and signing off assessments. Where necessary, equipment is being provided and adaptations are being made to support staff. Working collaboratively with City Surveyors, via the Home Working Group. A catalogue of equipment and further guidance has been developed and disseminated to allow staff to have suitable ergonomic equipment. Appendix 2

12. In addition to the DSE assessments we have a number of guides to working safely from home and working with laptops and these include a checklist.
13. At present we have a number of Well Being initiatives from Power Hours' to virtual Mental Health First Aiders. The intranet has numerous links to resources from Jo Wicks to the NHS Mental Health Wellbeing Guide.
14. We have undertaken a Covid 19 all staff survey in relation to working from home seeking information on what has worked well and what the barriers have been, also seeking feedback on mental health and wellbeing. There will be departmental action plans on the results. The headline results should be available in time for this Establishment Committee.
- 15. Maintaining 2m social distancing where possible and managing the transition.**
16. The City Surveyor will be monitoring building capacity over the first few weeks of workers (those few who cannot work from home) returning to the work place. We will be asking departments to consider different working hours to avoid busy public transport periods.
17. City Surveyor is advising on controlled people flow around the building and using stairs, and using 2 – 4 metre interval markings.
18. Fire evacuations will continue as normal. If the fire alarm sounds employees must evacuate the building as quickly and safely as possible and once outside the building, disperse and await instruction via text to re-enter the building.
19. We are also planning staggered entries to make sure the main entrances are not congested, reducing lift capacity and closing some lifts.

Prioritising Staff returning to the Workplace

20. Each Chief Officer has written a recovery plan setting out the groups of staff needed to return and in which order. However, we are following Government guidance and all staff able to work from home will remain doing so. Individual Chief Officers will not determine the order in which staff return to workplaces. This will be managed in a corporate way, taking into account the need for the work to be undertaken in the workplace rather than at home and compliance with the Risk Assessments. This will be led by the City Surveyor and the Director of Human Resources as the thematic officer leads and have and will meet with the Chair of the Establishment Committee and the Chair of CASC. Reporting regularly to the Establishment Committee.

Summary

21. Overall we are doing everything possible for the safe working of our employees whether in the offices or at home. The basic principle will still apply as per government guidance, those who are able to work at home effectively should still do so, for their own safety and the safety of others

Janet Fortune

Assistant Director HR

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Staying COVID-19 Secure in 2020

We confirm we have complied with the government's guidance on managing the risk of COVID-19

• FIVE STEPS TO SAFER WORKING TOGETHER •

- ✓ We have carried out a **COVID-19 risk assessment** and shared the results with the people who work here
- ✓ We have **cleaning, handwashing and hygiene procedures** in line with guidance
- ✓ We have taken all reasonable steps to **help people work from home**
- ✓ We have taken all reasonable steps to **maintain a 2m distance** in the workplace
- ✓ Where people cannot be 2m apart, we have done everything practical to **manage transmission risk**

Employer _____ Date _____

Who to contact: _____ Your Health and Safety Representative
(or the Health and Safety Executive at www.hse.gov.uk or 0300 003 1647)

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