



Establishment Committee

Date: WEDNESDAY, 8 JULY 2020
Time: 11.00 am
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

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
The Revd Stephen Haines	Ruby Sayed
Sheriff Christopher Hayward	Deputy Philip Woodhouse
Deputy Jamie Ingham Clark	

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
<https://youtu.be/CLPT1rx84jc>

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 28th May 2020.

For Decision
(Pages 1 - 6)

Strategic Business

For Discussion

4. **TACKLING RACISM TASKFORCE**
Report of the Town Clerk.

For Discussion
(Pages 7 - 10)

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
6. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

7. **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

8. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 28th May 2020.

For Decision
(Pages 11 - 14)

For Discussion

9. **JOB RETENTION SCHEME**
Report of the Director of Human Resources.

For Discussion
(Pages 15 - 20)

10. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **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

12. **CONFIDENTIAL MINUTES**
To agree the Confidential minutes of the last meeting held on 28th May 2020.

For Formal Decision

For Decision

13. **STAFF STRUCTURING - CITY OF LONDON SCHOOL**
Report of the Bursar, City of London School.

For Discussion

For Decision

14. **TARGET OPERATING MODEL UPDATE**
Verbal Report of the Town Clerk.

For Discussion

15. **QUESTION RAISED BY THE CHAIRMAN OF THE AUDIT & RISK MANAGEMENT COMMITTEE**
Note of the Chairman of Audit & Risk Management Committee.

For Discussion

16. **TOWN CLERK'S UPDATE**
The Town Clerk to be heard.

For Information

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ESTABLISHMENT COMMITTEE Thursday, 28 May 2020

Minutes of the meeting conducted on Teams, with the Public Session streamed live on You Tube at 11.00 am

Present

Members:

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

In attendance:

Brian Mooney - Chief Commoner
Tijs Broeke
Sophie Fernandes - Chair, Licensing Committee
Tom Sleigh - Vice Chair, Policy and Resources Committee

Officers:

Michael Cogher	- Comptroller and City Solicitor
Angela Roach	- Assistant Town Clerk
	- & Director of Members' Services
Chrissie Morgan	- Director of Human Resources
Tracey Jansen	- Assistant Director of Human Resources
Marion Afoakwa	- Assistant Director of Human Resources
Ian Simpson	- Head of Pay, Human Resources Department
	- Director of Communications
Kate Smith	- Head of Corporate Strategy & Performance, Town Clerk's Department
Lorraine Brook	- Town Clerk's Department
Julie Mayer	- Town Clerk's Department
Kristina Drake	- Town Clerk's Department
Paul Wilkinson	- City Surveyor
Dorian Price	- Assistant Director, City Surveyor's Department
Steve Eddy	- Head of Human Resources, Barbican Centre
Grace Rawnsley	- Chamberlain's Department

1. **APOLOGIES**

Apologies for absence were received from Alderman Sir Charles Bowman.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED, That the public minutes and summary of the meeting held on 12th March 2020 be approved as an accurate record.

In respect of the meeting that took place on 15th April, the Chair reminded Members that this had not been a formal public meeting but rather an informal, private meeting conducted via Teams. As a result, there were no public minutes, and hence no reference to that meeting on this agenda.

Matters arising

- In respect of a Resolution of the Finance, GP and Estates Sub-Committee (of the Board of Governors of the City of London Freemen's School); the Director of Human Resources advised that this had been overtaken by recent events but, once we had returned to business as usual, then the Committee would receive a report setting out an agreed position in respect of recruitment contract policies for non-teaching staff at schools and a range of options. Members noted that, as soon as the Bursars returned the draft contracts for new staff, Human Resources would endorse them.
- In respect of social mobility in employment, a Member asked if consideration could be given to a separate piece of work looking at Members. The Chair suggested that this aspect might best be taken forward by the Member Diversity Working Party (of the Policy and Resources Committee).

4. **LEARNING AND ORGANISATIONAL DEVELOPMENT (L&D)**

The Committee discussed a report of the Director of Human Resources in respect of Learning and Organisational Development, which had been operating virtually since 24th March 2020. Members commended the L&D Team for adapting remarkably well to remote learning; notably 'Power Hours', which had very good take-up and feedback. A remote Senior Leaders Forum had taken place last week, consisting of 90 senior officers, which had considered support for staff working remotely as the organisation moved to the next phase.

In respect of a question about progress with the Project Management Academy, the Director of Human Resources agreed to follow this up outside of the meeting.

Members noted that apprentices' contracts had been extended to the end of 2020 to enable them to qualify, given that their college training methods had changed.

RESOLVED, That the report be noted.

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

The Committee discussed a report of the Director of Human Resources, which provided 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 provided examples of how staff, from functions that were suspended or revised due to the lockdown, were being utilised.

Members noted that, given the impact on staff wellbeing if they felt underutilised, managers had encouraged the take-up of other duties or on-line skills updates and most departments had ensured that staff were fully utilised. However, it was also suggested that it was easier to do some jobs remotely than others and some staff might have found themselves underutilised, through no fault of their own.

The Chair had been meeting with the Director of Human Resources twice weekly during the pandemic and officers had been constantly monitoring the use of staff and worked with Chief Officers to obtain accurate data. Members suggested and the Chair agreed that, once the pandemic was over and some degree of normality returned, it would be timely to carry out a lessons learnt exercise with a full data set.

RESOLVED, That the report be noted.

6. **COVID - 19 DASHBOARD**

The Committee discussed a report of the Director of Human Resources which provided Members with a dashboard of Covid-19 related workforce data. Human Resources officers had been monitoring sickness weekly since the government introduced lockdown in March 2020.

The information in the agenda pack was also shared on screen for Members and the presentation showed a very positive position for the City of London Corporation. Members noted that sickness absence was actually down when compared to the same time last year but there had been more absences in front line services. The Chair and Members welcomed a very helpful data set.

A query was raised regarding the lack of percentages within the dashboard data, specifically in relation to the number of staff on a departmental basis affected by Covid-related sickness. The Director of Human Resources undertook to clarify the position and, going forward, include the stats in the dashboard.

RESOLVED, That the report be noted.

7. **RETURN TO WORK**

The Committee discussed a joint report of the City Surveyor and Director of Human Resources which summarised the work being done to bring the next phase of workers back into the workplace. Officers were following Government guidance on who should return to work (currently only those who cannot work from home) and Public Health England and the Health and Safety advice on safe working environments.

During the discussion and questions, the following points were noted:

- DSE (display screen equipment) assessments by all staff working remotely were underway to ensure that all staff had appropriate equipment/support to enable them to work from home. Individual risk assessments would be undertaken for those staff requiring PPE or where lone working, for example.
- The City Surveyor advised that the number of staff returning to the Guildhall in the first tranche was under consideration and the final decision would be taken by the City Surveyor and Director of Human Resources, in consultation with the Chair of the Establishment Committee. The Chair had visited the North Wing earlier in the week to gain insight as to how it might look as staff returned. The City Surveyor agreed to follow up in respect of a query about proposed lift closures.
- Staggered working hours would help to manage pressures on public transport. Work was also underway with the Department of the Built Environment, to ensure that workers felt safe about returning to, and moving around, the City. The additional support offered by Mental Health First Aiders and the 24-hour Employee Assistance Programme were welcomed. The Director of Human Resources advised that, if an officer's home working environment was so inadequate that their mental health and wellbeing was compromised, alternatives would be explored such as working from a satellite office or redeployment.
- The City of London Police had a joint procurement with the Metropolitan Police for face coverings, which the Corporation was seeking to join in order to provide three for each member of staff. Members noted that these were not PPE masks, which were for front line workers only.
- Some interesting views around future ways of working had been expressed in the staff survey, which was the subject of a presentation at item 11a, and they would be subject to further consideration as the organisation prepared for post-lockdown.
- A working group, attended by the Director of Human Resources and the City Surveyor, was looking at the strategic future use of buildings and how the organisation might look in the future. The City Surveyor advised that this provided a timely opportunity to look closely at the environmental issues surrounding the North and West Wings. The Chairman of the Corporate Asset Sub Committee was involved in these discussions and

Members noted that this might include a different model of offices and workspaces, which would reduce the need for use of public transport into the City.

- The DSE assessments for staff were welcomed and Members asked if this duty of care extended to them. The Town Clerk agreed to explore this further with the Chief Commoner. The Comptroller and City Solicitor advised, without prejudice, that whilst the City of London Corporation would have a duty of care while Members were in the Guildhall buildings, traditionally all but a few senior elected Members worked from home for most of the time. However, the duty of care might extend to Members attending 'virtual' Committee Meetings, and their working environment whilst doing so, but this would need further exploration.

Members commended a competent report, noting that whilst the risk could not be eliminated, it was being mitigated as far as possible.

RESOLVED, That the report be noted.

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

There were no questions.

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

There were no urgent items.

At 12.50 pm it was moved by the Chair, seconded by the Deputy Chairman and agreed to extend the meeting to 1.30pm. A further extension to 2 pm was agreed at 1.25 pm.

10. **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 nos.	Paragraph nos.
11-17	2 & 3

11. **NON-PUBLIC MINUTES**

RESOLVED, That the non- public minutes of the meeting held on 12th March 2020 be approved as an accurate record.

11(a) **Staff survey Results**

Members received a presentation on the recent staff survey.

12. **PAY AWARD 2020-2023**

The Committee received a report of the Director of Human Resources in respect of the 2020 Pay Award.

RESOLVED, That the report be noted.

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

There were no questions.

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

Members received a presentation in respect of the recent staff survey at 11(a) above.

15. **CONFIDENTIAL MINUTES**

RESOLVED, That the confidential minutes of the meeting held on 12th March 2020 be approved as an accurate record.

16. **THE CORONAVIRUS JOB RETENTION SCHEME**

The Committee considered and approved a report of the Director of Human Resources.

17. **FUTURE SUCCESSION PLANNING**

The Committee discussed future succession planning.

The meeting ended at 1.56pm

Chair

Contact Officer: Lorraine Brook
lorraine.brook@cityoflondon.gov.uk

Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 26 June 2020.

The Tackling Racism Working Party held its first meeting on 26 June 2020, co-chaired by Caroline Addy and Andrien Meyers.

Its first decision was to rename itself as the Tackling Racism Taskforce to show its commitment to act quickly, radically and with determination.

The Tackling Racism Taskforce agreed to structure its workstreams around the following themes:-

- Staffing
- Internal governance
- Education
- Police
- Business
- Culture
- Health & Wellbeing

There was a wide-ranging discussion that centred around the 7 workstreams listed above, and it was agreed that, going forward, each meeting would focus on a particular theme. The next meeting, in a fortnight's time, will focus on the impact of racism on the City Corporation's own staff.

In the lead-up to the next meeting, the Co-Chairs will attend and listen to the thoughts and concerns of the BAME Staff Network at its next meeting. Work will also be undertaken to:-

- provide the Taskforce with information about policies and initiatives already in place at the City Corporation to support and develop our BAME staff,
- define what the Taskforce means by 'racism', and
- review the recommendations of the Members Diversity Working Party, previously considered by the Policy and Resources Committee, which sought to improve the diversity of Members of the Court of Common Council.

In addition, the Taskforce discussed the importance of including external expertise and advice to the group on tackling racism.

The Taskforce has committed to working at pace, meeting fortnightly, to develop recommendations around the 7 workstreams for consideration by the Policy & Resources and the Establishment Committees.

For any enquiries to the Tackling Racism Taskforce, please contact emma.cunnington@cityoflondon.gov.uk

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City of London Workforce information May 2020

Workforce information at 31/05/2020

Female/Male Profile

Female	Male
48.90%	51.10%

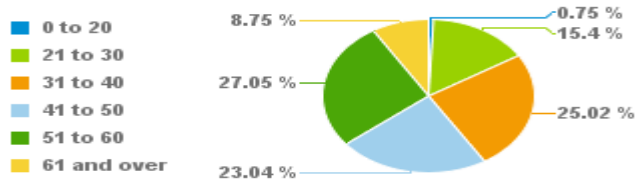
Workforce Breakdown

	Head Count	Full Time Equivalent
Full-Time	3483	3470.85
Part-Time	654	391.46
Total	4137	3862.31

Stated Disability

No	76.63%
Not Known	19.97%
Yes	3.41%

Age Groups



Sexual Orientation

Sexual Orientation	Total	%
Bisexual	44	1.06%
Declined to specify	295	7.13%
Gay	111	2.68%
Heterosexual	2442	59.03%
Lesbian	20	0.48%
Not Known	1225	29.61%
Total	4137	100.00%

Religion and Beliefs

Religious Belief	Total	%
Buddhist	16	0.39%
Christian	1415	34.20%
Hindu	48	1.16%
Jewish	23	0.56%
Muslim	108	2.61%
None / No religion	1345	32.51%
Not Known	741	17.91%
Not stated	235	5.68%
Other	139	3.36%
Sikh	30	0.73%
Spiritual	37	0.89%
Totals	4137	100.00%

City of London Workforce information May 2020

Breakdown by Ethnicity May 2020

Grade	Asian or Asian British	Black or Black British	Mixed	Not Known	Other Ethnic Groups	White	Total
Apprentice	6.02%	7.23%	10.84%	16.87%		59.04%	100.00%
F9 Grade	3.31%	5.79%	1.65%	28.10%	0.83%	60.33%	100.00%
Grade A	3.70%	27.78%	2.47%	8.64%	6.17%	51.23%	100.00%
Grade B	5.15%	11.96%	2.99%	13.95%	1.33%	64.62%	100.00%
Grade C	7.54%	7.19%	3.47%	12.69%	2.16%	66.95%	100.00%
Grade D	4.97%	8.10%	2.98%	16.34%	0.85%	66.76%	100.00%
Grade E	6.60%	4.46%	2.32%	12.30%	1.96%	72.37%	100.00%
Grade F	6.76%	3.38%	1.45%	7.00%	1.69%	79.71%	100.00%
Grade G	4.35%	1.63%	2.17%	8.15%	1.63%	82.07%	100.00%
Grade H	3.49%	1.16%	1.16%	4.65%	1.16%	88.37%	100.00%
Grade I						100.00%	100.00%
Grade J	9.09%	9.09%	4.55%	18.18%		59.09%	100.00%
SMG		7.69%		30.77%		61.54%	100.00%
Teachers Grade	0.93%		0.93%	53.42%		44.72%	100.00%

Ethnic Group	Total	Percentage
Asian or Asian British	225	5.44%
Black or Black British	293	7.08%
Mixed	111	2.68%
Not Known	664	16.05%
Other Ethnic Groups	65	1.57%
White	2779	67.17%
Total	4137	100.00%

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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