



Establishment Committee: Non-Confidential Agenda 29/10/20

Date: THURSDAY, 29 OCTOBER 2020
Time: 11.00 am
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Deputy Edward Lord (Chair)	Sheriff Christopher Hayward
Tracey Graham (Deputy Chair)	Deputy Jamie Ingham Clark
Randall Anderson	Jeremy Mayhew
Deputy Keith Bottomley	Sylvia Moys
Alderman Sir Charles Bowman	Deputy Richard Regan
Henry Colthurst	Deputy Elizabeth Rogula
Karina Dostalova	Ruby Sayed
Deputy Kevin Everett	Deputy Philip Woodhouse
The Revd Stephen Haines	

Enquiries: John Cater
tel. no.: 020 7332 1407
john.cater@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
<https://youtu.be/j3WiiXIJy7Y>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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 17th September 2020.

For Decision
(Pages 1 - 12)

Strategic Business

4. **RESETTING OF DEPARTMENTAL BUDGETS 2020/21**
Report of the Chamberlain.

For Information
(Pages 13 - 24)

For Information

5. **PUBLIC SUMMARY OF THE TACKLING RACISM TASKFORCE'S MEETING HELD ON 2 OCTOBER 2020**
Report of the Town Clerk.

For Information
(Pages 25 - 26)

6. **DRAFT PUBLIC SUMMARY OF THE TACKLING RACISM TASKFORCE'S MEETING HELD ON 16 OCTOBER 2020**
Report of the Town Clerk.

For Information
(Pages 27 - 28)

7. **RESOLUTION FROM PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE**

For Information
(Pages 29 - 30)

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 17th September 2020.

For Decision
(Pages 31 - 32)

12. **DEPLOYMENT POST 31ST OCTOBER 2020**

Report of the Director of Human Resources.

For Decision
(Pages 33 - 38)

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**

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ESTABLISHMENT COMMITTEE Thursday, 17 September 2020

Minutes of the meeting of the Establishment Committee held at Guildhall on
Thursday, 17 September 2020 at 11.00 am

Present

Members:

Deputy Edward Lord (Chair)
Tracey Graham (Deputy Chairman)
Randall Anderson
Deputy Keith Bottomley
Alderman Sir Charles Bowman
Henry Colthurst
Karina Dostalova
Deputy Kevin Everett
The Revd Stephen Haines
Sheriff Christopher Hayward
Deputy Jamie Ingham Clark
Jeremy Mayhew
Deputy Elizabeth Rogula
Ruby Sayed
Deputy Philip Woodhouse

Officers:

Chrissie Morgan	- Director of Human Resources
Michael Cogher	- Comptroller and City Solicitor
Marion Afoakwa	- Human Resources
Janet Fortune	- Human Resources
Tracey Jansen	- Human Resources
Peter Young	- City Surveyor's Department
Sean Green	- Chamberlain's Department
Nathan Rodgers	- Media Officer
Lorraine McLennan	- Town Clerk's Department
Amanda Lee-Ajala	- Human Resources
Tim Fletcher	- Media Officer
Colette Hawkins	- Human Resources
Carol Simpson	- Human Resources

1. **APOLOGIES**

An apology for absence was received from Sylvia Moys.

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

There were no declarations of interest.

3. **ORDER OF COURT OF COMMON COUNCIL**

The Committee received the Order of the Court of Common Council from Thursday, 16th July 2020 appointing the Establishment Committee for the 2020/21 civic year.

4. **ELECTION OF CHAIR**

In accordance with Standing Order 29, Deputy Edward Lord was elected Chair of the Establishment Committee for the ensuing year.

Deputy Lord thanked Members for their continuing support and looked forward to working with them in the upcoming year.

5. **ELECTION OF DEPUTY CHAIRMAN**

In accordance with Standing Order 30, Tracey Graham was elected Deputy Chair of the Establishment Committee for the ensuing year.

The Deputy Chair welcomed the confidence shown in her candidacy by fellow Members and gave particular thanks to the decision taken by the former Deputy Chairman, Deputy Kevin Everett, that in the interests of diversity, he chose not re-stand for the role.

The Deputy Chair added that she looked forward to working hard with the Chair, in support of the work of the Committee, in what would be a very important and challenging year for the Corporation.

The Chair welcomed Ms Graham's election to the role and very much looked forward to working with her over the upcoming year.

The Chair recorded their special thanks to Deputy Kevin Everett for his hard work, particularly behind the scenes, as Deputy Chairman of the Committee for the past 15 months.

The Chair welcomed Henry Colthurst and Karina Dostalova to the Committee.

6. **MINUTES**

RESOLVED – That the public minutes of the meeting held on 8th July be approved as an accurate record.

7. **JOINT P&R AND ESTABLISHMENT COMMITTEE MEETING MINUTES**

RESOLVED – That the public minutes of the joint Establishment Committee and Policy & Resources Committee meeting held on 20th July be approved as an accurate record.

8. **APPOINTMENT OF THE JOINT CONSULTATIVE COMMITTEE**

After requesting expressions of interest, it was:

RESOLVED – that the following appointments be made to the Joint Consultative Committee for 2020/21:-

- Chair of the Establishment Committee (Chair of the JCC);

- Deputy Chair (Deputy Chair of the JCC)
- Randall Anderson;
- Deputy Keith Bottomley;
- Deputy Kevin Everett;
- Jamie Ingham Clark
- Ruby Sayed; and
- The Finance Committee representative, Jeremy Mayhew.

9. **APPOINTMENT OF THE SENIOR REMUNERATION SUB COMMITTEE**

After requesting expressions of interest, it was:

RESOLVED – that the following appointments be made to the Senior Remuneration Sub- Committee for 2020/21:-

- Chair of the Establishment Committee (Chair of the Sub Committee);
- Deputy Chair of the Establishment Committee;
- Chair of the Policy and Resources Committee (Deputy Chair of the Sub Committee, subject to confirmation by the Policy and Resources Committee);
- a Deputy Chair of the Policy and Resources Committee – subject to confirmation by the Policy and Resources Committee)
- Chairman of the Finance Committee (see below)
- Chairman of the General Purposes Committee of Aldermen;
- Karina Dostalova;
- Deputy Kevin Everett;
- Sheriff Christopher Hayward;
- Deputy Jamie Ingham Clark;
- Ruby Sayed; and
- The Finance Committee representative, Jeremy Mayhew

10. **INTERIM REPORT ON TACKLING RACISM**

The Committee considered a Report of the Town Clerk concerning the Tackling Racism Taskforce.

Co-Chair of the Tackling Racism Taskforce, Caroline Addy, attending today's meeting as a guest of the Committee, updated Members on the work that has been undertaken by the Taskforce to date. This had been channelled across three key workstreams, namely; Employment and Staffing issues, Culture, and Governance. Given its internal focus, the Taskforce were keen to begin its work by concentrating on reform and actions in relation to Employment and Staffing. This has been followed by examining the Culture in the City, most notably via the public consultation focussing on the statues and place names with connections to the slave trade and colonialism. Work is also underway to improve governance structures and behaviours; the Co-Chair highlighted one of the appendices to today's Report which sets out guidance for Chairs, Members and Officers when talking about racial inequality.

The Co-Chair emphasised that whilst the Taskforce's final Report was due to be submitted in December, Members of the Taskforce were keen to ensure that momentum was maintained, and they would continue to review and audit how their proposals had been implemented post-December.

The Co-Chair added that a meeting of the Taskforce had taken place earlier today, with Members from the wider Court in attendance (including several Members of the Establishment Committee); this had generated a fruitful discussion.

Finally, the Co-Chair expressed her formal thanks to Emma Cunnington for her work in support of the Taskforce.

Members thanked the Co-Chair for her comments and raised several queries:

In response to a question on whether the Taskforce was adequately resourced, the Co-Chair responded that, currently, the group had managed to avoid being overly bureaucratic and they were “fine as we are”; however, whilst she was conscious that resources would be tight in 2021 and onwards, suggested that a greater level of resources may well be needed, once we begin to look at implementing the practical actions further down the line.

In response to a query around how the Taskforce was promoting the survey to the widest audience possible, the Co-Chair informed Members that news of the survey had attracted an impressive response from local, national, and international media. The Taskforce had contacted several bodies with either stewardship or a specific understanding of the of local statues and monuments, including: the Guildhall Art Gallery, the London Metropolitan Archive, and the Deputy Mayor (GLA) for Culture and the Creative Industries.

In addition, the Taskforce was liaising with the Corporation’s BAME staff network and other external BAME networks across the City.

Whilst offering the Taskforce as a hub, the Co-Chair encouraged Members of the Committee to circulate the survey link to any groups or individuals they thought appropriate, including the Livery Committee.

The Co-Chair also welcomed the Deputy Chair of the Committee’s suggestion to update the Financial Conduct Authority about the Taskforce’s work. In July, the FCA had communicated to all banks and financial firms talking to this very point; so, it would be useful to see highlight our work and see whether it could complement their efforts and vice versa.

RESOLVED – that Members:

- Noted the contents of this report and the direction of travel of the Tackling Racism Taskforce;
- Noted that an increase in departmental training budgets will be required and a more detailed recommendation will be submitted to the Establishment and Policy and Resources Committees in due course;
- Noted the draft revised Bullying and Harassment Procedure in Appendix 3;
- Approved that anonymised recruitment be rolled out across the City of London Corporation at all grades;

- Approved that a programme of mentoring and reverse mentoring, as piloted in the Department for Built Environment, be rolled out across the City Corporation in the first instance to staff from the most underrepresented groups.

11. **TACKLING RACISM TASKFORCE - STAFFING UPDATE**

The Committee considered a Report of the Director of Human Resources concerning employment work priorities arising from the Tackling Racism Taskforce (TRT) at its meeting on 13 July 2020.

Officers provided a brief introduction, and asked Members to note that the Bullying and Harassment Procedure was, in fact, on today's agenda for consideration.

In addition, officers confirmed that work was being undertaken to present Members with scoped out options for training budgets. To provide a snapshot on current thinking, spending had been estimated at £500 per staff member (£2 million total).

An officer added that training budgets in general would be considered more widely in 2021, as given departmental changes over recent years, these budgets were now somewhat out of kilter.

In response to a query around how positive changes would be tracked and reported in the future, officers confirmed that the Equality and Inclusion Board had been looking in-depth at how KPIs could be reformed so as to provide Members with a much more robust and accurate picture of how well the Corporation was performing. The updated KPIs would be submitted to the Establishment Committee at its 9th December meeting.

Members raised queries around the term "safe space". Officers informed Members, that in response to staff asking for "safe spaces" to raise concerns, a specific group of 20 staff members from across the board, has been established. These individuals will receive training to be confidential advisors, effectively by listening and counselling those colleagues who require their guidance/help, it was important to emphasise that these individuals will not replace Human Resources or the union representatives, but they will be someone to speak to in the same way as we would offer confidential one-to-one help for, for example, mental health or health and safety issues. 20 staff have been recruited, which should give full coverage throughout the year for any staff Member looking for a confidential advisor. The group would not be defined as a "safe space", officers are currently examining other terminology and would update Members in due course.

RESOLVED – that Members:

- Noted that an increase in training budgets will be required and a more detailed recommendation will be submitted to the Establishment and Policy and Resources Committees in October 2020.

- Endorsed the Confidential Advisors Scheme being implemented across the City Corporation
- Approved that anonymised recruitment currently in place for senior positions be rolled out across the City of London Corporation at all grades.
- Noted that a programme of mentoring and reverse mentoring, as piloted in the Department for Built Environment, is rolled out across the City Corporation in the first instance to staff from the most underrepresented groups.
- Note the proposed peer review/equality challenge of the Equality and Inclusion action plan and performance assessment.

12. **RETURN TO THE WORKPLACE**

The Committee received a joint Report of the Chamberlain, the Town Clerk and the City Surveyor concerning a Roadmap to a return to Guildhall.

The Chair clarified that, whilst marked as a non-public item, this Report should be considered in public and displayed as such on the online agenda.

Officers provided a brief introduction. They made the following points:

- the work being undertaken to return stakeholders to the Guildhall (and the other Corporation sites) focusses on three principles:
 - Staff, Member and visitor safety (fire, security, H&S)
 - The buildings are Covid-Secure
 - The benefits of the new ways of working are captured and embedded for the longer term
- A balance is struck between implementing the measures that are required across the Corporation's estate and avoiding unnecessary "gold plating".
- The Department for Work & Pensions were fined by the Health and Safety Executive for safety breaches at their Leeds site.
- The Corporation's Health and Wellbeing Board met yesterday, the Board made a point acknowledge and thank staff for the work that had been put in to ensure the Guildhall (and other sites) were now Covid secure and risk assessed.
- From an IT perspective, a lot of work was going into planning for the longer term, officers were examining what tools and strategies would be needed in the post-covid era, with the 9-5, five-day-a-week routine unlikely to be revived for a great number of staff.
- The Committee Services team was working closely with colleagues in City Surveyors and Chamberlains (IT) to get hybrid meetings up and running effectively.

Several queries were raised by Members:

A Member asked why there had been a reduction in the number of printers available across Guildhall. The Director of IT responded that the decision had been made in order to ensure people did not congregate around the printers (pre-covid, two printers would usually be stationed next to each other). Members responded that this made little sense, as demand would surely then increase at the fewer remaining printers; they proposed retaining the pre-covid number of printers but separate them to be stationed at more distant locations across the site. In addition, Members were concerned that a reduction in printers amounted to a way of ultimately cutting down on the use of paper; whilst we did need to be aware of the amount of paper printed, it was still important to give Members the option of having hard or soft copies of the agenda packs.

A Member expressed his disappointment of the lateness of the paper, and the lack of substance about how we, as the Corporation, were going to deal with the biggest challenge to employment since the financial crisis. Officers needed to grasp the urgency of this, residents and businesses expected us to take the lead in returning people, in a safe and appropriate manner, back to the office. The Chair reiterated that the vast majority within the workforce have, throughout the crisis, been working entirely properly from their place of work or from home. They wanted to avoid any measure that, in effect, forced staff to get back onto public transport if they can work just as effectively from home; in short, presenteeism was to be avoided. Furthermore, it was clear that even after the crisis abates, radical change as to how and from where work takes place is inevitable, so it was now incumbent upon senior officers and Members to begin to sketch out a strategy about the longer term.

The Deputy Chair encouraged officers and Members to take a more strategic focus, a useful way forward would be to co-ordinate our own approach with others in the City. She suggested that the Director of Human Resources should liaise with other HR heads across the City to come up with a roadmap plan which could then inform and provide leadership to the local business and resident community.

A Member welcomed this approach and queried whether the Corporation had, hitherto, shown enough broad leadership in this area – the biggest responsibility for the Corporation over the coming 18 months was to ensure a safe return for the bulk of the working population of the City.

In response to a query, the City Surveyor confirmed that the demand for space/desks etc was being met (the approximate occupancy was around 20% of pre-covid levels) and capacity would continue to be there for those that want to come back to Guildhall. In addition, he noted that the exit from Guildhall could, from a logistical standpoint, be smoother, and potentially utilise COTAG. He informed Members that the process for getting people into the building would be moving from a manual to a digital approach (utilising both Condeco and COTAG) in the coming weeks.

A Member informed the Committee of the discussion on this item which had taken place the previous day at the meeting of the Efficiency & Performance Sub-Committee. Reiterating earlier comments, the concern was that the Report lacked pace and the efforts, so far, did not show leadership to the rest of the City. Whilst recognising that the safety of public transport was key, it should, in the interests of displaying leadership, become a matter of habit for most people to come back into the office for a set number of days per week.

The Chief Commoner asked about the status of the Committee Rooms; in response officers confirmed that, after some delays, the rooms were currently being refurbished, with the new technology to enable hybrid meetings being installed; it was anticipated that this would be completed by the end of November. It was important to keep in mind that the meetings needed to be delivered in a Covid safe manner and this would limit capacity, with for instance, a maximum of 10 members able to sit in the biggest room (3 and 4 combined). Ultimately, the prevalence of Covid will determine the numbers able to come into physically attend the meetings.

Going forward, once hybrids are available in the committee rooms, we will continue to operate an access procedure (to ensure the building is both covid secure and fire regulations are adhered to), it is likely that the system will be on the basis of "first come, first served". It was added that the Committee Services team are returning to Guildhall with a rota in operation to ensure a minimal number of staff are present daily to assist Members.

A Member informed the Committee that officers were currently looking at the larger spaces across the Guildhall complex (i.e. those rooms and areas bigger than the Committee rooms in the West Wing) to potentially hold meetings in, but, that tech would need to be installed if Members decided to proceed with any of them.

The Member stressed that he was disappointed with the pace of action - some of the measures contained in the Report "should have been done and dusted six weeks ago". It was now important to begin to map out expectations around the "next normal" – particularly the implications for office space. He added that Managers should be the ones to decide when it was appropriate to bring people back to Guildhall, and Members should avoid pressuring them to do so whilst the risk factor was still high.

Finally, a Member raised concerns about the costs to officers of coming into Guildhall – if, as expected we moved to a more flexible working pattern on a permanent basis, rail season ticket prices would need to reflect these changing patterns. He encouraged officers and fellow Members to reach out other bodies in both the public and private sectors in London to begin to make a broad-based case for greater flexibility.

RESOLVED – that Members noted the Report.

13. **BREXIT UPDATE**

The Director of Human Resources informed Members that she had no further update to make at this time.

14. **BAN THE BOX**

The Committee considered a Report of the Director of Human Resources concerning “Ban the Box”

Natasha Lloyd-Owen, attending the meeting as a guest of the Committee, expressed her delight that Members were now at a point where this policy can be implemented. It offered the Corporation an opportunity to be a trailblazer in this area, and, given the disproportionate number of BAME individuals with a criminal conviction relative to the population as a whole, implementation of the policy would be a welcome and positive development to sit alongside the other proposals that were currently being considered by the Tackling Racism Taskforce.

The Chair indicated their support for the policy and thanked Ms Lloyd-Owen for her sterling efforts in ensuring that this was now ready for Members to consider implementing.

The Deputy Chair reiterated the Chair’s thanks to Ms Lloyd-Owen and, after querying whether officers would have enough support and guidance on next steps if a conviction did come to light, she was reassured that once selected for interview, applicants would be required to complete a self-disclosure form; at that point, if a conviction did come to light, a risk assessment would be undertaken. The aim of the policy was to remove any sub-conscious biases of the employer at the selection stage.

If a conviction came to light when a self-disclosure form was submitted, officers would need to exercise judgement on whether the nature of the offence merited further action; clearly, some offences (e.g. safeguarding and financial crime) were more serious than others.

In response to a separate query, officers confirmed that, after internal consultation, the schools and those departments with DBS posts would not be signing up to the policy, and offences would still need to be declared by candidates at the point of application.

RESOLVED - Members approved the implementation of the “Ban the Box” scheme and that authority is delegated to the Director of Human Resources to approve the revisions to the relevant policy, procedure and guidance documents cited in the report.

15. **BULLYING & HARASSMENT PROCEDURE**

The Committee considered a Report of the Director of Human Resources concerning the Corporation's Bullying and Harassment procedure.

In response to a query, the Chair confirmed that the procedure applied to staff only. Member – staff relations was captured under the Member – Officer protocol.

In response to concerns that the document was too long and at times vague, officers explained they always aimed to keep policies and procedures short, digestible and practical, however, this specific document did need more detail set out so as to capture the whole grievance procedure. Officers stressed, however, that this was a draft iteration and they would try to cut down on the word count as well as making things more concrete with the finalised version.

Members were concerned that not enough focus was being given to whistleblowing, officers advised that employees were perfectly within the rights to raise issues such as bullying or harassment with senior officers outside of their own department or HR but that ultimately it was preferable from an employment law perspective to deal with those types of issues under the Employee Handbook procedure which, in effect, channels individual to raise personal issues with their manager(s) or HR in the first instance. The Director of HR and the Comptroller stressed, however, that whistleblowing had a very important role to play when it came to reporting issues such as health and safety breaches, fraud, or safeguarding concerns where the public interest was clearly under threat.

Officers confirmed that they will examine whether volunteers should be covered in the scope. It was felt that this was logical and practical step. The procedure still needs to be finalised and this point will be highlighted.

RESOLVED – that Members delegated authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to approve the Bullying and Harassment Procedure at Appendix 1, subject to reviewing responses made to the wider stakeholder and formal trade union consultation.

16. **ANNUAL WORKFORCE PROFILE REPORT 2019-20**

The Committee received a Report of the Director of Human Resources concerning the annual workforce profile.

RESOLVED – that Members noted the Report.

17. **REVENUE OUTTURN 2019-20**

The Committee received a joint Report of The Town Clerk, the Chamberlain, and the Comptroller & City Solicitor concerning the revenue outturn.

RESOLVED – that Members 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**

The following item of urgent business was raised –

The Lisvane Review

The Chair highlighted that the findings of the Lisvane Review had been published in the past week; the Review proposed the abolition of the Establishment Committee.

The Chair suggested that today was not the right time to scrutinise the Review, but that the Committee should come back to it a later meeting in 2020 for a further discussion.

For Member's information, the Chair asked the Committee clerk to circulate Establishment Committee's collective contribution to Lisvane.

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 8th July 2020 were approved.

22. **FLU VACCINATIONS - COMMUNICATIONS FOR AUTUMN/WINTER**

The Committee received an oral update from the Director of Communications concerning messaging around the Corporation's offer to reimburse the cost to officers and Members for their winter flu jab vaccinations.

23. **STAFF CHRISTMAS LUNCHEONS**

The Chair updated Members on the topic of the staff Christmas luncheon.

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

There were no questions.

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.

Chairman

john.cater@cityoflondon.gov.uk

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Agenda Item 4

<p>Committee(s): Finance – For Decision Court of Common Council – For Decision</p> <p>Barbican Centre Board – For Information Community & Children’s Service – For Information Culture Heritage & Libraries – For Information Epping Forest & Commons – For Information Establishment Committee – For Information Hampstead Heath, Highgate Wood & Queens - For Information Licensing – For Information Open Spaces – For Information Planning & Transportation - For Information Port Health – For Information</p>	<p>Date(s): 13 October 2020 3 December 2020</p> <p>18 November 2020 6 November 2020 23 November 2020 16 November 2020 29th October 2020</p> <p>25 November 2020 14 October 2020 2 December 2020 27th October 2020 24th November 2020</p>
<p>Subject: Resetting of departmental Budgets 2020/21</p>	<p>Public</p>
<p>Report of: Chamberlain</p>	<p>For Decision/Information</p>
<p>Report author: Julie Smith</p>	

Summary

At Resource Allocation Sub Committee on 18th September 2020 Members considered and approved recommendations for budget adjustments of £15.6m , following a request at their July Committee for an in-year re-budgeting exercise to assist in repairing the damage to the City’s budgets arising from the COVID-19 pandemic. This was seen as a vital step in ensuring that we put our finances on a sustainable footing for the Medium Term.

Members of Finance Committee are asked to recommend to the Court of Common Council the budget adjustments outlined in this report totalling £15.2m to some departmental local risk budgets, (including a reduction of £400K to the original proposal to Resource Allocation Sub Committee for Open Spaces), to address the deficit in lost income due to the COVID-19 pandemic, and set realistic budgets that Chief officers can be held to this financial year (2020/21).

Members of the relevant Service Committees are asked to note the recommended budget adjustments which, subject to the agreement of the Court of Common Council in December, will be reflected in their detailed Revised Estimates 2020/21 and proposed Budget Estimates 2021/22 reports for their approval.

The mitigating steps leading up to the recommended budget adjustments include a thorough year end budget forecast exercise as at the end of July, informed by bi lateral meetings between the Chamberlain and Chief Officers, reaching a common understanding of the need for tight budgeting. This tight budgeting has resulted in

expenditure savings in local risk budgets of £21.3m, partially offsetting an income deficit of (£39.2m). This process was followed by Member lead bilaterals in September with those service areas most impacted by COVID.

The impact of COVID-19 stands at around (£28.4m) across all risks and funds of which (£17.9m) relates to Chief Officers local risk budgets. We are hopeful of recovering an estimated £13.6m from the Government's compensation for lost fees and charges of 75p in the pound net of associated expenditure reductions which will be used to offset the appropriate budget adjustments. The remaining City Fund COVID deficit would then need to be covered by scaling back the planned addition to the major projects reserve.

Further steps proposed are to maintain recruitment controls, including the use of Consultants, aligned to the roll out of the Target Operating Model (TOM) and continuing to press for further savings where possible to preserve the reserves position. Any residual COVID deficit will then be covered, in the case of City Fund, through an offsetting reduction in the Reserve.

Recommendation(s)

Members of Finance Committee are asked to:

- Note the steps already taken by officers to reduce the financial impact of the COVID-19 pandemic.
- Recommend to the Court of Common the adjusted departmental budgets totalling £15.2m outlined in this report, including a reduction of £400K to the original proposal to Resource Allocation Sub Committee for Open Spaces explained at paragraph 9.
- .
- Approve proposals to continue working with departments to identify further savings where possible.
- Approve continuation of recruitment controls aligned to the TOM which may give further savings in the year.
- As Service Committee, note the increase in budget of £1,084K for the Remembrancer

Members of the following Service Committees are asked to note the recommended budget adjustments as outlined below: -

- Barbican Centre Board: Increase of £12,452K
- Community & Children's services: Increase of £184K for Director of Community & Children's Services
- Culture Heritage & Libraries Committee – Increase of £392K for Open Spaces (Monument).

- Establishment Committee: Increase of £420K for Comptroller & City Solicitor
- Licensing Committee: £156K for Markets & Consumer Protection
- Open Spaces/Epping Forest & Commons/Hampstead Heath, Highgate Wood & Queens Committees: Increase of £66K.
- Planning and Transportation: Increase of £310K for Director of Built Environment
- Port Health:
 - Increase of £301K for Markets & Consumer Protection
 - Reduction of £148K in respect of Open Spaces (City of London Cemetery) due to increase in forecast income

Main Report

Background

1. On 18th September 2020 Members of Resource Allocation Sub Committee considered and approved recommendations for budget adjustments totalling £15.6m following their instruction to officers at their meeting in July, to carry out a re-budgeting exercise in the Autumn to assist in repairing the unprecedented damage to the City's budgets arising from the COVID-19 pandemic. This was seen as a vital step in ensuring that we put our finances on a sustainable footing for the Medium Term.
2. The following mitigating actions have been undertaken: -
 - Restriction of carry forwards from 2019/20 to protect the reserves position;
 - Recruitment controls; requiring a business case to recruit agreed by the Town Clerk
 - A review of high value contracts with City Procurement to see where any possible savings could be achieved and on-going monitoring to ensure value for money
 - An in-depth departmental re-forecasting exercise undertaken as at the end of July, crystallising expenditure reductions to limit COVID impact;

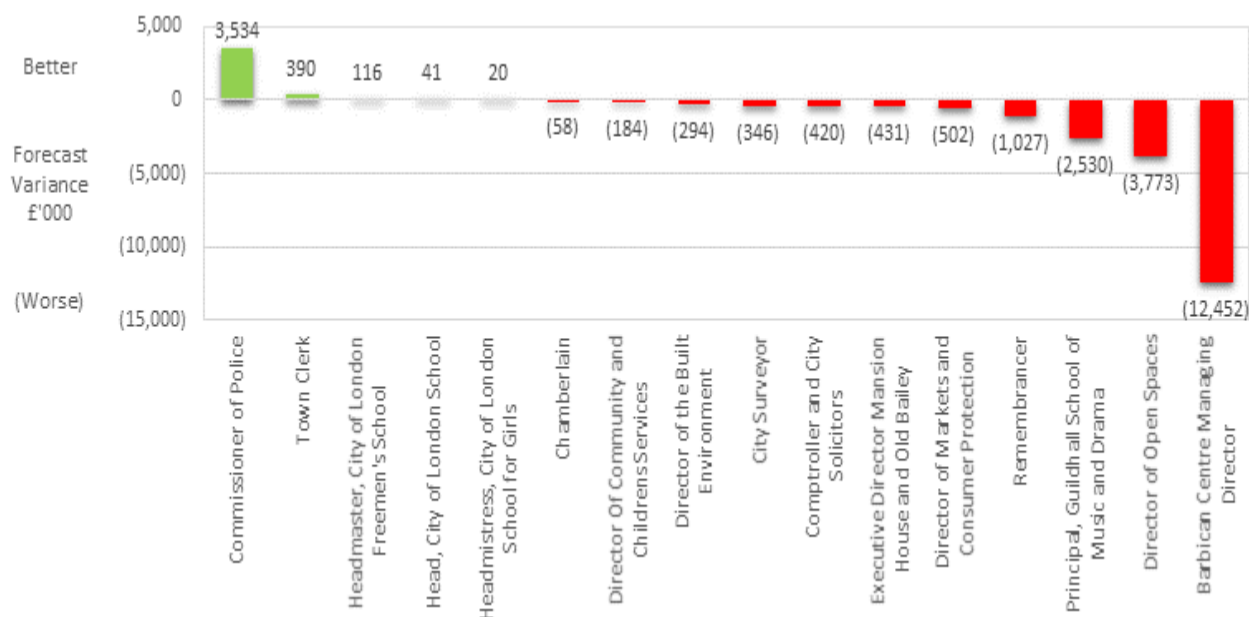
- Collaborative bilateral meetings between the Chamberlain and Chief Officers took place resulting in a common understanding of the need for continued tight budgeting;
- Member bilaterals (Chair/Deputy Chairman of RA Sub) with some Service Committee Chairmen and Chief Officers.
- A review of the Cyclical Works Programme (CWP) with the City Surveyor as unlikely to complete a significant amount of work in year due to suspension during the lockdown period; and
- Seeking government funding where possible through compensation on lost fees and charges of 75p in the pound on City Fund income.

Current Position

3. Despite the mitigating actions being taken, we face, as a result of COVID-19, a major challenge to the health of our finances. The forecast deficit at the end of July currently stood at (£28.4m) across the funds before government compensation for income lost from fees and charges. The breakdown by fund across both central and local risk is (£16.8m) City Fund, (£7.0m) City's Cash and (£4.6m) Bridge House Estates.
4. For Chief officers' cash limited budgets, a year-end forecast over spend of (£17.9m) is forecast against a budget of (£247.9m) (7.2%).
5. The table below shows the high-level year end forecast position for Chief Officer's local risk budgets by fund:

£'000	Original budget 2020/21	Latest budget 202/21 (including carry forwards)	Forecast as at end of July	Variance
City Fund (CF) (excl. Police)	(72,503)	(74,668)	(87,919)	(13,251)
City's Cash (CC)	(43,679)	(43,967)	(48,206)	(4,239)
Bridge House Estates (BHE)	(6,186)	(6,186)	(8,741)	(2,555)
Guildhall Administration (GA)	(37,938)	(38,206)	(39,611)	(1,405)
Total (excluding Police)	(160,306)	(163,027)	(184,477)	(21,450)
Police	(84,884)	(84,884)	(81,350)	3,534
Grand Total	(245,190)	(247,911)	(265,827)	(17,916)

6. The forecast position comprises a reduction in income of (£39.2m) on an income budget of £294m, partially offset by an underspend of £21.3m on budgeted expenditure of (£542.1m); demonstrating the action taken by Chief Officers to reduce expenditure to limit the impact as far as possible of reductions in income.
7. Chief Officers' variances against net local risk budgets are shown in the chart below. The detailed breakdown by Chief Officer by Fund is shown at Appendix 1.



8. The most heavily impacted is the Barbican Centre; forecasting an overall overspend of (£12.5m) at year end. This comprises a shortfall of (£22.0m) on income due to the centre being closed, and limited activity being forecast for the remainder of the financial year due to social distancing measures. Expenditure has however, been reduced by £9.6m due to activity reductions and a hold on all non-essential expenditure. **It is proposed to reset the budget envelope from (£17,389) to (£29,841)**

9. Open Spaces is forecasting an overspend of (£3.7m) broken down as follows: -
 - (£3.1m) BHE due to income shortfalls relation to Tower Bridge. It is proposed that the Tower Bridge shortfall is covered by a reduction in transfer to BHE reserves at year end.
 - (£858k) City's Cash forecast income deficit on City's Cash. Following a Senior Member lead bilateral meeting with the Director of Open Spaces and the Chamberlain, and subsequent discussion at Resource Allocation Sub Committee on 18th September it, was concluded that there was scope to reduce expenditure and increase income further at Epping Forest. **it is therefore proposed to reduce the Open Spaces budget adjustment by £400K and reset the latest approved budget from (£11,852) to (£12,310) to cover the Monument income shortfall of £392K; the balance of £66K for income shortfalls at other Open Spaces** It is recognised that there is pressure on Epping Forest budgets which we will

continue to focus on, with an understanding this might lead to a year end overspend.

- £148k City Fund forecast under spend of £148K is due to additional income from the City of London Cemetery activity. **It is proposed to rest this budget from £564k to £712k to be utilised towards the additional costs to City Fund.**
10. GSMD is forecast to be (£2.5m) worse than budget reflecting lost income from short courses, letting student accommodation and space to external providers during summer term, removing bar and catering income and reduced fees from under-18 provision. Further losses may arise depending on the number of students returning for the new academic year. In addition, GSMD will incur additional costs for space, equipment and staffing to support socially distanced onsite as well as online teaching. The City is a joint funder with the Office for Students and there is an agreement not to reduce the City's contribution to continue to secure Higher Education Statistics Agency (HESA) Funding. It is anticipated that GSMD continue to call on their reserves; the same approach as for the City's Independent Schools (see paragraph 19).
 11. Remembrancer has a forecast deficit due to loss in income of (£1.0m) due to no private event hire taking place at Guildhall since the start of the financial year. Three of the four most lucrative months in the year - May, June, September and November - will achieve nil or very nearly nil income. **It is proposed to reset the budget from £274k to (£810k) to cover the loss of income.**
 12. The Director of Markets and Consumer Protection is forecasting an overspend of (£502k), mainly on City Fund activity (£457K) due to increased costs at the Ports in preparation for Brexit and loss of income at the Animal Reception Centre. The balance on City's Cash relates to lost income from car parking charges at Billingsgate and Smithfield Markets. **It is proposed to reset City Fund budget from (£2,240k) to (£2,697k) to cover the income deficit.**
 13. Mansion House and Old Bailey forecast overspend of (£431K) includes recovery of an overspend of (£248K) from 2019/20. At the bilateral meeting with the Executive Director further expenditure savings were discussed, **therefore no budget reset is proposed at this time.**
 14. The Comptroller and City Solicitor is forecasting an external income deficit of (£420K) due to a lack of property deals. **It is proposed to reset the budget from (£845k) to (£1,265k) to cover the income shortfall.**
 15. The City Surveyor is forecasting a net overspend across the funds of (£346K), this includes a carry forward of (£320K) from 2019/20. **It is not proposed to reset the budget for 2020/21 at this time.**
 16. The Director of the Built Environment (DBE) forecast an overspend of (£310K), mainly relates to a forecast income shortfall of (£2.5m), most significantly within off-street parking, traffic management, public conveniences, drains & sewers and building control services. However, expenditure reductions of some £2.3m through

reduction in highways repairs and maintenance, early removal of Automated public conveniences and contract savings have reduced the impact considerably. **It is proposed to reset the budget from (£20,243K) to (£20,553K) to cover the net deficit.**

17. The Director of Community and Children's services is forecasting an overspend of (£184K), the largest pressure is on rough sleepers and homelessness budget due to COVID-19, at an estimated cost of (£1.4m) until 31st March 2021. The majority of the extra costs are being absorbed by a current underspend on adults/older people social care. Income levels are estimated to be around 30% once services reopen. **It is proposed to reset the Director's budget from (£12,791K) to (£12,975K) to address the shortfall.**
18. The Chamberlain is forecasting a net overspend across the funds of (£58K). This is due to various additional essential unbudgeted expenditure, including additional staff resource for essential financial modelling work. There is also income loss in Freedom ceremonies due to the COVID 19 pandemic. **It is not proposed to reset the Chamberlain's budget at this time.**
19. The Independent Schools are managing within their reserves as shown by their breakeven position. No budget resets are therefore proposed.
20. The Town Clerks overall forecast position is a net underspend of £350K. However, this includes additional P&R income of £990k expected in relation to COVID related grants to reimburse expenditure for works undertaken by the Strategic COVID Group, which is offset by income shortfalls in Cultural Heritage. **It is not proposed, therefore, to reset the Town Clerk's budgets.**
21. The Commissioner of Police is currently forecasting an underspend of £3.5m. It is proposed to continue to monitor the Police position, recognising that any underspend will be directed to repayment of the Action Fraud loan to the City Corporation.

Proposals

22. It is proposed that Finance Committee Members recommend to the Court of Council that local risk budgets are reset for the following departments as summarised in the table below: -

£'000

Department	From	To	(Increase) /Reduction	Fund
Barbican Centre	(17,389)	(29,841)	(12,452)	CF
Open Spaces	(11,852)	(12,310)	(458)	CC
Open Spaces	564	712	148	CF
Remembrancer	274	(810)	(1,084)	GA
Markets & Consumer Protection	(2,240)	(2,697)	(457)	CF
Comptroller & City Solicitor	(845)	(1,265)	(420)	GA
DBE	(20,243)	(20,553)	(310)	CF
Community & Children's services	(12,791)	(12,975)	(184)	CF
Total	(64,522)	(79,739)	(15,217)	

23. Where Chief Officers local risk budgets are not recommended for adjustment, but significant efforts have been made to mitigate the position/deliver savings, it is proposed discussions take place at year end regarding handling of any overspend positions.
24. Our current estimates indicate support from the Government for lost fees and charges on City Fund income could be in the region of £13.6m. The first claim from April until end of July was submitted at the end of September. The income recovered will be used to offset the appropriate budget adjustments proposed.
25. It is also proposed to continue with the current recruitment constraint, including the use of Consultants, aligned to the rollout of the Target Operating Model to secure further savings by the end of the financial year.
26. Further savings will also continue to be explored with departments to reduce the overall impact on the reserves position.
27. The budget in the Medium-Term Financial Plan (MTFP) for the CWP in 2020/21 is £22.8m. The latest forecast estimate for works anticipated to be completed is £10.7m. A report is being prepared by the City Surveyor outlining proposals for a revised annual programme from 2021/22.

Financial Implications

28. The overall 2020/21 City Fund starting position would have added £27.3m to reserves to contribute to the future financing of the major projects.
29. The proposed COVID adjustments to Chief Officers local risk budgets total £15.2m (£14m City Fund and £1.2m City's Cash). The £14m City Fund adjustment can be

met by scaling back the addition to the major projects reserve to £13.3m. The City Cash adjustment of £1.2m can be funded but will impact the net asset position.

Conclusion

30. Despite the mitigating actions being taken, we face, as a result of COVID-19, a major challenge to the health of our finances. Proposals to reset budgets for Chief Officers most impacted by loss of local risk income will provide realistic budgets for them to be held to.

Appendices

- Appendix 1 – Chief Officers local risk end of year forecast at end of July 2020 by fund

Background Papers

- Briefing 2 – Financial impact of COVID 19 – Finance Committee 19 May 2020
- Resetting of Budgets 2020/21 – Resource Allocation Sub Committee 18 September 2020.

Julie Smith

Acting Deputy Director of Financial Services

T: 07714637088

E: Julie.smith@cityoflondon.gov.uk

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Chief Officer Cash Limited Budgets by Fund					
Original Budget £'000	Chief Officer	Full Year Forecast as at 31 July 2020			
		Latest Budget £'000	Forecast £'000	Variance Better / (Worse) £'000	%
	City Fund				
(1,755)	Chamberlain	(1,755)	(1,420)	335	19%
(5,117)	City Surveyor	(5,240)	(5,109)	131	2%
(11,168)	Director of Community and Children's Services	(12,791)	(12,975)	(184)	(1%)
(2,199)	Director of Markets and Consumer Protection	(2,240)	(2,697)	(457)	(20%)
564	Director of Open Spaces	564	712	148	26%
(20,196)	Director of the Built Environment	(20,243)	(20,553)	(310)	(2%)
(402)	Executive Director Mansion House and Old Bailey	(242)	(531)	(289)	(120%)
(17,165)	Managing Director, Barbican Centre	(17,389)	(29,841)	(12,452)	(72%)
(15,065)	Town Clerk	(15,332)	(15,504)	(172)	(1%)
(72,503)	Total City Fund (excluding Police)	(74,668)	(87,919)	(13,251)	(18%)
	City's Cash				0%
(99)	Chamberlain	(99)	(174)	(75)	(76%)
(16,228)	City Surveyor	(16,143)	(16,972)	(829)	(5%)
(1,052)	Director of Community and Children's Services	(1,122)	(1,122)	0	0%
(1,365)	Director of Markets and Consumer Protection	(1,668)	(1,713)	(45)	(3%)
(11,822)	Director of Open Spaces	(11,852)	(12,710)	(858)	(7%)
(3,334)	Executive Director Mansion House and Old Bailey	(3,246)	(3,388)	(142)	(4%)
(1,217)	Head, City of London Boy's School	(1,217)	(1,176)	41	3%
118	Headmaster, City of London Freeman's School	118	234	116	98%
(275)	Headmistress, City of London School for Girls	(275)	(255)	20	7%
(6,799)	Principal, Guildhall School of Music and Drama	(6,799)	(9,329)	(2,530)	(37%)
(1,391)	Remembrancer	(1,391)	(1,334)	57	4%
(215)	Town Clerk	(273)	(268)	5	2%
(43,679)	Total City's Cash	(43,967)	(48,206)	(4,239)	(10%)
	Bridge House Estates				0%
(45)	Chamberlain	(45)	(45)	0	0%
(2,703)	City Surveyor	(2,703)	(2,690)	13	0%
(243)	Director of Open Spaces	(243)	(3,306)	(3,063)	(1,260%)
(275)	Director of the Built Environment	(275)	(259)	16	6%
(2,920)	Town Clerk	(2,920)	(2,441)	479	16%
(6,186)	Total Bridge House Estates	(6,186)	(8,741)	(2,555)	(41%)
	Guildhall Administration				0%
(22,165)	Chamberlain	(22,358)	(22,676)	(318)	(1%)
(8,666)	City Surveyor	(8,686)	(8,347)	339	4%
(845)	Comptroller and City Solicitor	(845)	(1,265)	(420)	(50%)
274	Remembrancer	274	(810)	(1,084)	(395%)
(6,536)	Town Clerk	(6,591)	(6,513)	78	1%
(37,938)	Total Guildhall Administration	(38,206)	(39,611)	(1,405)	(4%)
(160,306)	Grand Total (excluding Police)	(163,027)	(184,477)	(21,450)	(13%)
(84,884)	Commissioner of Police (City Fund)	(84,884)	(81,350)	3,534	4%
(245,190)	Grand Total	(247,911)	(265,827)	(17,916)	(7%)

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 2 October 2020.

The Tackling Racism Taskforce held its sixth meeting on 2 October 2020 with a focus on **policing**. The Assistant Commissioner of the City of London Police presented to Members initiatives in regards to diversifying the force, engaging with BAME communities, as well as statistics around Stop and Search.

The Taskforce heard how work had been undertaken in the recruitment, retention and training of police officers to ensure that the Force was attracting under-represented groups. New initiatives had also been brought in for current staff, such as reverse mentoring, job shadowing and bespoke development plans.

In addition, there was focus on statistics around complaints as well as the diversity of scrutiny and oversight bodies of the City of London Police. Members discussed how the proportion of BAME individuals in London stood at around 44% and the Assistant Commissioner explained that it would take the CoLP 10 to 15 years to match this in its own Force.

Many questions were asked around community engagement and especially the Force's relationship with young people and BAME Communities. There was also discussion around the figures on Stop and Search and particularly, the 36% who had not declared their ethnicity when surveyed. It was explained by another Taskforce Member that a large number of the non-declared 36% were perceived to be black.

The Co-Chair thanked the Assistant Commissioner for his time and asked that for the next meeting regarding policing, he produce a report that covers:-

- Statistics on diversity of scrutiny and oversight boards
- Details on initiatives around recruitment, retention and training
- Details on initiatives around community engagement, including links with BAME community
- An articulation of the outcomes the CoLP are wishing to have as a result of this work.

The Taskforce also discussed the Charter for Black Talent in Finance and the Professions and it agreed to recommend that the City Corporation publicly support the Charter.

Finally, a presentation was given to the Taskforce on a new initiative to look at providing a digital platform on the City's links with the Transatlantic Slave Trade.

The next meeting of the Taskforce will consider areas connected to its workstream on education.

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

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 16 October 2020.

The Tackling Racism Taskforce held its sixth meeting on 16 October 2020 with a focus on **education**.

The City Corporation's Strategic Education & Skills Director gave an overview of the areas for action that the Taskforce could focus on, such as:

- a) Lobbying for more inclusive forms of evaluation and assessment
- b) Continued research on wellbeing and adaptive practices for equalities groups
- c) Proactively diversify school governing bodies through recruitment practices
- d) Lobbying for inclusive curriculum design and addressing some recent national curriculum changes, which may have resulted in some negative changes.
- e) Providing greater access to pupil wellbeing, counselling and family support.

The Taskforce then had a detailed discussion where the following points were made:-

- Overall, the schools were doing a really good job in this area but there was no room for complacency.
- It would be useful to have the demographic statistics of pupils in the City Corporation's selective schools.
- It was important to consider the language used when advertising for school governors to attract diverse candidates with the right skills. The alumni community could be an important source of candidates for school governor roles. Age diversity for school governors was also important.
- Black writers needed to be embedded across the curriculum – this was something the City Corporation could lobby for. One Member suggested that the curriculum be devolved to reflect the diversity of London. The CEO of the City of London Academies Trust (CoLAT) explained that, despite the constraints of the National Curriculum, the academies had been teaching about the role of BAME individuals in English Literature, Science and History.
- There was a disparity in funding from the City of London Corporation to the independent schools in comparison to the academies, as highlighted in the Tomlinson Review. This should be looked at.
- Generally, across the country, there seemed to be disproportionate impact on black Caribbean boys and white, working-class boys in terms of exclusions. Following a further discussion on exclusions, it was noted that any exclusion was always a last resort and also had to be taken when considering other pupils' ability to learn without distraction.
- There should be better partnership working in this area between the independent schools and the academies.
- High stakes examinations induced anxiety for pupils and this may affect their wellbeing.
- Raising standards and aspirations was the only real way to increase outcomes.
- Whilst some Members felt it was important that schools be left to concentrate on getting through the fallout of the pandemic, others felt that it was important

to keep shining a spotlight on this area to ensure that all pupils, whatever their ethnicity, recover from the pandemic, equally.

- It was important to look at what other initiatives were in place, such as the Financial Services Skills Commission, and see where the City of London Corporation could add value.
- The role of bursaries, philanthropy and endowments should not be underestimated in helping educational outcomes. The City Corporation may be able to do more to financially support the academies, such as a City Giving Day.

Members of the Taskforce requested that the most recent exclusion data report be sent to the Taskforce for information.

The Taskforce also acknowledged that there were other governing bodies, such as the Education Board and the Board of Governors for the independent schools, in this space and so the Taskforce should not overstep its boundaries.

The Taskforce concluded that it would focus on:

- Bringing together initiatives on tackling racism across the family of schools
- Drawing together some common themes, including clear outcomes and timelines, such as:
 - Data on exclusions and diversity within schools
 - Governor diversity and linking schools with alumni
 - Curriculum – can the Taskforce support something specific
 - Funding – can the City Corporation support particular initiatives financially
 - Improve diversity and unconscious bias training for governors and staff

The Taskforce agreed to have two additional sessions on education: one to focus on independent schools and state schools, and the other to focus on cultural and creative learning and skills and adult learning.

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

TO: ESTABLISHMENT COMMITTEE
12 March 2020

FROM: PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE
14 January 2020

9. PUBLIC MINUTES

The Committee received the report of the Director of the Built Environment on the Department of the Built Environment Risk Management – Periodic Report.

In September 2019, it was reported to the Committee that some employees and contractors who require to take an online training scheme had been missed, thus the previous compliance report had been inaccurate. They had now been identified. The Committee was assured that the Department is working towards reducing the risk level back to Amber.

A Member sought assurance that such incidents of inaccuracies will not be repeated in the future. The Committee was told that at present the City uses a number of systems, which are not always synchronized. From the lessons learnt, the City is now working on a piece of work to ensure a more joined up system with greater coordination.

Members were told that at present there is not a single database for all those who are on the City Payroll, contractors, agencies and volunteers, thus resulting in inaccuracies or “the missing employees”. A Member suggested this be raised with the Establishment Committee.

RESOLVED that:

Members noted the report and the actions taken in the Department of the Built Environment to monitor and manage effectively risks arising from the Department’s operations.

Suggested Reference – 22 Sep 20 (V2)

On 14 January 2020 the Port Health & Environmental Services Committee discussed the matter of there being no single record of all those who work for the City of London (those on the payroll, agency staff, contractors, volunteers etc.) and the matter was raised with the Establishment Committee at their meeting on 12 March 2020.

Whilst this Committee appreciates the disruption caused by the COVID pandemic the Committee at its meeting on 22 September 2020 expressed concern that there appeared to have been no progress towards creating a single record of all those who work for the City of London. The Committee notes that as a result there continues to be uncertainty and unreliability in the percentages reported to the Committee for compliance with the requirements of the Corporate Transport Policy. The risk is currently assessed as RED and once there is a reliable 95% compliance the risk will reduce to AMBER.

The Committee recognises that in producing the compliance statistics the Department of the Built Environment, by using the City Learning record of current staff, is using the best available single source of data and requests the Establishment Committee to develop, as soon as possible, a single authoritative record of all those who work for the City of London. The Committee also requests that the Establishment Committee in creating this single authoritative record ensures that appropriate resources are dedicated to ensuring that it is updated in a timely manner.

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