



## Establishment Committee

**Date:** MONDAY, 31 JANUARY 2022  
**Time:** 10.00 am  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

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

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### Accessing the virtual public meeting

**Members of the public can observe this virtual public meeting via the below link:**

**To be updated**

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. **HR BUSINESS PLAN – TARGETS**  
Report of the Interim Executive Director of Human Resources.
4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
5. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
6. **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**  
(Pages 5 - 8)

**For Decision**

## **Part 2 - Non-Public Agenda**

7. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
8. **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**

9. **TOM TEAM UPDATE ON ENABLING FUNCTIONS**  
Report of the TOM Programme Director.

**For Information**

10. **TOM PROPOSAL - CITY SURVEYOR'S DEPARTMENT (CENTRAL CRIMINAL COURT & ENABLING SERVICES)**  
Report of the City Surveyor.

*To Follow.*

**For Decision**

11. **TOM & GOVERNANCE REVIEW: BARBICAN CENTRE**  
Report of the Joint Interim Managing Directors of the Barbican Centre.

**For Decision**

12. **TOM PROPOSALS FOR IT**  
Report of the Chief Operating Officer.

*To Follow.*

**For Decision**

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

**For Information**

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## Our aims and objectives are...

*To provide a professional HR Service that facilitates the City of London Corporation, delivering excellence in its management of its human resources and its working practices during and after the organisational change*

## Our (five) major workstreams this year will be...

### In order of priority

1. To continue to support the organisation through change, using Business Partners and bespoke interventions to support departmental change and organisational wide development programmes to support cultural change.
2. To support the organisation's strategic objectives to increase the diversity and inclusion of the workforce through actions, initiatives and policy changes. This includes the work allocation required to respond to Barbican Stories and any similar cultural issues that may arise from other areas within the Corporation
3. To work with Institutions to establish and operate a centralised / decentralised operating model with aligned HR structures and resource allocations. Pilot and propose further delegations to Chief Officers for the interpretation and implementation of people policies
4. Streamline HR processes to generate effectiveness, efficiencies and clear responsibilities. Data cleanse and improved reporting. Create a focus from HR on customer service and employee support services
5. Review key policies to respond to culture change and the need to provide effective employee support

## The Corporate Plan outcomes we have a direct impact on are...

- *Outcome 8 we have access to the skills and talent we need*
- *Outcome 3 people have equal opportunity to enrich their lives and reach their full potential*
- *Outcome 12 Our spaces are secure, resilient and well maintained.*

## What's changed since last year...

### Covid-19 related changes

- *All face to face training has been converted to virtual apart from the one or two which cannot. First Aid and Fire training.*
- *All services can continue to be delivered virtually via teams*
- *Interviews, meetings and formal meeting have been adapted to virtual*
- *New Guidance and safe working practices, e.g DSE assessment tool for homeworking, and workplace risk assessments*

### Other changes planned

- *Conversion of the mental health training to virtual*
- *Development of the network of confidential advisors*
- *Changes to the format of the E&I board including networks*
- *Development of the mentoring and reverse mentoring with other LAs*
- *Anonymised recruitment for all posts*
- *Prepare for the proposed changes in relation to the TOM, people processes and systems.*

### New commitments

- Supporting the Enabling Services workstream of the TOM which involves greater delegation of HR to the institutions and the reduction in duplication of common work areas.
- Supporting the Institutions and City of London Schools to meet compliance standards and implement a revised operating model in activities, Build relationships and remove barriers.
- Reviewing the job grading structure to create new tier system and common job definitions.
- Leading on IR35 and the changes from April 2021
- Development of preparatory steps for move to an ERP system
- Extending mandatory training to casuals, volunteers and contractors
- Embedding core/generic KPIs across all SMG posts and standardised approach to appraisal

## Plans under consideration

Plan	Time Scale
<i>Specification of HR requirements of ERP system. Clarify priorities and develop a road map for priorities and resource allocation</i>	Autumn 22
New leadership programme with career pathways for all staff in support of the TOM principles and the Tackling Racism Taskforce objectives . Leading change and new ways of working	Summer 2022
Develop strategy for Apprenticeship Scheme and supporting implementation plans and processes to drive a revised approach	Scheme agreed by end August 2022
Using data analytics to be more evidenced based in prioritising activities and developing reporting suite on People data	October 22
Staff Survey – engagement and cultural baselining. Survey to be issued by 1 April 2022	Results and Plans July 2022

## Our strategic commitments

### Strategy 1 Apprenticeships

- To provide level 2 and level 3 Apprenticeships which aim to increase social mobility
- To provide apprenticeships and levy funded training which are in line with the skills strategy to increase the access to talent

### Strategy 2 Social Mobility

- The Corporate Programme for apprentices is managed so that opportunity is accessed more evenly
- Our attracting talent programme includes rebranding COL and anonymised recruitment are examples or removing barriers
- Programme of supporting apprentices for the future in developing skills and profiles
- We aim for apprentices not simply to pass but achieve the highest award.

### Strategy 3 Mental Health

We have mental health first aiders and a programme of mental health training as well as a full wellbeing programme

### Strategy 4 Equality and Inclusion including Tackling Racism Taskforce recommendations.

- Deliver the E&I Action plan

## Our E D & I self assessment score

Monitoring and use of data and information	4
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	3
Using procurement and commissioning to achieve equality and cohesion targets	3
Engagement and partnership	3
Employment and training	3

## Key Risks

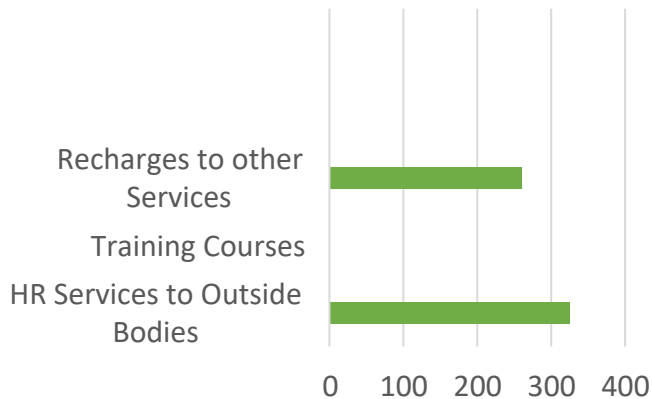
Risk Title	Score
Engagement of managers in the change programme	8
Organisational resistance to change	8
Brexit impact on employment	6
COVID impact on peoples willingness to work from an office	6
COVID impact on returning to the most effective service delivery	6
Long term impact on the wellbeing staff working during COVID.	8

## Key Performance Indicators

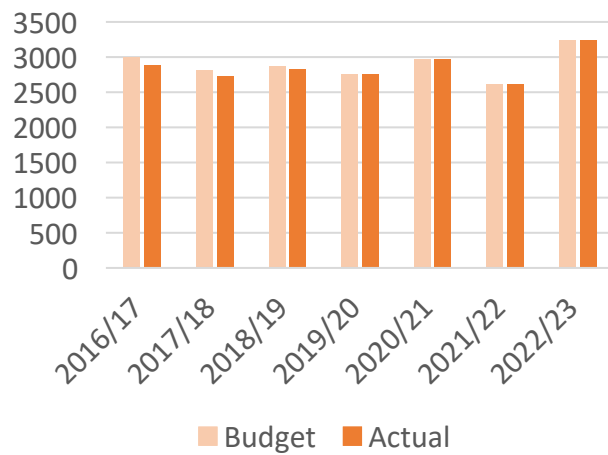
KPI	Current Performance	Direction of Travel/ Target
Attendance at training	80%	Up
Diversity in applicants, and increase in shortlisted candidates		Up
Achievement of apprentices, numbers achieving distinctions	45%	UP
Onward journey of apprentices, number move on to employment and/or further training	65%	80%
FOI/SAR response rate	100%	Maintain
Response times from general enquiries	80% in 48 hours	To increase to 95% in 48 hours
Turnaround of JE maintenance from receipt of all documentation to grade.	30 days maximum	To reduce
Recruitment time from agreed requisition to final offer	Varies by department	Consistency and a set standard
Regulatory and statutory returns, ONS, Gender Pay Gap etc		
Sick absence management within procedural guidelines, sick absence rate	85%	95%
Compliance in completion of mandatory training	48%	85%
Number of MHFA	116	



## Where our money comes from



## Budget vs Actual



## Where our money is spent

