

**ESTABLISHMENT COMMITTEE**  
**Wednesday, 27 January 2021**

Minutes of the meeting of the Establishment Committee held virtually on  
Wednesday, 27 January 2021 at 1.45 pm

**Present**

**Members:**

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

**Officers:**

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk
Bob Roberts	- Director of Communications
Michael Cogher	- Comptroller and City Solicitor
Chrissie Morgan	- Director of Human Resources
Janet Fortune	- Town Clerk's Department
Tracey Jansen	- Human Resources
Marion Afoakwa	- Human Resources
Charles Griffiths	- Bursar, City of London School
Tim Fletcher	- Communications
Amanda Mays	- Town Clerk's Department
Chris Oldham	- Town Clerk's Department
Kate Smith	- Town Clerk's Department
Laura Tuckey	- Chamberlain's Department
John Cater	- Town Clerk's Department

**1. APOLOGIES**

Apologies for absence were received from Sheriff Christopher Hayward, Sylvia Moys, Deputy Richard Regan, and Deputy 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 9<sup>th</sup> December 2020 be approved as an accurate record.

4. **FINDINGS AND RECOMMENDATIONS OF THE TACKLING RACISM TASKFORCE**

The Committee considered a Report of the Town Clerk concerning the recommendations of the Tackling Racism Taskforce (TRT).

The Chair thanked the Co-Chairs of the TRT and the officers involved for all their hard work over the past six months. This was a ground-breaking project delivered at pace during a time of immense challenge due to the pandemic, and all involved should be justly proud of their efforts.

In response to a query, officers confirmed that, assuming Committee endorsement, the Report will be circulated to other relevant Committees (e.g. Police Authority Board, Education Board etc) for departmental/sectoral specific recommendations to be taken forward/embedded. The Co-Chair of the TRT emphasised that a lot of liaison had gone on over the past several months with other Committees and none of these recommendations should come as a surprise.

In response to another query, officers confirmed that funding (sourced from within local risk budgets), was being identified to ensure that all Members of staff across the Corporation were able to receive diversity training, this hadn't been the case in the past - with a number of individuals missing out due to their job role and/or limited availability. Officers are working on the logistics for roll-out and an update Report would be submitted to the next meeting of the Committee in March.

In response to a query, the Chair reiterated that the appointment of a Head of Equality and Diversity had already been approved by the Court of Common Council as part of the Target Operating Model and did not need to be revisited.

In response to a query around the effective utilisation of data, officers stressed that the Equality and Inclusion Board (EIB) would be robust in using the data to hold departments to account and, if necessary, challenge Chief Officers and their senior teams to do more. In addition, going forward, the EIB would carry out an annual audit process which would compare and challenge the data submitted against what staff are saying via the staff survey and other consultations.

A Member had several queries:

Paragraph 47 – he cautioned that the Corporation needed to be careful about telling Livery Companies what to do; indeed, Livery Companies had been very active in this area over the last year.

Education – he stressed that all schools should try to recruit a diverse group of staff and governors, but it was the quality of the education (and consequent outcomes) that must remain the paramount concern.

In addition, whilst he welcomed the emphasis on extra financial resources for the Academies, he cautioned that we needed to keep in mind the benefits that bursaries bring for pupils to attend the City's independent schools (both with the City's immediate family of schools and those with a looser link, such as Christ's Hospital).

In response to a query, the Co-Chair confirmed that the TRT held approx. 100 meetings between June 2020 and January 2021; the whole taskforce met on a weekly basis, with the bulk of other meetings being organised by the Co-Chairs who would then report back to the taskforce. She added that it was noticeable about how keen a lot of people are for the Corporation to be a leader and facilitator in this area – the TRT and the Social Mobility Taskforce would be hugely positive in this regard.

Turning to the recommendations, Mr Mayhew and Mr Colthurst exercised their right under Standing Order 38 to have their dissent recorded in relation to the removal of the William Beckford and Sir John Cass statues from the Great Hall. Both Members raised their concern that the funding source for the removal of the statues needed to be identified first before the removal could take place.

Officers confirmed that after the recommendations were, in principle, agreed by the Members of the Policy and Resources Committee the previous week, a Statues Working Group was set up to establish the practicalities (including the costs) of the removal (and replacement) of the statues.

**RESOLVED** – that, whilst noting the dissent of Mr Mayhew and Mr Colthurst concerning the removal of the statues, the Committee endorsed the list of recommendations of the Tackling Racism Taskforce under the relevant workstreams, outlined in Appendix 1 of the report.

5. **EQUALITY AND INCLUSION UPDATE INCLUDING GENDER, ETHNICITY AND DISABILITY PAY GAPS**

The Committee considered a Report of the Director of Human Resources providing an update on the equality and inclusion action plan and the gender, ethnicity, and disability pay gap data.

In response to a query, officers confirmed that the Corporation sought advice from Stonewall when drafting the recruitment monitoring form, as well as taking on board views from internal stakeholders. The form incorporates the nine protected characteristics and it can be easily benchmarked against the recruitment forms of other similar organisations.

In response to a discussion, Members asked the Town Clerk to circulate a glossary and framework of the officer only boards/groups for their greater clarity; the TC would look to distribute the relevant information by the end of the week.

In response to a query, officers confirmed that the final plan should be ready by the end of March 2021. As an aside, Members expressed concern at the

somewhat fragmented timelines/delivery dates across various plans the Corporation had undertaken recently. Officers were aware of this and explained that the impact of the pandemic on day-to-day work had compounded the issue, by pushing back timelines/delivery dates in some areas. Officers were now working to try to align delivery dates where possible.

Turning to the recommendations, the Chair informed Members that some tidying up was required for Appendix 7 and asked that Members provided delegated authority to the Director of Human Resources to ensure that the appendix was finalised.

**RESOLVED** – that the Committee approved the following:

- the Equality and Inclusion Action Plan 2019 – 2021 attached at Appendix 6
- the revised categories included in the Equal Opportunities Recruitment Monitoring Form at Appendix 7 (subject to the tidying up of the appendix by the Director of HR, as outlined above).

6. **BREXIT UPDATE**

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

7. **DRAFT BUSINESS PLANS**

The Committee considered the draft Business Plans for i) Town Clerk's Corporate & Members Services; ii) the Comptroller and City Solicitor's Department, and; iii) the Department of Human Resources.

7.1 **Draft Town Clerk's Corporate & Members Services Business Plan for 2021/22**

A Member stressed that more work was needed to be done to ensure that the "Red thread", over what is strategically important, what is going to be done, and how that can be measured, was both robust and clear. The Chair and the Member would be meeting with the Assistant Town Clerk on the 28<sup>th</sup> January to discuss this matter further.

**RESOLVED** – that the Committee granted the Town Clerk, in consultation with the Chair and Deputy Chair, delegated authority to approve the finalised Business Plan.

7.2 **Draft Comptroller & City Solicitors Departments Business Plan for 2021/22**

Reflecting on the impressive chargeable hours figures for 2019/20 the Comptroller explained that a number of his colleagues had worked more hours than what was expected of them; however, he anticipated that we would see a marked decrease in 2020/21 due to the impact of Covid on people's work-life balance. He hoped that, as we emerge from the pandemic, we would see people again exceeding their chargeable hours target.

The Comptroller explained that the £136K of unidentified savings noted in the plan would be allocated over the coming months, primarily as the Target Operating Model was implemented. Whilst aiming to continue to drive income, the Comptroller would also be considering the future shape of the department in terms of personnel; more detail would emerge later in 2021.

**RESOLVED** – that the Committee approved the Comptroller and City Solicitor's Draft Business Plan.

### **7.3 Draft Department of Human Resources Business Plan for 2021/22**

Recognising that the plan was still in draft form and subject to further work, Members stressed that it required a more high-level strategic focus, including reference to how the Department would contribute to managing the changes prompted by the roll out of the TOM.

In addition, Members were keen that other areas of interest to the Committee were picked up on; for instance, Members had, in recent times, discussed areas such as job families and the Corporation as "One Employer".

**RESOLVED** – that the Committee granted the Town Clerk, in consultation with the Chair and Deputy Chair, delegated authority to approve the finalised Business Plan.

## **8. DEPARTMENTAL BUDGET ESTIMATES 2021-22**

The Committee considered a joint Report of the Town Clerk, the Chamberlain, and the Comptroller and City Solicitor concerning budget estimates for 2021-22.

**RESOLVED** – that the Committee approved the following:

- i) the Town Clerk's, and Comptrollers and City Solicitor's Departments proposed revenue budget for 2021-22 for submission to Finance Committee;
- ii) authorise the Chamberlain, in consultation with the Town Clerk and the Comptroller and City Solicitor to revise these budgets to allow for any further implications arising from Corporate Projects, Target Operating Model (TOM) savings, other reviews and changes to the Cyclical Works Programme;
- iii) agree that minor amendments for 2020-21 and 2021-22 budgets arising during budget setting be delegated to the Chamberlain.

9. **NOTICE PERIOD FOR NON-TEACHING STAFF IN THE THREE CITY CORPORATION SCHOOLS**

The Committee considered a Report of the Director of Human Resources and the Bursars at the three City of London Schools concerning notice periods for non-teaching staff.

**RESOLVED** – that the Committee approved the following:

to approve flexibility for the three City schools to apply a term's notice to non-teaching posts which provide key services during the academic terms as and when such posts become vacant. The Head Teacher may also, in specific circumstances, seek a voluntary change to notice periods for individuals currently employed in critical roles.

10. **CITY OF LONDON CORPORATION MARATHON TEAM GRANT**

The Committee considered a Report of the City of London Corporation Marathon Team.

**RESOLVED** – that the Committee approved the following:

To continue to provide the current level of funding to the Marathon team for a further 3 years, 2021-22 to 2023-24 and for a follow up review to take place after three years.

11. **JOINT ANNUAL REPORT FOR SOCIAL MOBILITY AND DIGITAL SKILLS STRATEGIES, SOCIAL MOBILITY EMPLOYER INDEX RATING AND STRATEGIC FOCUS FOR 2020-21**

The Committee received a joint Report of the Chief Grants Officer & Director of City Bridge Trust, the Director of Innovation and Growth, and the Director of Community & Children's Services concerning Social Mobility and Digital Skills Strategies.

**RESOLVED** – that the Committee noted the Report.

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

There were no questions.

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

The following items of urgent business were raised –

i) the Committee considered a late paper concerning the Pay Policy Statement for 2021/22.

The Chair apologised for the late circulation and proposed that the Statement was circulated to Members again after the meeting to seek their views over the next seven days, after which the finalised Statement would be approved under delegated authority. Members agreed with this course of action.

**RESOLVED** – that the Committee agreed to delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair of the Establishment Committee, to approve the finalised version of the Pay Policy Statement 2021/22, before further consideration by the Policy & Resources Committee and the Court of Common Council in February and March respectively.

ii) noting that the responsibility for the appointment of senior officers had been, hitherto, specified in several different Committee's Terms of References, the Chair tabled a revised schedule which reflected the new responsibilities per the Target Operating Model. Members endorsed the revised schedule, and given its impact on multiple Terms of References, agreed to its onward submission to the Court of Common Council for final approval.

iii) date of next meeting - the Chair re-confirmed that the next meeting of the Committee had been moved from 17<sup>th</sup> March to the 26<sup>th</sup> March (PM).

iv) on behalf of the Committee, the Chair thanked all staff members for the efforts they were making to ensure the work of the Corporation is running smoothly; they asked the Town Clerk to pass on these thanks via the regular TC staff email update.

v) the Chair expressed their public apologies to Colin Buttery for misspeaking at a meeting of the Culture, Heritage and Libraries Committee earlier in the week – the post of Open Spaces Director was not being deleted and the Chair praised Colin for his first rate work.

**14. 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.

**15. NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 9th December 2020 be approved as an accurate record.

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

There were no questions.

**17. 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.

**The meeting ended at 3.45 pm**

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Chair

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