

ESTABLISHMENT COMMITTEE
Wednesday, 12 May 2021

Draft Minutes of the meeting of the Establishment Committee held virtually on
Wednesday, 12 May 2021 at 1.45 pm

Present

Members:

Tracey Graham (Chair)
Deputy Edward Lord (Deputy Chair)
Randall Anderson
Deputy Keith Bottomley
Alderman Sir Charles Bowman
Henry Colthurst
The Revd Stephen Haines
Sheriff Christopher Hayward
Deputy Jamie Ingham Clark
Jeremy Mayhew
Ruby Sayed
Deputy Tom Sleigh
Deputy Philip Woodhouse

Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk
John Cater	- Committee Clerk
Chrissie Morgan	- Director of Human Resources
Bob Roberts	- Director of Communications
Janet Fortune	- Human Resources Department
Tracey Jansen	- Human Resources Department
Dorian Price	- City Surveyor's Department
Marion Afoakwa	- Human Resources Department
Peter Lisley	- Assistant Town Clerk
Nick Senior	- Comptroller and City Solicitor's Department
Justin Tyas	- Human Resources Department
Tim Fletcher	- Communications Department
Amanda Lee-Ajala	- Human Resources Department
Paul Wilkinson	- City Surveyor
Carol Simpson	- Human Resources Department
Sandrine Pluviaux	- Human Resources Department
Ian Simpson	- Human Resources Department

1. APOLOGIES

Apologies for absence were received from Karina Dostalova, Deputy Kevin Everett, and Elizabeth Rogula.

On behalf of the Committee, the Chair took the opportunity to thank the departing Sylvia Moys for her huge contribution during her time on the Committee.

The Chair welcomed Tom Sleigh to the Committee.

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

There were no declarations of interest.

3. **VOTE-OF-THANKS**

Tracey Graham moved a voted of thanks to Edward Lord, the immediate past Chairman.

RESOLVED UNANIMOUSLY: That the Members of the Establishment Committee express their sincere thanks to:

DEPUTY EDWARD LORD OBE JP

for the exemplary manner, diligence and dedication in which they have presided over their deliberations and the detailed attention and interest they have shown in all aspects of the work of the Establishment Committee for the past three years.

The sheer range of policies and initiatives that Edward has successfully overseen during this time has been nothing short of remarkable; from family friendly policies, including uplifts to maternity, adoption & shared parental pay, the introduction of the Premature Baby Paid Leave Scheme, which earned the City Corporation the award of the "Employer with Heart Charter", and additional provision for paid leave under the Parental Bereavement (Leave and Pay) Act 2018, to significant new initiatives with the wellbeing of staff and Members at their core, including the introduction of a Mental Health and Wellbeing Policy, the roll-out of free private flu vaccinations for all staff and Members, and the expansion of the Employee Volunteering Programme.

However, it is Edward's drive and passion for the equalities agenda that will stand as their greatest impact. Quite simply, the work of the Committee over the last three years has helped to bring about a transformation to the culture of the Corporation, the legacy of which will leave a truly more diverse and inclusive workplace in the years ahead.

During their period as Chair, we have continued to enhance data collection and analysis to inform our Equality and Inclusion Action Plan, both at the departmental level and corporately. This has been a vital tool in identifying areas of concern and where further analysis and detailed work needs to be done. This has led us to changing the way the City Corporation attracts and recruits talent so as to enrich the diversity of our work force and to reduce potential barriers to entry.

Other vital initiatives include anonymised recruitment for all senior roles, which is now being introduced for roles at all levels of the organisation; ensuring that all job adverts are written in inclusive and gender-neutral language; and, the introduction of Gender, Ethnicity and Disability Pay Gap reporting, and the development of actions to address these.

Finally, it would be remiss not to reflect that during these last 14 months, Edward has successfully led the Committee during a time of extraordinary circumstances, with the pandemic presenting a set of unenviable decisions and challenges, including the revision to the Pay Award, Furlough, and remote working.

It is to Edward's huge credit that we have successfully navigated these challenges whilst also playing a leading role in undertaking the fundamental transformation of the Corporation's structure through the Target Operating Model, a key early outcome of which has been the diversification of the Corporation's senior leadership team.

This Committee and the whole Corporation are indebted to Edward's contribution.

AND SO in taking leave of Deputy Edward Lord as their Chair, Members of this Establishment Committee wish to thank them for their service and outstanding leadership during this most challenging and transformative period. The Committee gives to Edward its best wishes for their future health and happiness.

4. **MINUTES**

RESOLVED – That the public minutes of the meeting held on 26th March 2021 be approved as an accurate record.

5. **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 2021/22:-

- Chair of the Establishment Committee (Chair of the JCC);
- Deputy Chair (Deputy Chair of the JCC);
- Randall Anderson;
- Deputy Keith Bottomley;
- Sheriff Christopher Hayward;
- Jamie Ingham Clark and;
- The Finance Committee representative, Jeremy Mayhew.

6. **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 2021/22:-

- Chair of the Establishment Committee (Chair of the Sub Committee);
- Chair of the Policy and Resources Committee (Deputy Chair of the Sub Committee, subject to confirmation by the Policy and Resources Committee);
- Deputy Chair of the Establishment Committee;
- a Deputy Chair of the Policy and Resources Committee – subject to confirmation by the Policy and Resources Committee
- Chairman of the Finance Committee
- Chairman of the General Purposes Committee of Aldermen;
- Keith Bottomley
- Henry Colthurst
- Jeremy Mayhew
- Ruby Sayed

7. **TAKING FORWARD TACKLING RACISM TASKFORCE RECOMMENDATION ON WORK PLACEMENTS**

The Committee considered a Report of the Director of Human Resources concerning the Tackling Racism Taskforce staffing workstream.

Whilst supportive of the recommendations, Members asked the Director of Human Resources to go back and identify an explicit funding source and/or de-prioritise something else in order to afford the recruitment of the proposed Coordinator.

If an internal funding source wasn't available, then an appeal to Policy & Resources should be made for additional funding.

RESOLVED – that the Committee:

- Approved the proposed targeted work experience/internship scheme that will complement the current offers by targeting not only students from BAME, and lower socio-economic backgrounds, but also those from the most underrepresented groups across the City Corporation (Disability, LGBT and Women). This programme will be offered to our academies as a first priority and the Corporation will work with external organisations wherever possible to widen its reach.
- Requested the Director of Human Resources go back and identify an explicit funding source and/or de-prioritise something else in order to afford the recruitment of the proposed Coordinator.

If an internal funding source wasn't available, then an appeal to Policy & Resources should be made for additional funding at its meeting on 13th June.

- Endorsed the proposed changes to the way that current training budgets are allocated and accessed in that all departmental training budgets are put into a central holding account until costed development plans are

agreed and the monies can be reallocated. This will be proposed to the Policy and Resources Committees on the 13 June 2021 for approval. Development pathway programmes will be developed during 2021 combining internal and external providers. External providers being subject to procurement under the City of London Procurement Code of Practice.

8. **WORKPLACE DESIGN PRINCIPLES**

The Committee received a Report concerning workplace principles.

Members welcomed the paper as forward thinking and looked forward to seeing a further update in due course.

RESOLVED – that the Committee noted the Report.

9. **MEMBER REMOTE WORKING AND RETURN TO GUILDHALL**

The Committee received a Report of the Town Clerk concerning remote working arrangements for Members and the plans for a return to Guildhall.

RESOLVED – that the Committee noted the Report.

10. **BREXIT UPDATE**

The Committee considered a Report of the Director of Human Resources concerning Brexit.

RESOLVED – that the Committee agreed to the removal of Brexit updates as a standing item on the Establishment Committee agenda, pending any future developments.

11. **CORPORATE HOME / REMOTE WORKING POLICY (HEALTH AND SAFETY) (DRAFT)**

The Committee considered a Report of the Director of Human Resources concerning a proposal for a new corporate policy for Home and Remote Working.

Officers confirmed that, when it came to adhering to the Corporation's remote working policies, there was a high level of compliance amongst the workforce during the pandemic and the tools were in place for HR to carry out robust assessments.

A Member asked what the Corporation had spent to equip people to work from home over the course of the pandemic. Officers would return with the figure at the next meeting of the Committee.

In response to a query, officers confirmed that both policies (ITEMS 11 and 12) apply to officers only (i.e. not Members).

RESOLVED – that the Committee endorsed the draft Home Working and Remote Policy (Health and Safety).

12. **CORPORATE NOISE AND VIBRATION POLICY (DRAFT)**
The Committee considered a Report of the Director of Human Resources concerning a proposal for a new corporate policy for Noise and Vibrations.

RESOLVED – that the Committee endorsed the proposed draft Noise and Vibration Policy (Health and Safety).
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
14. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There were no urgent items.
15. **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.
16. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 26th March 2021 be approved as an accurate record.
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
18. **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.
19. **CONFIDENTIAL MINUTES**
The confidential minutes of the meeting held on 26th March were approved.
20. **TARGET OPERATING MODEL - UPDATE ON PROGRESS**
The Committee received a Report of the Town Clerk concerning the Target Operating Model (TOM).
21. **COMPTROLLER & CITY SOLICITOR'S DEPARTMENT - TOM UPDATE**
The Committee considered a Report of the Comptroller and City Solicitor concerning the Target Operating Model (TOM) and Organisational Design (OD) principles.
22. **EXTENSION TO THE 55-59 FLEXIBLE RETIREMENT OPPORTUNITY**
The Committee considered a Report of the Director of Human Resources concerning an extension of the flexible retirement opportunity.
23. **HONORARIUM (1)**

The Committee considered a request for an honorarium.

24. **HONORARIUM (2)**

The Committee considered a request for an honorarium.

25. **TOWN CLERK'S UPDATE**

Further to the Town Clerk's comments earlier in the meeting, there was no further updates.

The meeting ended at 3.20 pm

Chair

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DRAFT