

ESTABLISHMENT COMMITTEE
Friday, 15 October 2021

Draft Minutes of the meeting of the Establishment Committee held at Guildhall on
Friday, 15 October 2021 at 10.30 am

Present

Members:

Tracey Graham (Chair)
Deputy Edward Lord (Deputy Chairman)
Randall Anderson
Deputy Keith Bottomley
The Revd Stephen Haines
Christopher Hayward
Deputy Jamie Ingham Clark
Jeremy Mayhew
Deputy Philip Woodhouse

Observers

Alderman Sir Charles Bowman
Karina Dostalova
Elizabeth Rogula
Giles Shilson (Chair - Bridge House Estates Board)

Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk
Emma Moore	- Chief Operating Officer
Michael Cogher	- Comptroller and City Solicitor
Caroline Al-Beyerty	- The Chamberlain
Jan Davies	- Interim Executive Director – HR
Paul Double	- The City Remembrancer
David Farnsworth	- Chief Grants Officer & Director of City Bridge Trust
Janet Fortune	- Human Resources
Tracey Jansen	- Human Resources
Sonia Virdee	- Chamberlain's Department
Marion Afoakwa	- Human Resources
Peter Lisley	- Assistant Town Clerk
Ian Simpson	- Human Resources
Amanda Lee-Ajala	- Human Resources
Caroline Reeve	- Town Clerk's Department
Emma Cunnington	- Town Clerk's Department
Bruce Hunt	- Remembrancer's Department

1. **APOLOGIES**

Apologies for absence were received from Alderman Sir Charles Bowman, Henry Colthurst, Karina Dostalova, Deputy Kevin Everett, Deputy Elizabeth Rogula, Ruby Sayed, and Deputy Tom Sleigh.

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 8th September 2021 be approved as an accurate record.

4. **OUTSTANDING ACTIONS REPORT**

The Committee received a Report of the Town Clerk which provided details of outstanding actions from previous meetings.

RESOLVED – that the Committee noted the Report.

5. **SECURING TARGET OPERATING MODEL SAVINGS: 2021/22 PROGRESS, UPDATE ON THE IDENTIFICATION OF PERMANENT SAVINGS.**

The Committee received a Report of the Chamberlain concerning Target Operating Model savings.

Members highlighted their concerns about the pace and effectiveness around securing permanent departmental TOM savings. Officers responded that a great deal of work was currently taking place and, as per the schedule outlined in the Report, Chief Officers would be coming through to the Establishment Committee and the Efficiency & Performance (Finance) Sub-Committee over the coming months to confirm the delivery of their department's permanent savings.

Officers assured Members that whilst this was a challenging period, the overall flightpath was on track. It was also emphasised that within the current 2021/22 F/Y, the savings will be delivered due to a hold on vacancies; in future years, the savings will be locked in thanks to the new permanent shape of the respective departments after TOM.

The Chamberlain added that, as per the table on page 20, the current TOM pending in-year vacancies savings of £2.8m, needed to be increased over the short-term, this will be a key focus at upcoming bilateral sessions with departmental Chief Officers.

The Chairman of the Efficiency & Performance Sub-Committee (who is also a Member of Establishment Committee) assured Members that E&P was also acutely aware of this vital challenge and will be focusing on this at its upcoming meetings.

The Chair thanked Officers for the Report and asked that further updates are brought to the next meetings of the Committee in December and January respectively.

RESOLVED – that the Committee noted the Report.

6. **TOM CLS PILOT - HR PROPOSALS TO ACHIEVE GREATER LOCAL DELEGATIONS**

The Committee considered a Report of the Chief Operating Officer concerning the Target Operating Model's (TOM) City of London School pilot.

Officers confirmed that Recommendation 2 in the Report asked Members to approve a roll out of the particular delegations concerning HR to all City of London institutions and departments (to commence in November 2021 until end of July 2022).

Officers and the Chair emphasised that today's Report concerned HR functions; the delegation of other enabling services, including Repairs & Maintenance and Procurement functions would be reviewed over the coming months by other Committees - this process would culminate in the spring.

RESOLVED - that the Committee:

- i) Noted the positive impact of the greater HR delegations being tested in the City of London School, City of London School for Girls and City of London Freeman's School as part of the TOM CLS pilot currently underway.
- ii. Endorsed the rollout of the particular delegations concerning HR within the wider CLS pilot to all CoL institutions and departments to commence in November 2021 until end of July 2022. The pilot will relate to:
 - starting point for external appointments
 - the starting point for internal acting ups into higher level positions;
 - incremental progression - additional awards where there is a justified business case, e.g. as a recognition of examination success related to the post and agreed as a development requirement;
 - honoraria payments up to the value of £2500
 - a temporary amendment to the delegations of the MFS Board to approve all requests for honoraria payments between £2500 and £7500 regardless of grade
 - all requests for honoraria payments proposed by Chief Officers over £7500 to be considered by the MFS Board and recommended to Establishment Committee for its agreement.

iii. A report will be made back to the Establishment Committee with a full evaluation of the pilot – both the HR delegations and the delegations relating to procurement, gateway approvals process and ways of working between the School and the Chamberlain's department - and any resulting recommendations in September 2022.

7. **EDI AND STONEWALL - UPDATE**

The Committee received a Report of the Chief Operating Officer concerning the key Equality, Diversity, and Inclusion activities. It also included the ongoing work towards the Stonewall Diversity Champions programme.

In response to a concern raised about the use of non-gendered pronouns, the Deputy Chair assured Members that no one would be upbraided if they addressed someone by an incorrect pronoun in genuine error. However, if someone deliberately and continuously ignored a person's wish to be addressed by a non-gendered pronoun, then that would require some form of corrective action.

The Chief Operating Officer informed the Committee that the post-TOM intention was that there would be four individuals assigned as part of the Equality, Diversity & Inclusion team within the wider HR Department - further details would be provided in due course.

RESOLVED – that the Committee noted the Report.

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

There were no questions.

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

The following items of urgent business were raised –

The Chair confirmed that the additional special meeting of the Committee had been moved from 11th to 16th November.

The Chair forewarned Members that the January 2022 Establishment Committee may exceed the regular 2-hour duration due to likelihood of a heavy, TOM focused, agenda.

10. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

11. **NON-PUBLIC MINUTES**

RESOLVED – that the non-public minutes of the meeting held on 8th September 2021 be approved as an accurate record.

12. **OUTSTANDING ACTIONS REPORT**
The Committee received a Report of the Town Clerk which provided details of outstanding actions from previous meetings.
13. **TARGET OPERATING MODEL - UPDATE ON PROGRESS**
The Committee received a Report of the Target Operating Model Programme Director concerning progress of the implementation of the TOM.
14. **SENIOR OFFICER RECRUITMENT - EXECUTIVE DIRECTOR OF HUMAN RESOURCES**
The Committee considered a Report of the Chief Operating Officer concerning the recruitment of a new Executive Director of Human Resources.
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
A Question was raised in respect of the Staff Christmas Lunches.
16. **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.
17. **CONFIDENTIAL MINUTES RESOLVED** – that the confidential minutes of the meeting held on 8th September 2021 be approved as an accurate record.
18. **OUTSTANDING ACTIONS**
The Committee received a Report of the Town Clerk which provided details of outstanding actions from previous meetings.
19. **REMEMBRANCER - TOM PROPOSALS**
The Committee considered a Report of the City Remembrancer.
20. **BRIDGE HOUSE ESTATES - TOM PROPOSALS**
The Committee considered a Report of the Managing Director of Bridge House Estates.
21. **GOVERNANCE REVIEW & TARGET OPERATING MODEL: INSTITUTIONS**
The Committee considered a Report of the Town Clerk and Chief Executive.
22. **STAFFING MATTER - LONDON METROPOLITAN ARCHIVE**
The Committee considered a Report of the Town Clerk and Chief Executive.
23. **HONORARIUM - TOWN CLERK'S DEPARTMENT**
The Committee considered a Report of the Town Clerk and Chief Executive.
24. **PAY AWARD UPDATE**
The Committee considered a Report of the Executive Director of Human Resources.

25. **TOM PROGRAMME - HR ORGANISATION DESIGN**

The Committee received a Report of the Executive Director of Human Resources.

26. **TOWN CLERK'S UPDATE**

The Town Clerk had no further update.

The meeting ended at 12.30 pm

Chairman

Committee Clerk:
john.cater@cityoflondon.gov.uk

DRAFT