

ESTABLISHMENT COMMITTEE
Friday, 3 December 2021

Draft Minutes of the meeting of the Establishment Committee held at Guildhall on
Friday, 3 December 2021 at 1.45 pm

Present

Members:

Tracey Graham (Chair)
Deputy Edward Lord (Deputy Chair)
Randall Anderson
Deputy Jamie Ingham Clark
Jeremy Mayhew

Observers

Alderman Sir Charles Bowman
Deputy Elizabeth Rogula

Officers:

John Barradell	- Town Clerk and Chief Executive
Emma Moore	- Chief Operating Officer
Michael Cogher	- Comptroller and City Solicitor
Caroline Al-Beyerty	- The Chamberlain
Jan Davies	- Interim Executive Director of Human Resources
Tracey Jansen	- Human Resources
Marion Afoakwa	- Human Resources
Peter Lisle	- Assistant Town Clerk
Caroline Reeve	- Corporate HR
Ian Simpson	- Human Resources
Emma Cunnington	- TOM Programme
Amanda Lee-Ajala	- Equality, Diversity and Diversity Unit
Sonia Virdee	- Chamberlain's Department
John Cater	- Committee Clerk

1. APOLOGIES

Apologies for absence were received from Deputy Keith Bottomley, Alderman Charles Bowman, Henry Colthurst, The Revd Stephen Haines, Christopher Hayward, Deputy Elizabeth Rogula, Ruby Sayed, 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 meetings held on 15th October and 16th November be approved as accurate records, subject to the following amendment:

On ITEM 6 of the 15th October meeting minutes, namely, that the second bullet point of the second recommendation be amended to the following wording (which is per the appendix of the Report):

‘The starting point for internal **appointments and** acting up into higher positions’.

4. **OUTSTANDING ACTIONS - PUBLIC**

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. **2022/23 PAY POLICY STATEMENT**

The Committee considered a Report of the Executive Director of Human Resources concerning the 2022/23 Pay Policy Statement.

RESOLVED – that the Committee:

Agreed the Pay Policy Statement for 2022/23 and recommend it to the Policy and Resources Committee for agreement and forwarding to the Court of Common Council.

6. **CLS PILOT EXTENSION: PROCUREMENT & PROJECTS**

The Chair informed Members that this Report was deferred and will be taken at the January 2022 meeting of the Committee.

Officers explained that it would be more prudent that Members of the Procurement Sub-Committee and the Project Sub-Committee scrutinise the paper before it was considered by Establishment Committee at its 19th January meeting. Project Sub meets next on the 15th December and Procurement Sub next meets on 18th January.

7. **SECURING TARGET OPERATING MODEL SAVINGS: 2021/22 PROGRESS, UPDATE**

The Committee received a Report of the Chamberlain concerning the 2021/22

The Chamberlain informed Members that, given the need to fund additional posts under the newly approved TOM organisational designs, the Chamberlain’s Department have been working to understand how these additional costs pressures are met, so the Corporation can, remain within the overall budget envelope.

The Chamberlain also informed Members that proposals were being drawn up in response to the projected Human Resources departmental budget gap in f/y

2022/23. A Report would be submitted to the Establishment Committee for consideration in the new year.

The Chamberlain apologised to Members about the recent cancellations of bilateral meetings, this was due to key Members leaving the organisation at short notice; officers were working at pace to reschedule these sessions.

Highlighting a section in the Report, a Member raised his concerns about whether the Barbican Centre had been permitted to defer its savings until f/y 2022/23. Whilst the City had provided allowances and was acutely aware of the hit to the Centre's income since the beginning of the pandemic, he was adamant that a full deferral in 2021/22 had not been agreed. The Chamberlain responded that the expectation was that the Centre would deliver its full savings by end of 2022/23; with the Centre delivering what it could in this financial year. The Chair of the Barbican Centre Board was receptive to this phased approach. Clearly reductions in income would have negative impact for some time to come, however, this was par-for-the-course across the arts centre sector – the Barbican had to cut-its-cloth accordingly and continue to bear down on costs.

Members emphasised that any slip into f/y 2023/24 had, so far, not been formally approved by any committee with a remit in this area; the requirement remained that the 12% savings had to be fulfilled by the end of f/y 2022/23. It was added that the most recent Barbican Centre Budget proposals for 2022/23 were, currently, inadequate; a bilateral meeting would be taking place in mid-December with the Executive Team at the Barbican Centre. and, if adjustments are needed because of that meeting, a revised budget will go back to the Barbican Centre Board for approval. The Establishment Committee would be updated on this in January.

RESOLVED - that the Committee noted the Report.

8. **EQUALITIES, DIVERSITY AND INCLUSION UPDATE**

The Committee received a Report of the Chief Operating Officer concerning the Social Mobility Index 2021.

Members welcomed the Report, noting that the City was in 40th place out of 203 organisations on the 2021 Index (this represented a progression of 10 places since the 2020 Index). Members also noted that the City was the only organisation in the top 75 with local authority functions.

The Committee recorded its thanks to William Coomber for his work in completing this submission.

An ongoing focus for improvement was around recruitment, selection, and attraction, with the City's apprenticeships programme having a key role to play in this area. It was also apparent that our data in these areas could be enhanced.

RESOLVED – that the Committee noted the Report.

9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

The Committee considered two (information) items of urgent business relating to a) Return to the Workplace and b) Costs of Maternity, Paternity, Shared Parental, and Adoption Leave.

Return to the Workplace

The Chief Operating Officer (COO) provided an oral update on the Return to the Workplace policies.

The COO informed Members that, given the news of the Omicron variant, the policy around working patterns would remain (for those who could work from home) to come into the workplace on two days each week. Enforcement policies would be stepped for those attending the workplace. Members asked the COO to speak to colleagues at NHS Test and Trace to ascertain whether the opening times of the LFT Centre in the Guildhall Complex can be extended, given the currently patchy opening hours.

The COO reminded Members that City of London Events (N.B. not Committee meetings) now required attendees to provide a negative lateral flow test result.

A Member raised his concern about the compliance of the two-day-a-week policy. The COO confirmed that the current attendance rate at Guildhall had not reached this level. There were several factors behind this (including individuals not signing into their desks on the Condeco system) but it would be something that would need to be improved in earnest in the short-term. The COO confirmed that the desk capacity had been increased to 60% in recent weeks.

The Town Clerk emphasised that whilst attendance would be monitored and the policies around two-days-a-week would be enforced, the key driver was ensuring service delivery as opposed to encouraging presenteeism. He added that, more broadly, data would seem to indicate that central London workers were tending to travel in on Tuesdays, Wednesdays, and Thursdays in greater numbers than on Mondays and Fridays; this perhaps indicated a longer-term trend that would endure post-pandemic.

Costs of Maternity, Paternity, Shared Parental, and Adoption Leave

The Committee received a Report of the Chief Operating Officer concerning the costs of maternity, paternity, shared parental, and adoption leave.

After the COO and the Chamberlain informed Members that the current position was as per the agreement from several years ago, namely, that the Chamberlain's Department could provide additional emergency funding to departments for extraordinary circumstances when costs could not be absorbed within local risk budgets, several Members queried whether this was the agreed

policy and asked to see the exact position and wording that was previously agreed by the Committee.

RESOLVED – that the Committee noted the Report and asked the COO to examine the relevant minutes from previous Establishment Committee meetings and report back to the Committee at its next meeting in January.

11. **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.

12. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 15th October be approved as an accurate record.

13. **OUTSTANDING ACTIONS - NON-PUBLIC**

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

14. **TARGET OPERATING MODEL - UPDATE ON PROGRESS**

The Committee received a Report of the Target Operating Model Programme Director concerning an update on the progress of the TOM.

15. **TOM AND GOVERNANCE REVIEW: CITY OF LONDON INDEPENDENT SCHOOLS**

The Committee considered a Joint Report of the Head of the City of London Freemen's School, the Head of the City of London School, the Head of the City of London School for Girls, and the Town Clerk & Chief Executive concerning the City of London Independent Schools.

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 was one item of urgent business concerning the Staff Christmas Lunches.

18. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meetings held on 15th October and 16th November be approved as accurate records.

19. **OUTSTANDING ACTIONS - CONFIDENTIAL**

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

20. **EQUALITY, DIVERSITY AND INCLUSION - TOM PROPOSALS**

The Committee considered a Report of the Chief Operating Officer concerning the TOM Proposals for the Equality, Inclusion and Diversity Unit.

21. **HONORARIUM REQUEST**

The Committee considered a Report of the Executive Director of Human Resources concerning an honorarium.

22. **RECRUITMENT PROCESS FOR THE EXECUTIVE DIRECTOR HUMAN RESOURCES AND DEPUTY TOWN CLERK ROLES**

The Committee received two Reports of the Chief Operating Officer concerning the recruitment processes for the Executive Director of Human Resources and the Deputy Town Clerk roles.

22.1 **Senior Officer Recruitment - Deputy Town Clerk & Chief Executive**

The Committee received a Report of the Town Clerk & Chief Executive concerning the recruitment of a Deputy Town Clerk & Chief Executive.

22.2 **Senior Officer Recruitment - Executive Director of Human Resources**

The Committee received a Report of the Chief Operating Officer concerning the recruitment of an Executive Director of Human Resources.

23. **JCC - UPDATE**

The Chair provided an oral update concerning the meeting of the Joint Consultative Committee (JCC), which took place earlier in the day.

24. **TOWN CLERK'S UPDATE**

The Town Clerk provided a brief update concerning recruitment at the Barbican Centre.

The meeting ended at 3.00 pm

Chair