

ESTABLISHMENT COMMITTEE
Wednesday, 19 January 2022

Draft Minutes of the meeting of the Establishment Committee held at Guildhall on
Wednesday, 19 January 2022 at 1.45 pm

Present

Members:

Tracey Graham (Chair)
Deputy Edward Lord (Deputy Chairman)
Randall Anderson
Deputy Keith Bottomley
Alderman Sir Charles Bowman
Henry Colthurst
Deputy Kevin Everett
Christopher Hayward
Deputy Jamie Ingham Clark
Jeremy Mayhew
Deputy Elizabeth Rogula
Ruby Sayed
James Tumbridge
Deputy Philip Woodhouse

Officers:

John Barradell	- Town Clerk and Chief Executive
Bob Roberts	- Director of Communications
Michael Cogher	- Comptroller and City Solicitor
Caroline Al-Beyerty	- The Chamberlain
Jenna Brassett	- Chamberlain's Department
Christopher Bell	- City of London Police
Jonathan Cooper	- Assistant Director – Head of Building Surveying
Caroline Jack	- Executive Director, Private Secretary to the Lord Mayor
Simon Latham	- Town Clerk's Department
Peter Lisle	- Assistant Town Clerk
Oliver Shaw	- City of London Police
Paul Wilkinson	- City Surveyor
John James	- Chamberlain's Department
Sonia Virdee	- Assistant Director – Chamberlain's Department
Nick Senior	- Comptroller and City Solicitor's Department
Caroline Reeve	- Corporate HR
Genine Whitehorne	- Commercial Director
Alistair Cook	- Chamberlain's Department

Tim Harris	- Head of Access and Buildings, LMA
Charlotte Scott	- Head of Collections & Systems, LMA
Damian Nussbaum	- Director of Innovation & Growth
Juliemma McLoughlin	- Executive Director, Environment
Sandeep Dwesar	- Barbican Centre
Jonathan Vaughan	- Guildhall School
Tim Wainwright	- Relationship Manager (Continuum)

1. **APOLOGIES**

There were no apologies.

The Chair took the opportunity to welcome James Tumbridge 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. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 3rd December 2021 be approved as an accurate record.

4. **OUTSTANDING ACTIONS REPORT**

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

RESOLVED – That the Committee notes the report.

5. **DRAFT BUSINESS PLANS**

5.1 **Draft Town Clerk's Corporate & Members Services Business Plan for 2022/23**

The Committee considered a Report of the Town Clerk concerning the Business Plan for the Town Clerk's Corporate and Members Services for 2022/23.

In response to a query, the Assistant Town Clerk informed Members that, whilst the vast bulk of the changes to Standing Orders would be implemented in time for the new Court in April, it was anticipated that a final wash-up will pick up the last remaining outstanding changes for full implementation by summer 2022.

Whilst most changes were approved by Court in December, some elements still need to be considered at the March Court; in the interests of transparency and to avoid any confusion, the Committee asked the Assistant Town Clerk to submit the full set of Standing Orders to the March Court as opposed to taking a piecemeal approach.

Highlighting the major work streams in the Plan, the Committee asked the Assistant Town Clerk to ensure that, to avoid confusion, future iterations of this Report provided better delineation between the remits of the parent Committees for Corporate & Members Services i.e., Policy & Resources Committee and Establishment Committee. The Chief Operating Officer added that the Chief Strategy Officer was looking at the wider proposals around Business Plans and reporting in general.

RESOLVED – That the Committee approved the departmental Business Plan for the Town Clerk’s Corporate and Members Services for 2022/23 (or the elements therein that fall within this committee’s Terms of Reference).

5.2 **Draft Comptroller & City Solicitor’s Department Business Plan for 2022/23**

The Committee considered a Report of the Comptroller & City Solicitor concerning the Business Plan for the Comptroller & City Solicitor’s Department for 2022/23.

RESOLVED – That the Committee approved the departmental Business Plan for the Comptroller and City Solicitor’s Department (C&CS) for 2022/23.

5.3 **Draft Department of Human Resources Business Plan for 2022/23**

The Committee considered a Report of the interim Executive Director of Human Resources, concerning the Business Plan for the HR Department for 2022/23.

The Chair highlighted the critical importance of ensuring that the specifications of the HR ERP system were delivered on time and that we get this right. The interim Director of HR informed Members that the HR workstream would dovetail with the broader ERP plan, and that the primary next steps were to complete a data cleanse and to put the processes in place before we commenced the roll out later this year. The Chair asked that an ERP update be provided to the next meeting of the Committee in May.

Highlighting his participation on the ERP Oversight Steering Group, Jamie Ingham Clark said he would ensure that the HR requirements were advocated for as well as the finance aspects.

Whilst Members were, in principle, supportive of the Plan, they asked that the targets in the Business Plan were clarified and that the graphics in the key risks section were inserted. They asked officers to bring back a revised Report to the Committee to the next meeting on 31st January.

RESOLVED – That the Committee approved, subject to the incorporation of the changes sought by this Committee concerning targets and risks, the departmental Business Plan for the Human Resources Department for 2022/23.

6. **DEPARTMENTAL BUDGET ESTIMATES 2022-23 - ESTABLISHMENT COMMITTEE**

The Committee considered a joint Report of the Town Clerk, the Comptroller & City Solicitor, and the Chamberlain concerning the revised revenue budget for 2021/22 and the proposed revenue budget for 2022/23 in relation to the services directly overseen by the Establishment Committee.

In response to a concern about the level of oversight Members had when it came to revisions to the budget (second recommendation), the Chamberlain assured Members that this was done to facilitate, in the most practical manner, any virements required for additional items (e.g., the sum for the final pay award). The Chamberlain added that, in the interests of transparency and scrutiny, an update would be provided to the Committee after six months outlining any revisions.

RESOLVED – That the Committee:

- Reviewed and approved the Town Clerk's, Chief Operating Officer and Comptroller and City Solicitor's Departments proposed revenue budget for 2022-23 for submission to Finance Committee;
- Authorised the Chamberlain, in consultation with the Town Clerk, the Chief Operating Officer and 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; and
- Agreed that minor amendments for 2021-22 and 2022-23 budgets arising during budget setting be delegated to the Chamberlain.

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

The Committee considered a Report of the Target Operating Model Programme Director concerning the City of London School TOM Pilot Scheme.

RESOLVED – That the Committee:

- Noted the success of the City of London School pilot to date in improving ways of working and the relationship with an institution (i.e., the City of London School) with the corporate centre.
- Noted that the Establishment Committee have already agreed to the extension of the pilot with regards to the HR proposals.
- Agreed that the pilot be extended, in terms of changes in delegations for Procurement and Projects, to other institutions and departments of the City of London Corporation, where applicable, until July 2022, with an evaluation Report in September 2022.

8. TOM TEAM UPDATE - 2021 ACTIVITY

The Committee received a Report of the Target Operating Model Programme Director concerning the key activities supporting the delivery of the TOM in 2021, across the themes of Organisation Design, Ways of Working, Enabling Functions, Institutions and Communications.

The Chair asked that officers return to the next meeting (31st January) to provide a) an update on the timeline for the proposals for the enabling functions that were highlighted on page 3 of the Report, and b) further details about the role of Head of Professions.

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

There were no urgent items.

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 3rd December 2021 be approved as an accurate record.

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

There were no questions.

14. 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.

15. CONFIDENTIAL MINUTES

RESOLVED – That the confidential minutes of the meeting held on 3rd December 2021 be approved as an accurate record.

16. TARGET OPERATING MODEL PROPOSAL - CITY SURVEYOR'S DEPARTMENT (CENTRAL CRIMINAL COURT & ENABLING SERVICES)

The Committee considered a Report of the City Surveyor concerning the Target Operating Model (TOM) Proposal for the City Surveyor's Department's Central Criminal Court & Enabling Services function.

- 17. PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE CULTURAL AND VISITOR SERVICES SECTION OF INNOVATION AND GROWTH (IG)**
The Committee considered a Report of the Executive Director of Innovation and Growth concerning the proposals for the Organisational Design of the Cultural and Visitor Services section of Innovation and Growth (IG).
- 18. INNOVATION & GROWTH TOM UPDATE**
The Committee received a Report of the Executive Director, Innovation & Growth concerning enabling services functions in the Department of Innovation & Growth.
- 19. PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE POLICE AUTHORITY TEAM**
The Committee considered a Report of the Town Clerk concerning the proposals for the Organisational Design of the Police Authority Team.
- 20. COLP'S TARGET OPERATING MODEL: POLICE STAFF ESTABLISHMENT AND ITS ALIGNMENT TO COLC'S ORGANISATIONAL DESIGN PRINCIPLES**
The Committee received a Report of the Commissioner of the City of London Police concerning an overview of the City of London Police's Target Operating Model (TOM).
- 21. PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE LONDON METROPOLITAN ARCHIVES**
The Committee considered a Report of the Town Clerk concerning the proposals for the Organisational Design of the London Metropolitan Archives (LMA).
- 22. PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE OFFICE OF THE LORD MAYOR AND MANSION HOUSE**
The Committee considered a Report of the Executive Director, Private Secretary to the Lord Mayor concerning the proposals for the Organisational Design of the Office of the Lord Mayor and Mansion House.
- 23. TOM PROPOSALS - ENVIRONMENT DEPARTMENT**
The Committee considered a Report of the Executive Director Environment concerning the TOM proposals for the Environment Department.
- 24. TOM & GOVERNANCE REVIEW: BARBICAN CENTRE**
The Committee considered a Report of the Joint Interim Managing Directors of the Barbican Centre concerning the governance and organisational design changes that the Barbican Centre intends to make as part of the Target Operating Model programme.
- 25. TOM & GOVERNANCE REVIEW: GUILDHALL SCHOOL OF MUSIC & DRAMA**
The Committee considered a Report of the interim Principal of the Guildhall School of Music & Drama concerning the governance and organisational design changes for the Guildhall School of Music & Drama.

26. CHAMBERLAIN'S PROPOSED STRUCTURE

The Committee considered a Report of the Chamberlain concerning the proposed Chamberlain's Departmental structure.

27. PROPOSALS FOR ORGANISATION DESIGN FOR CLIMATE ACTION OVERSIGHT

The Committee considered a Report of the Acting Deputy Town Clerk concerning the proposed organisation design for climate action oversight.

28. PROPOSALS FOR THE ORGANISATIONAL DESIGN OF SERVICES UNDER THE CHIEF OPERATING OFFICER

The Committee considered a Report of the Chief Operating Officer concerning the COO functions - Commercial; Project Management Office; Markets; Equality, Diversity & Inclusion; and HR.

29. HR HIGH LEVEL REPORT

The Committee considered a Report of the interim Executive Director of Human Resources concerning the TOM Organisational Design Outline for Human Resources.

30. HONORARIUM

The Committee considered a Report of the Chief Operating Officer concerning an honorarium.

31. TOWN CLERK'S UPDATE

The Town Clerk had no further update.

The meeting ended at 4.40 pm

Chairman

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