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Corporate Services Committee
FOR INFORMATION AGENDA

Date: **WEDNESDAY, 9 SEPTEMBER 2026**

Time: 1.45 pm

Venue: **COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL**

Members:

Florence Keelson-Anfu (Chair)
Anthony David Fitzpatrick (Deputy Chairman)
Simon Burrows
Deputy Timothy Butcher
Deputy Henry Colthurst
Steve Goodman OBE
Deputy Christopher Hayward
Stephen Hodgson
Sandra Jenner
Gregory Lawrence
Alderman Professor Michael Mainelli
Alderman Christopher Makin
Deputy Andrien Meyers
Deputy Alastair Moss
David Sales
Mandeep Thandi
James Tumbridge
Philip Woodhouse

Enquiries: **Chris Rumbles**
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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

3. **MINUTES**

To consider minutes as follows:-

b) * To note the draft public minutes of the Joint Consultative Committee meeting on 8 June 2026 (Pages 3 - 6)

4. *** FORWARD PLAN**

Joint report of the Town Clerk and Chief People Officer and Executive Director of HR.

For Information
(Pages 7 - 10)

5. *** ACTION TRACKER**

Report of the Town Clerk.

For Information
(Pages 11 - 14)

11. *** COMPTROLLER & CITY SOLICITORS DEPARTMENT BUSINESS PLAN 2026–2028: QUARTER 2 PROGRESS REPORT**

Report of the Comptroller & City Solicitor.

For Information
(Pages 15 - 32)

12. *** PEOPLE & HR BUSINESS PLAN QUARTER ONE (Q1) PROGRESS REPORT**

Report of the Chief People Officer and Executive Director of HR.

For Information
(Pages 33 - 42)

JOINT CONSULTATIVE COMMITTEE
Monday, 8 June 2026

Minutes of the meeting of the Joint Consultative Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 8 June 2026 at 11.00 am

Present

Members:	**Trade Union Representative Members**
Florence Keelson-Anfu (Chair)	Colin King (GMB)
Anthony David Fitzpatrick (Deputy Chair)	Anna Lee (GMB)
Gregory Lawrence	Gary Spence (GMB)
Deputy Andrien Meyers - online	Mark Seabrook (GMB)
Philip Woodhouse	Kamalpreet Dhaliwal (Unite)
	Daniel Hoggan (Unite) - online

Officers:

Cliff Morton	-	Interim Chief People Officer
Janet Campbell	-	People and HR Department
Wayne Donaldson	-	People and HR Department
Chris Fagan	-	People and HR Department
Theresa Grant	-	People and HR Department
Tom Kennedy	-	People and HR Department
Gail Kyle	-	People and HR Department
Rachel Mackay	-	People and HR Department
Chris Rumbles	-	Town Clerk's Department

Part 1 - Public Agenda

1. **APOLOGIES**
Apologies for absence were received from Sandra Jenner, Diane Timmins and Ben Campbell White.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were none.

3. **MINUTES**
RESOLVED – That the public minutes and non-public summary of the Joint Consultative Committee meeting held on 10 February 2026 be approved as an accurate record.

4. **ITEMS RAISED JOINTLY BY GMB AND UNITE**

a) <u>Facilities Time / Recognition Agreement</u>

The Committee considered a joint item raised by GMB and Unite relating to a Facilities Time / Recognition Agreement.

GMB and Unite Trade Union Representatives referred to the Recognition Agreement, last updated in 2008, and advised that it no longer reflected the scale and complexity of current trade union activity. Increased membership, a significant rise in casework, and the requirement to support major organisational programmes, restructures and job evaluation work had placed additional demands on Branch Officers. The scope of support provided to members had also broadened considerably, often involving complex and long-running cases, including workplace and wellbeing matters. Representatives further advised that duties were frequently undertaken outside normal working hours in order to support members effectively. It was therefore considered that a revised Recognition Agreement was required to provide appropriate recognition and sufficient facilities time for Trade Union Representatives to fulfil their roles.

In response, the important role undertaken by Trade Union Representatives during periods of organisational change was acknowledged. It was confirmed that a revised draft Recognition Agreement had been prepared and shared following review by the Comptroller and City Solicitor's Department, and that discussions had remained ongoing, most recently at the meeting of the Joint Consultative Committee held on 10 February 2026. It was further advised that detailed feedback from the Trade Unions, including a clear rationale and supporting evidence in respect of facilities time requirements, was required to enable the City Corporation to give further consideration to any proposed revisions. Such feedback should include information on the day-to-day operational demands placed on Trade Union Representatives, together with any relevant comparative models, to assist in informing the City Corporation's position. A commitment was also given to continue constructive engagement and to expedite progress following the meeting, subject to receipt of the necessary detail.

Trade Union Representatives highlighted challenges arising from workload and resourcing pressures, referring to information previously provided regarding the role and responsibilities of Branch Officers, and confirmed how they would welcome the opportunity to reconvene for further discussions with a view to progressing the matter in the coming months.

Members noted the position.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

8. **ITEMS RAISED JOINTLY BY GMB AND UNITE**

a) HR Risk Assessment

The Committee considered an item raised jointly by GMB and Unite relating to an HR Risk Assessment originally undertaken in June 2025. Trade Union Representatives sought an update on progress made since the assessment, including in relation to the requested independent review of HR. It was stressed how they considered the risk assessment remained a live issue, with concerns having been raised regarding inconsistency in the application of HR policies, particularly in relation to grievance handling and the employee experience across different institutions. It was further noted that these inconsistencies posed a perceived risk to staff and the organisation, and representatives expressed a willingness to provide examples and continue discussions to support improvements.

The Chief People Officer responded and advised that the previous transformation of the HR function, led by the former Chief People Officer who had initially joined on an interim basis, had constituted an independent review of HR, with the aim of ensuring the function was operating appropriately and meeting organisational needs. The Chief People Officer stressed that there were no plans to commission a further independent review. A number of internal reviews and improvement initiatives had recently been undertaken, including a review of HR casework processes across the organisation, which had identified areas for improvement and with these being taken forward through an agreed action plan. It was emphasised that the HR function had been significantly strengthened in terms of resourcing and structure, and that ongoing work to improve consistency, policy application, and service delivery was in progress.

In conclusion, the Chief People Officer proposed that any further detailed concerns from the Trade Union Representatives on this matter would be more appropriately addressed at an operational level outside of the formal Joint Consultative Committee, with Members offering their endorsement of this approach.

Member noted the position.

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

There were no non-public questions.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent non-public items of business.

Part 3 - Confidential Agenda

11. **MINUTES**

RESOLVED – That the confidential minutes of the Joint Consultative Committee meeting held on 10 February 2026 be approved as an accurate record.

12. **ITEMS RAISED JOINTLY BY GMB AND UNITE**

a) Pay Award

The Committee considered a joint item raised by GMB and Unite concerning the ongoing negotiations in respect of the 2026/27 pay claim. This item was considered in conjunction with Item 13(a), Pay Award, which had been separately raised by the City Corporation.

13. **ITEMS RAISED BY THE CITY CORPORATION**

a) Pay Award

This item was taken in conjunction with item 12a) Pay Award raised jointly by GMB and Unite.

b) Ambition 25

The Committee were provided with an oral update relating to Ambition 25, including progress to date and ongoing engagement with the Trade Unions.

The meeting ended at 11.50am

Chairman

Contact Officer: Chris Rumbles
christopher.rumbles@**cityoflondon.gov.uk**

CORPORATE SERVICES COMMITTEE FORWARD PLAN

	9 December 2026	20 January 2027	10 March 2027	6 May 2027	7 July 2027	22 September 2027	10 November 2027
Standing Annual Item	• Health & Safety • CPO Confidential Updates • TC Confidential Updates	• CPO Confidential Updates • TC Confidential Updates	• CPO Confidential Updates Confidential • TC Confidential Updates	• CPO Confidential Updates • TC Confidential Updates	• CPO Confidential Updates • TC Confidential Updates	• CPO Confidential Updates TC Confidential Updates	• CPO Confidential Updates TC Confidential Updates
People & HR Department Reports	• Organisational Dashboard • Integrated Departmental Plan • Contingent Workforce - Long Tenure agency workers and IR35	• Dashboards • Pay Policy Statement (Annual)	• Business Plan Progress Update	• Dashboards • SMG Register of Interest	• Gender Ethnicity and Disability Pay Gaps	• Dashboards • Business Plan Update	
Comptroller & City			• Draft High Level Business Plan			• Business Plan Update	• Employment Cases and Settlements

Solicitor Reports							
Deputy Town Clerk's Reports	Annual Terms of Reference Review	• H&S Update	• Draft High Level Business Plan	• H&S Update • Annual Appointments		• H&S Update • Business Plan Update	• H&S Update • Annual Terms of Reference Review
Other Departments Reports e.g. Restructures	SAP Update	Departmental Budget Estimates (Annual)					• Revenue Outturn (Annual)

DRAFT PEOPLE & HR FORWARD PLAN 2026

	CSC 9/09/2026	CSC 28/10/2026		CSC 9/12/2026
1. KEY PEOPLE & HR ACTIVITIES	**SEP**	**OCT**	**NOV**	**DEC**
	•Graduates Onboarding •Apprentice Development Session •New Starters Breakfast - 9th •CSC Follow Up Actions •Employment updates to SLT and CSC •ER Dashboard and Insight - quarterly •Staff Engagement Survey	•HR Away Day •COPA Nomination Close •Mid-Year Appraisals •Staff Engagement Session Closes	•Wellbeing Campaign •Performance Management Q2 Report •New Starters Breakfast •HR Intranet Governance •COPA Judging – Panel Meeting •ER Dashboard and Insight - quarterly	•Year-End Reporting •ER Dashboard and Insight - quarterly •CSC Follow Up Actions •Staff Engagement Survey Presentations and Actions Planning Commences
2.MONTHLY GOVERNANCE				
3. COMMITTEE REPORTS	**SEP**	**OCT**	**NOV**	**DEC**
	•Early Careers Talent Pipeline •People & HR Business Plan Update Progress Report • Risk - Change Readiness •Workplace Attendance •HR Dashboards •Member Led Recruitment (Role of Natural Environment Director) •Probation Policy Update •Sexual Harassment Revision •CPO Confidential Updates Confidential	•CSC Workshop		•Organisational Dashboard •Integrated Departmental Plan •Contingent Workforce - Long Tenure agency workers and IR35 •CPO Confidential Updates Confidential
4. CORPORATE & NATIONAL CAMPAIGNS	**SEP**	**OCT**	**NOV**	**DEC**
	• East & South East Asian Heritage Month • UK National Inclusion Week 14th - 20th • World Suicide Prevention Day - 10th • City Giving Day	•Black History Month •Diwali •Menopause Awareness • National Breast Cancer Awareness Month • World Mental Health Day	•Lord Mayors Show •Remembrance Sunday - 8th • Armistice Day - 11th •International Men's Day - 19th •Movember	•Disability History Month •Christmas •Hanukkah

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AGREED ACTIONS – CORPORATE SERVICES COMMITTEE

TITLE OF REPORT/SUBJECT	Date Added	Initial request and pending Actions	Responsible Officer	LATEST POSITION
Item 5 Departmental Budget Estimates 2026-27	21.01.26	The Committee requested a clear forward-looking plan setting out indicative milestones for the reduction in temporary staffing.	Cliff Morton / Jacqui Cover	**ONGOING** – Forward looking plan to follow once a permanent Chief People Officer is in post.
Item 9 – The **Employments Right Act Briefing Session**	04.03.26	Agreed that a more detailed briefing and explanatory session would be provided to Members to ensure clarity on the implications of the Employment Rights Act on the City Corporation.	Frank Marchione / Rachel Mackay	**COMPLETE** Briefing session due to be held on Wednesday 28 October.
Item 5 Draft High-Level Business Plan **AI Transformation Briefing Session**	04.03.26	Agreed to hold a dedicated Member session for officers to walk Members through the AI Transformation programme architecture, expected organisational impacts. The Chair has proposed that this session be held in conjunction with Digital Services Committee	Chris Rumbles	**COMPLETE** Briefing session due to be held on Wednesday 28 October.
Performance Management Framework	04.03.26	Agreed that that an informal workshop will be convened to provide Members with an	Rachel Mackay	**COMPLETE**

AGREED ACTIONS – CORPORATE SERVICES COMMITTEE

Briefing session		opportunity to help shape the next stage of the framework.		Briefing session due to be held on Wednesday 28 October.
Item 10 Action Tracker **HR Dashboard**	20.05.26	HR Dashboard presented in draft form in April that was still under development to be added to the Action Tracker until a final version is available and the reporting frequency established.	Chief People Officer	**COMPLETE** HR Dashboards item on the agenda at Corporate Services Committee on 09.09.26. Sequencing for future reporting in 2027 proposed as every other meeting.
Item 10 Action Tracker **Baseline Data of HR.**	20.05.26	Agreed to capture data on the numbers of additional HR people working in the City Corporation who were based in institutions and departments.	Chief People	**ONGOING**
Item 14 Register of Interest for SMG **Register of Interest Grade I and above**	20.05.26	Agreed that further consideration would be given to an appropriate level of disclosure and thresholds for reporting register of interest to the Committee. Returning with a report.	Chief People Officer	**COMPLETE** Oral update given at Corporate Services Committee on 01.07.26
Item 3 Minutes **Matter arising – Committee appointments**	01.07.25	Agreed to send email following the meeting seeking expressions of interest in the unfiled vacancies.	Chris Rumbles	**COMPLETE** Email sent 17/07/26 seeking expressions of interest to serve.

AGREED ACTIONS – CORPORATE SERVICES COMMITTEE

Item 4 Forward Plan **Officer Accommodation**	01.07.26	Agreed that a report on officer accommodation would be provided at the Corporate Services meeting in September.	Chief People Officer	**ONGOING** Chief People to provide an oral update at Corporate Services Committee on 09.09.26 confirming action being taken.
Item 5 Action Tracker **Workforce Planning**	01.01.26	Report to be prepared for September meeting setting out the progress made during the Interim Chief People Officer's tenure.	Chief People Officer	**COMPLETE –** Chief People Officer to provide an oral update at Corporate Services Committee on 09.09.26
Item 7 Organisational Change Guide	01.07.26	Further consideration required relating to contractor appointments and thresholds. To be reviewed and clarification provided.	Chief People Officer	**ONGOING**

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City of London Corporation Committee Report

Committee(s): Corporate Services Committee – for information	**Dated:** 09/09/2026
Subject: Comptroller & City Solicitors Department Business Plan 2026–2028: Quarter 2 progress report.	**Public report:** For Information
This proposal: • delivers Corporate Plan 2024-29 outcomes • summarises legal & elections service delivery to date • provides business enabling functions	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Michael Cogher – Comptroller & City Solicitor	
Report author: Nick Senior – Practice Management Director	

Summary

This report provides an update on progress between 1st April 2026 and 30th August 2026 on the Comptroller & City Solicitors Department (C&CS) Business Plan 2026-2028.

The report details C&CS's role as an enabling service in support of Corporate Plan 2024-2029 outcomes and the operational deliverables of departments and institutions. It summarises the challenges, successes and current performance against the departments KPI's.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The C&CS Business Plan 2026-2028 (appendix 1) was approved by this Committee on 4th March 2026. Members noted that as part of our commitment to transparency and accountability, progress on the business plan objectives and performance measures would be reported to Committee twice a year at quarter 2 and quarter 4. This is the Quarter 2 report.

2. The C&CS Business Plan captures our collective aspirations for the Financial Year 2026-2027 and includes the necessary steps to ensure the service supports the delivery of the Corporate Plan 2024-2029 priorities. The plan tracks the monitoring of C&CS performance, service efficiencies and service delivery.

3. The C&CS Department is an enabling service that delivers legal and data protection advice, governance, and support to the City, its constituent departments and institutions. The Elections Service delivers electoral registration and elections in compliance with statutory requirements.

4. The outward facing C&CS service priorities are cross-cutting, being determined by the City's major corporate strategies, projects and programmes and by client department priorities and services in support of Corporate Plan goals and outcomes. Statutory requirements also determine the priorities at both strategic and operational levels.

5. The C&CS service priorities were developed by the C&CS Senior Leadership Team based on discussions with client service managers, knowledge of corporate and client priorities, incoming instructions from clients, issues raised via staff communication channels and by knowledge of the changes in sector priorities.

6. A key service objective and challenge is to deliver most of the legal advice and support in-house. This model delivers legal support at much lower cost compared to outsourcing to external firms and has been further supported by recruiting fixed-term lawyers with the necessary expertise on specific projects. Legal work is outsourced when the in-house team lacks the capacity to manage large volumes of work or lacks the necessary niche expertise, this has been a particular challenge in 2026.

Current Position

7. C&CS Progress to Quarter 2

Cross-cutting corporate and project work

This year there has been significant increase in complex cross-cutting corporate work, above business as usual, which has required substantial legal input across all C&CS teams and has created resourcing challenges in meeting client delivery expectations. Some of these major projects are listed below:

- Liverpool Street redevelopment
- Silk Street redevelopment
- The new City of London Police HQ
- Markets Redevelopment including the arrangements for the Barking site
- Museum of London project
- Barbican renewal project
- Tower Bridge in Motion project
- Ongoing major works to the City's bridges
- Restructure of the City Bridge Trust property portfolio

Public & Corporate Law

In addition to business as usual and in-depth involvement with the corporate projects detailed above, the Public & Corporate Law Team have led on significant ongoing corporate reviews which as with the cross-cutting projects have created resourcing challenges:

- Corporate Governance Review
- Housing Governance Review
- Lord Mayor's Show Review
- Income Generation workstream
- Intellectual Property Rights Review
- City Bridge Trust Governance Review
- Natural Environment Charities Review
- Corporate Charities Review.
- Education Review
- Significant judicial reviews in relation to Hamstead Heath ponds and cafes, and London Wall West which was successfully defended.

Litigation Team

The litigation work volumes have increased significantly in 2026, as summarised below:

- Employment Tribunal claims have increased by 46%.

- Employment advice volumes have increased by 20% compared to the same period in 2025/6, significantly on the Ambition 25 implementation, Barbican Settlement agreements, Establishment Committee, New Recognition policy with trade unions and SAM interviews to name a few.

- Housing Disrepair cases, possession cases and homelessness. There has also been an increase in work from the social housing refurbishment/repair work project stream.

- In general litigation, there has been an increase in police misconduct, fraud, LLP Review and Non-Domestic rates cases.

- An increase in work in proceeds of crime cases, bail challenge applications, judicial reviews for the police and homelessness.

Litigation successes

- Court of Appeal: A Judgement was given for the City in a significant Court of Appeal case concerning a non-domestic rate mitigation scheme. The non-domestic rate mitigation scheme was costing COL over £50m per year.
- Housing Court of Appeal case: The Court of Appeal dealt with three grounds of appeal dealing with the meaning of a deliberate act (making the applicant intentionally homeless). The Court of Appeal agreed that our decision was in line with the law. This case is now the leading case for clarifying the legal standard for assessing intentionality involving mental health issues.
- City of London Police: Legal Advice or Report Fraud launched January 2026 by CoLP. Providing advice that delivered a very complex procurement and contract executions in the history of the City of London Police under sustained political, financial and programme pressure (a certificate and award was given by CoLP)
- Community & Children Services: Service Charge Dispensation Order- unconditional dispensation granted. The decision meant that the City was no longer at-risk risk in relation to £2.4m service charges collected under the Hays agreement and can recover costs under the Reed agreement in future with confidence.
- Employment: There have been several significant Employment Tribunal settlements.

Property Team

As with other C&CS Teams the property team have delivered a significant input to corporate initiatives and projects. In addition to increases in instructions for to day-to-day asset management work, leases, licences, sale and purchase, rights of light etc there have been substantial increases in instructions for sales and headlease re-gearings that have created significant resourcing challenges exacerbated by a high staff turnover rate in the team.

Major property work has included:

- Salisbury square development that included main lease and framework document with HMCTS, City of London Police matters and commercial units
- Spitalfields Market – issue of over 100 leases and statutory notices within a struct timeframe
- Museum of London property matters including sale advice on Wheeler House/Eagle Wharf

- Wayleave Infrastructure Programme – over 100 wayleaves across operational properties

- Significant work on Project Shield and Project Michael

- Development Project at Goulston and Calcutta Street, a joint venture with The Prudential

- Worship Street Estate Disposal comprising a portfolio sale of 11 properties

- Heavy input in relation to the Puddle Dock Development

- Sale of Magistrates Court 1 Queen Victoria Street and the sale of Mayors and City County Court.

- UKPN project involving all funds including housing

- The Property Team have been central to the markets strategic review the work involved:

  Programme-wide legal advice alongside the commercial adviser on delivery and transaction structures including joint ventures, development agreements and other arrangements with public- or private-sector partners.

  Billingsgate - advice on and drafting of a binding collaboration agreement with LBTH, including development principles, governance, the parties' proportional interests and whether a public-public delivery entity is required.

  Smithfield - title review and regularisation, including easements and rights of way, together with advice on the TfL tunnel lease, access for inspections and repairs, repair liabilities and any lease variation required for future use.

  FBPS - title and infrastructure matters, including access, easements, covenants, service media, third-party rights, outstanding releases and surrenders, and the allocation of liabilities between the land and Barking Power Limited.

Contracts Team

Significant increase in the volume and complexity of work in addition to cross-cutting major projects all of which have delivered by the in-house team:

- London Councils complex contract and procurement work
- Barbican Renewal project. Multiple types of contracts/consultancies and related contracts
- Business Improvement Districts, multiple different types of contracts
- CoLP major new projects related to firearms training and shared spaces

- Increased complex work from DC&CS (sexual health project and challenges to procurement).

Elections

- Successfully delivered the Common Council By-Election in Coleman Street
- City Occupiers Database annual survey commenced
- City River Partnership business improvement district ballot conducted and the BID was established
- Ward Boundary Review working party project underway

Finance & service development

- The external income stream largely from legal property and planning work at period 4 July 2026 exceeded local risk budget target of £277k at £456k, with a forecast to exceed the annual income target of £840k. 2025/6 external income totalled £1.3m.

- Development of an in-house legal case management solution to replace the current procured Access Legal system is on track for implementation in December 2026 with forecast savings of £300k over the next five years compared to the estimated costs of external procurement of a system.

- The C&CS legal function secured further accreditation to the Law Society LEXCEL quality assurance standard following an external audit in June 2026 with a high level of compliance and several areas of good practice noted.

- An Internal audit review in July 2026 found that the processes for ensuring compliance with the Standing Orders for the procurement of external legal advice and the framework for commissioning legal advice are robust and deliver value for money, the audit resulted in a high level of assurance.

Key Performance Data

8. C&CS Key performance data to Q2 is summarised below.

C&CS KPI's			
	Target Annual	Target at Q2	Position at Q2
Percentage of clients rating the service as excellent	85%	N/A	No data at Q2. 2026 Client satisfaction survey to undertaken in Q3
Percentage of lawyer chargeable hours achieved against target	100 %	40%	25% at Q1 forecast 48% at Q2
LEXCEL Quality Assurance standard compliance	100%	100%	100% compliance - external audit June 2026

Elections activities delivered 100% lawfully in compliance with Electoral Commission requirements	100%	100%	On target
Percentage of staff who report good levels of engagement	55%	N/A	No data at Q2 - City staff survey to be undertaken in Q3

Strategic implications

C&CS has a key role in enabling the City of London Corporation to achieve strategic outcomes lawfully and will continue to engage with members, officers, and external stakeholders to ensure the successful delivery of strategic and operational priorities, and statutory duties.

Financial implications

C&CS Legal work is charged via a trading account. Client budgets are charged directly for the legal work commissioned which, combined with the external income stream largely from property and planning work, enables the service to flex the budget to fund the staffing resources required to deliver additional work volumes, and the increasing number of corporate projects at a lower cost than outsourcing this work and to return a zero-budget variance at the year-end.

Resource implications

The department has experienced significant increases in work volumes and work complexity in 2026, as detailed in section 7 of this report, and particularly in relation to cross-cutting corporate initiatives and projects. This has placed significant pressures on staff resourcing and service continuity with an increased reliance on agency staff. There are currently 14 agency lawyers in C&CS which constitute 31% of the staff establishment - 8 of these posts cover additional workloads with 6 covering vacancies that are either being recruited to or are difficult to recruit to. The use of agency lawyers has the positive impact of quick deployment to cover work volumes and complexity on a short-term basis, although it also creates the continuity risk of agency lawyers leaving at short notice.

Recruitment of permanent staff has been problematic. Permanent staff turnover is high at 10.1% for the rolling year and, given that the total C&CS establishment is 59, this has a disproportionate impact on a small department. Of the leavers, 25% have been at lawyer grades F-H which are critical to effective service delivery; 56% of leavers have been employed for under three years which is of concern and may relate to health and wellbeing issues; 35% of sickness absences relate to anxiety/stress or other psychiatric illnesses higher than the City average of 25%.

Legal implications

None.

Risk implications

The key risk to C&CS in 2026 is the sourcing of permanent staff to deliver services in-house and build a knowledge base of the City's complexities to improve continuity. This coupled with the increased volume and complexity of work in all areas of activity may lead to the

increased necessity to outsource work. The salaries offered by C&CS are competitive with other London local authorities but the level and complexity of much of the work undertaken by C&CS is not comparable being at a much higher and more complex level and dealing with external organisations of high calibre. This will continue to be a challenge, given the City of London Corporation current salary structures and reward systems.

Climate implications

None.

Security implications

None

Conclusion

9. C&CS continues to play a pivotal enabling role in supporting the City of London Corporation's strategic ambitions and statutory responsibilities. At quarter 2, performance across C&CS workstreams demonstrates clear progress albeit with resourcing challenges and risks across all areas of activity.

10. The department's continued focus on collaboration, and continuous improvement underpins effective service delivery. The Business Plan workstreams and performance measures reflect C&CS's cross-organisational role, working with departments and institutions to strengthen organisational capability, governance, and performance.

Appendices

- Appendix 1 - C&CS Business Plan 2026 - 2028.

Nick Senior

Practice Management Director
Comptroller & City Solicitors Department

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COMPTROLLER & CITY SOLICITORS DEPARTMENT 2026/2028 BUSINESS PLAN

1. About Us

C&CS purpose, aims & impacts

C&CS strategic and operational purpose is to ensure that the City acts lawfully, to contribute to corporate plan and departmental objectives, outputs and outcomes by providing expert high quality legal advice and support to the City's departments, institutions and academies.

To deliver electoral registration and elections legally and efficiently in compliance with the Electoral Commission and City of London standards.

To deliver expert data protection advice to departments institutions and schools; coordinate FOI and SAR requests and to monitor corporate performance in these areas. Compliance with ICO standards.

These deliverables mitigate the risk of legal challenge, financial and reputational damage to the City and support all Corporate Plan outcomes.

C&CS achievements challenges and outcomes 2025/6 in summary

1. Delivered expert legal support on property sales and planning agreements enabling the department to exceed the local risk income target of £841k contributing to financial sustainability and supporting strategic investment in public services.

2. Parliamentary and 'All out' Common Council elections successfully delivered in March 2025 ensuring that the City fulfils its statutory electoral duties.

3. Lawyer chargeable hours 2025/2026 forecast to exceed annual target overall by 15% some of the highest among benchmarked London local authority legal teams a key C&CS KPI.

4. EEDI - successful attendance and engagement at the London careers festival resulting in work placements, staff survey action plan in place, neurodiversity awareness training and groupwork session at the C&CS staff conference, confidential safe space process re-launched, these pragmatic EEDI initiatives support more diverse inclusive staffing.

5. Conducting and settling several high-profile cases in Employment law, Construction Law and a high value Commercial Contract dispute to an Early Neutral Evaluation process. Building and strengthening the team through successful recruitment.

6. Delivered the Corporate Charities Review (relating to sundry trusts) which is nearing completion, reducing the number of charities from 59 to 26.

7. Planning Legal Team voted 2nd highest rated council planning law team in 2025 by Planning Resource demonstrating that the service is excellent.

8. Delivered full legal support to London Councils relating to the creation of a dynamic purchasing system for Electric Vehicles Charging Points across London Boroughs thereby supporting sustainable environment outcomes.

9. Advising on the renewal of the pan London Sexual health project relating to managing an IT provider to continue delivering postal kits to patients and liaising with clinics for test results, which has already achieved an estimated saving of £13.1 million in local authority expenditure on STI testing and treatment between 2018 and 2023.

10. Bridges: various engineering contracts for maintenance and refurbishment of the City's bridges e.g. Blackfriars Bridge (NEC4 contract for Phase 2 refurbishment works) and Millennium Bridge. Tower Bridge - contracts for replacement of hydraulic motors and mud tanks, and for fire suppression systems.

2. Our outcomes and how they align with Corporate Plan 2024-2029

As an enabling service the C&CS legal function delivers support on corporate Initiatives, projects and programmes via the City's departments and institutions it therefore contributes to Corporate Plan outcomes as determined by client instructions. The core outcome of the C&CS service is the delivery of an excellent service in support of the City's departments and institutions, the breadth of work undertaken by the department contributes to all six Corporate Plan outcomes dependent on strategic and operational priorities:

- Diverse Engaged Communities
- Dynamic Economic Growth
- Vibrant Thriving Destination
- Providing Excellent Services
- Flourishing Public Spaces
- Leading Sustainable Environment

3. Our key objectives, priority workstreams and major projects

Financial sustainability

1. Deliver expert legal support on major development projects, property management:

    - Liverpool Street and other major re-developments
    - City Surveyors Investment Property Group disposal and headlease re-structuring programme
    - Deliver legal support to City Bridge Foundation (CBF) on a completely new volume of work dealing with the restructuring of the CBF property portfolio.

    This work supports all six Corporate Plan overarching outcomes.

2. Deliver legal support to Open Spaces on increasing volumes of work already evident in 2025 and which will continue in 2026/2027, supporting Corporate Plan outcomes vibrant thriving destination and flourishing open spaces.

Transformation

1. Continue to develop and in-house legal case management system solution to replace the existing external system to deliver the functionality and efficiencies required. Local risk budget savings estimated at £50k per annum.

2. Develop in collaboration with the external software supplier a tablet canvassing solution for electoral registration and an online solution for the City Database Occupiers Survey.

3. Review and plan C&CS workforce resourcing of legal staff to meet increasing volumes and complexity of work.

4. Continue to deliver the corporate charities review ongoing with particular focus on the Natural Environment charities.

Statutory

1. Ensure that the City of London acts lawfully and meets its statutory duties.

2. Elections:
    - Deliver one scheduled aldermanic election, the GLA 2028 election and other unscheduled elections as they arise.
    - Deliver the annual canvass and voter registration.
    - Elections Act 2022 accessibility requirements – review all polling stations and equipment to ensure, as far as possible accessibility standards are met.
    - Implement the upcoming elections act which includes voting at 16, this affects both the Ward List and the Electoral Register.

3. In collaboration with departments and institutions maintain compliance with Data Protection statutory duties including mandatory training for all staff, and the processing of Freedom of Information and Subject Access Requests.

EEDI

1. Continue to develop the work of the C&CS EEDI Group focussing on recruitment, staff development and inclusion in the department this will involve attendance at the London careers festival, targeting recruitment at under-represented groups and work placements.

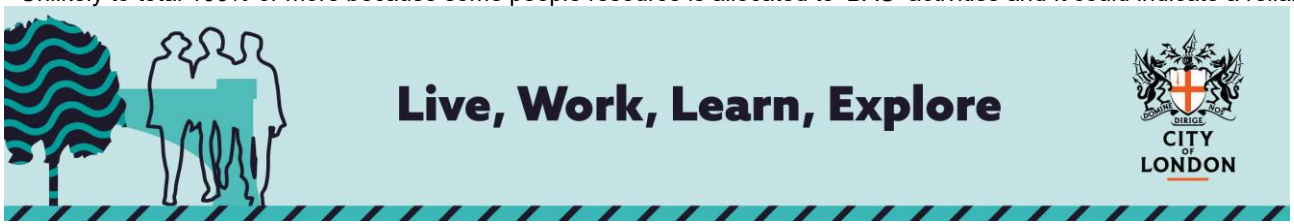
2. Contribute to corporate EEDI projects and programmes across the division as determined by corporate initiatives.

3. Deliver legal advice and support to the Corporate EEDI Team.

4. Action Plan and Measuring Success

Priority workstream	Funding allocation %	Are workstreams fully funded?	People resource %	Describe any new impacts on /dependencies with enabling services	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
Add the workstream name and list key deliverables across the period. Note activities and milestones and give the date these will be achieved. Be clear on delivery during 2026/27 and delivery later.	*Estimate the % (of the total 100%) budget that will be allocated*[1]	*Indicate if workstreams & activities are fully, partially or not funded*	*Estimate the % (of the total workforce) that will work on this*[2]	*e.g. recruitment, L&D, IT needs etc. State here if these have been discussed with relevant functions*	*List all the CP outcomes this workstream contributes to*	*CP 2024-2029 Performance Measures should be shown in* ***bold***	*State what will be different*
Provide expert legal support on all major projects, property management, and statutory duties, including: -Liverpool Street Station re-development -Investment Property Group's disposal and restructuring programme -CBF property portfolio re-structure -Ensuring compliance with all statutory obligations	86%	Local risk budget	Variable dependent on programme of projects priorities. Delivering excellent services		Dynamic Economic Growth Vibrant Thriving Destination Providing Excellent Services Flourishing Public Spaces Leading Sustainable Environment	% chargeable hours achieved against (target 100%) Client satisfaction survey outcome 2026 - % rating service as excellent target 80% LEXCEL Compliance 100%	Dependent on the outcomes of major projects.

[1] Does not total 100% because some departmental budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.
[2] Unlikely to total 100% or more because some people resource is allocated to 'BAU' activities and it could indicate a reliance on additional working time to deliver activities



Elections: 1. Deliver one scheduled aldermanic election, the GLA 2028 election and other unscheduled elections as they arise. 2.Deliver the annual canvass and voter registration. 3.Elections Act 2022 accessibility requirements – review all polling stations and equipment to ensure, as far as possible accessibility standards are met. 4.Implement the upcoming elections act which includes voting at 16, this affects both the Ward List and the Electoral Register.	6%	Local Risk Budget	8%		Providing excellent services	Elections activities delivered 100% lawfully in compliance with Electoral Commission requirements i.e. without legal challenge	Elections & canvass delivered in compliance with required Electoral Commission standards.
EEDI initiatives	<1%	Local risk budget	1%	HR for staff survey	Diverse engaged communities	% of C&CS staff who report good levels of engagement target 70%	Diverse engaged communities.
Develop case management system	1%	LRB	1%	DITS support	Providing excellent services	System deployed user feedback positive	Deliver efficiencies and Local risk budget savings



How success will be measured

The C&CS Business Plan is reported to ELB and subsequently Corporate Services Committee for approval.

As an enabling department C&CS contributes to the six Corporate Plan Outcomes through the delivery of a professional service in line with the Corporate Plan outcome Providing Excellent Services.

The service measures it's success by:

Professional Standards

Compliance with the standards determined by the Solicitors Regulatory Authority, The Law Society by compliance with the LEXCEL Quality Standard, the Electoral Commission and the Information Commissioner.

Service Outcomes

Measured by the feedback from clients via the bi-annual Client Satisfaction Survey and by the delivery of effective professional support to enable the delivery of corporate projects and programmes, the success of these is measured by client departments and institutions.

Measures:

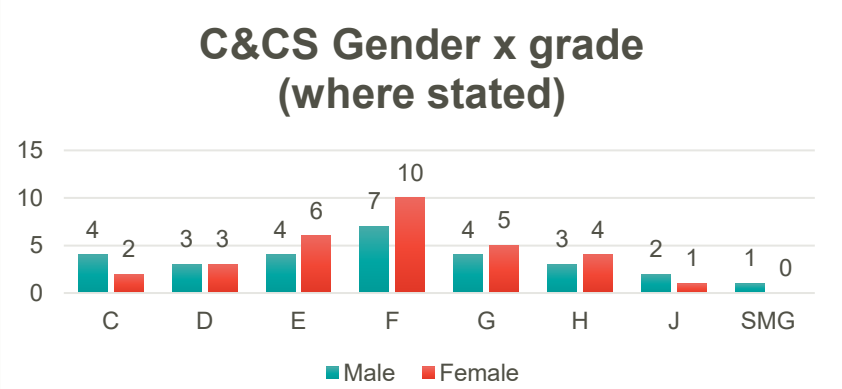
- Service KPI's
- Lawyer chargeable hours against target which is benchmarked against other London local authorities and is a standard appraisal objective.
- EEDI is a standard appraisal objective for all C&CS staff.
- As an enabling service support to the Corporate Outcomes via client departments and institutions is a core golden thread for all staff.

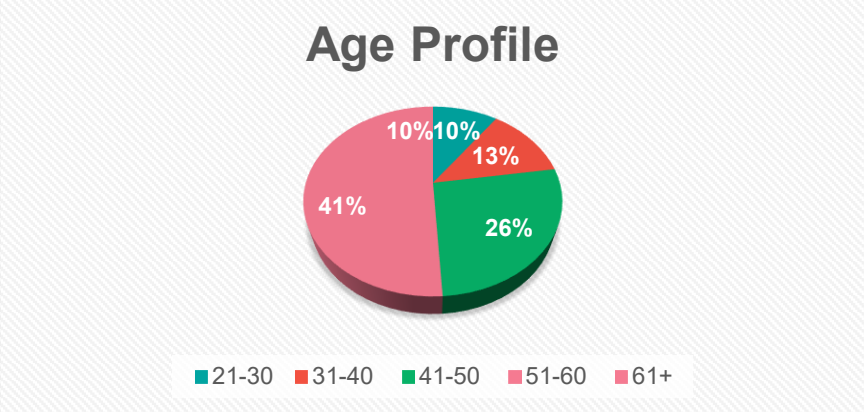


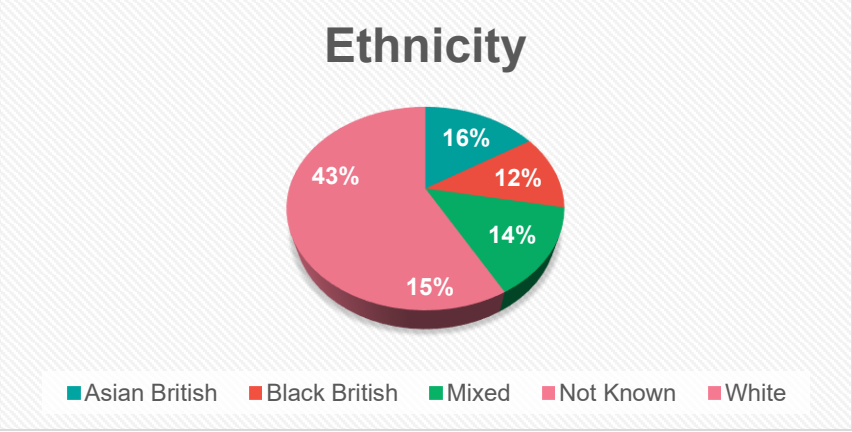
5. Enablers

People

The Comptroller & City Solicitor's department comprises a diverse and experienced workforce of 59 staff members, including 52 permanent and 10 agency staff. The gender balance is broadly even across grades, with representation at all levels from Grade C through to Senior Management Group (SMG).
Staff Survey Action Plan: Completed 2025.
Resource challenge: recruitment of staff with appropriate competencies to deliver the increasing complexity of work.







EEDI Priorities

1. Safe space confidential system to enable staff to report unacceptable behaviours to the Comptroller & City Solicitor. **(Inclusive and trustworthy leadership).**

2. The C&CS SLT will monitor the workforce profile trends, will challenge discriminatory behaviours and take pro-active action to ensure that the department is inclusive. **(inclusive and trustworthy leadership)**

3. Attendance/presentations at the annual careers festival to inform alternate (non-graduate) apprenticeship routes into the profession in support of the corporate objective attracting, developing and retaining excellent, diverse, local and national talent and in support of social mobility. **(Inclusive and diverse workforce)**

4. Targeted recruitment advertising to encourage under-represented groups to join the organisation. **(Socio-economic diversity).**

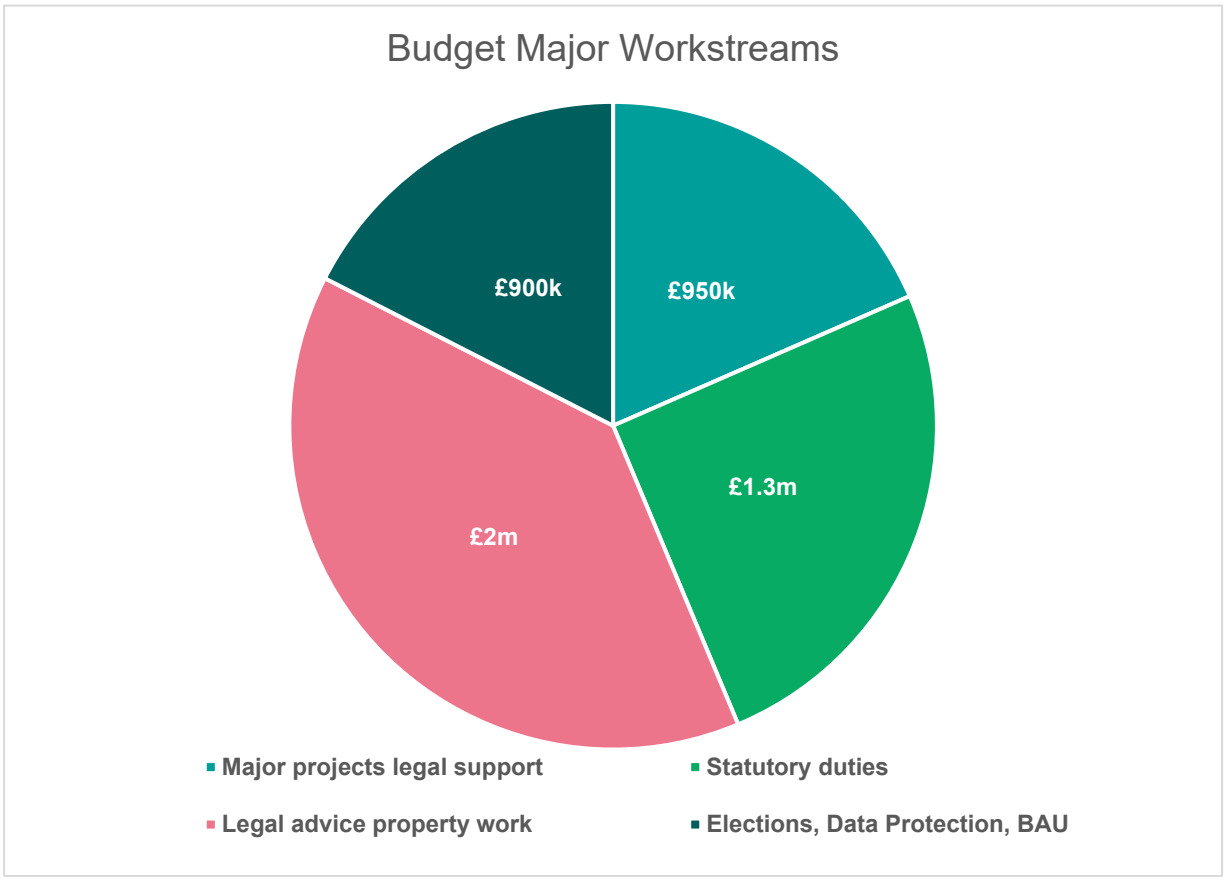
5. Deliver direct action in support of the corporate equalities objectives as these crystalise. **(All corporate equality objectives).**

Finance

Proposed budget 2026/27	***£***
Local Risk	
Expenditure	*£6,035,000*
Income	*£4,582,000*
Total Local Risk	
Central Risk	*£0*
Total Local and Central Risk	
Recharges	*£1,453,000*
Total net expenditure	*£0*

Staffing resource is a significant budget pressure due to increased volumes of more complex work most obviously in the Property Division though also in other teams due to staffing turnover and an increasing reliance on locum staff to deliver in-house legal support. Agency staff currently constitute 18% of the staff base. Due to the higher cost of agency staff this has created a 2025/6 forecast overspend of £500K This is likely to continue into the 2026 2027 financial year.

Estimated budget spend (forecast) on priority workstreams



Priorities and plans being considered in the medium term

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2028/29	When? 2029/30	Is this Funded or Unfunded?
Revised career structures (subject to outcome of Ambition 25)	**X**			**Uncertain**
Replacement Case Management system	**X**			**Yes**

Risks

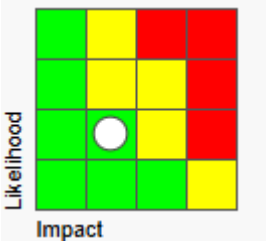
.

C&CS does not currently have any red or amber rated corporate or departmental risks.

A LEXCEL (Law Society Quality Mark) accredited system is in place to manage risks associated with specific legal cases. Internal Audit undertook a review in July 2025 and found the standard and compliance to be robust.

The key departmental risk is the procurement of lawyers with the expertise, experience and competencies to undertake complex work in-house. The risk is being mitigated by recruitment of agency locums and fixed-term contract lawyers. C&CS resourcing is reviewed monthly by the C&CS SLT.

The risk rating is currently 4.



Health & Safety

1. Staff wellbeing and health, stress management.
2. Office environment quality
3. Effective health & safety support for hybrid working

Operational Property

Has your department's office space utilisation data (Guildhall complex) been provided to the City Surveyor's Department?

Yes (on 30.11.2025)

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City of London Corporation Committee Report

Committee(s): Corporate Services Committee	**Dated:** 9 September 2026
Subject: People & HR Business Plan Quarter One (Q1) Progress Report	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	The People & HR function enables the delivery of statutory duties and business enabling functions
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	Within Agreed Budgets
Has this Funding Source been agreed with the Chamberlain's Department?	Yes, within budget estimate and capital funding already agreed
Report of:	Cliff Morton, Interim Chief People Officer & Executive Director of Human Resources
Report author:	Stuart Carruthers, HR Business Manager

Summary

This report provides Members with an update on the progress of the People & HR Business Plan Q1, and on the strategic direction for the department.

The People & HR department is a core enabling function of the City of London Corporation, supporting delivery of the People Strategy and Corporate Plan 2024–29.

Recommendation(s)

Members are asked to:

- Note the update of The People & HR Business Plan progress report.

Main Report

Background

1. Corporate services Committee received the Draft People & HR Business Plan, 2026-29 at their meeting in March 2026. Members were asked for feedback in the shaping of the Business Plan.

2. Members gave their feedback shaping the final report which was approved in May 2026 setting the agenda for delivery over the next three years for the People & HR department.

Current Position

3. In Q1, People & HR continued to strengthen services, invest in staff and build the foundations for long-term organisational improvement.

4. Through effective collaboration, teams sustained strong operational performance while progressing strategic priorities such as Ambition 25 and embedding Project SAPphire, supporting a modern, customer-focused People & HR service. Which empowers managers to take greater ownership of their teams and enables the organisation to access and manage people services more independently.

Equalities implications

5. The Business Plan priorities promote fairness by embedding equality considerations across all workstreams, strengthening Equality, Equity, Diversity & Inclusion, and using data and insight to inform inclusive policies and drive equitable outcomes across both the workforce and service delivery.

Key Data

6. Delivery of the People & HR Business Plan is monitored through HR dashboard insights and Programme SAPphire data, providing greater visibility of performance, progress against key priorities and emerging trends. This evidence-based approach supports effective oversight, enables early identification of risks and areas requiring attention, and informs timely decision-making to keep delivery on track.

Conclusion

7. The 2026–29 Business Plan marks an important stage for People & HR, moving the function from foundation-building towards greater operational

maturity. It supports the embedding of pay reform, digital capability, strengthened leadership practice and improved workforce planning. Q1 provides a strong start to the first three-year business plan cycle and positions People & HR well for continued progress.

Appendices

- Appendix 1 - People & HR Quarter 1 Update

Stuart Carruthers
HR Business Manager
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APPENDIX 1

People & HR
Quarter 1 Update

Delivery • Impact • Progress • Priorities

Quarter 1 at a glance

Strong operational delivery was maintained alongside strategic work to strengthen leadership capability, employee wellbeing, workforce planning and the digital foundations of People & HR.

My contribution, My reward

Operational delivery remained strong while workforce readiness, employee experience, and governance were strengthened.

560+	1,000+	140+
Managers prepared for Ambition 25	Service Desk tickets resolved	Resourcing campaigns supported

EMPLOYEE EXPERIENCE

Onboarded apprentices, graduates and work experience students, supported by corporate induction, New Starter Breakfasts, Lunch & Learns and volunteering.

MANAGER READINESS

Delivered Ambition 25 readiness training and continued workforce planning with HR Business Partners, alongside ongoing Employee Relations advice.

OPERATIONAL PERFORMANCE

Maintained high-volume HR delivery, supported resourcing activity and continued work to reduce salary overpayments and strengthen payroll controls.

SERVICE QUALITY

Consistently high manager and candidate satisfaction, with achievements recognised internally and through People Award nominations.

KEY TAKEAWAY

High-volume operational delivery continued while manager readiness, workforce planning and payroll controls were strengthened.

My Wellbeing – My Belonging

A more joined-up, preventative wellbeing offer is being developed, with stronger collaboration and more sustainable ways of working.

500+
Colleagues engaged during Volunteers Week

EAP
Promote the use of the Employee Assistance Program

Q2
In Q2 focus on early workplace resolution

JOINED-UP SUPPORT

Closer working with Employee Relations is enabling a more proactive approach to wellbeing and earlier resolution of workplace issues. Provide well-being support for employees affected by organisational change.

SERVICE SUSTAINABILITY

A continued focus on wellbeing and belonging will help create a supportive and inclusive working environment, strengthening engagement, resilience and connection across People & HR and supporting a sustainable, high-performing service.

CONNECTION AND DEVELOPMENT

An internal coaching network, LEAP volunteering opportunities and team challenges strengthen development and connection.

ONE TEAM APPROACH

Knowledge sharing, celebration of success and cross-team support continue to reinforce One Team, One Voice, One Goal.

KEY TAKEAWAY

Demand is increasing; the team is improving efficiency and collaboration while identifying additional bandwidth for Quarter 2.

Trustworthy Leadership

Foundations are being put in place for a clearer, more consistent and development-focused approach to people management.

LIVE	IN DESIGN	IN DEVELOPMENT
Mandatory manager training	New manager induction	A new Performance management framework

MANAGER CAPABILITY

Mandatory training for people managers has launched, creating a consistent baseline for effective people management.

NEW MANAGER EXPERIENCE

Planning has started for a manager induction programme focused on the knowledge, skills and confidence needed from day one.

PERFORMANCE MANAGEMENT

Development is under way to a new performance management framework designed to support growth and organisational performance.

CLARITY AND INSIGHT

Ask HR integration, process clarity and improved management reporting to support consistent decision-making.

KEY TAKEAWAY

Quarter 1 established the core building blocks for stronger leadership capability and a more consistent manager experience.

My Talent and Development

Learning activity is building organisational capability, strengthening leadership pipelines and supporting fair, confident decision-making.

LEVEL 6
Manager apprenticeship programme

NEW
HR Senior Leadership Team shadowing opportunities

REFRESHED
Recruitment & selection course

CURRENT PRACTICE

Employment law updates drawing on CIPD and ACAS guidance help managers and HR colleagues stay informed and compliant.

PROFESSIONAL CAPABILITY

Internal training and knowledge-sharing are improving consistency of practice and encouraging collaboration across People & HR.

LEADERSHIP PIPELINE

SLT shadowing and the Level 6 Apprenticeship programme are broadening leadership exposure and development opportunities.

COACHING CULTURE

The internal coaching network provides colleagues with opportunities to access coaching, share experience, and support professional growth.

KEY TAKEAWAY

A broader development offer strengthens leadership capability, professional practice and internal career development.

Building Brilliant Basics

Core HR services are becoming more efficient, controlled and data-led through system improvement, automation and stronger governance.

SAPphire	WCP	NEW
Functionality enhancements	Workforce Control Panel progressing	Case management system implementation

DIGITAL FOUNDATIONS

SAPphire enhancements are improving the systems and processes underpinning the employee lifecycle.

WORKFORCE OVERSIGHT

The Workforce Control Panel is improving visibility of workforce activity, budget management, and supporting more informed planning and decisions.

COMPLIANCE AND GOVERNANCE

Disclosure & Barring Services and Right to Work audits; policy implementation and process reviews continue to strengthen statutory compliance and consistency.

EFFICIENCY AND INSIGHT

Ask HR integration, automated notifications, workflow improvements, and stronger KPI reporting are reducing manual effort and increasing transparency.

NEW CASE MANAGEMENT SYSTEM

New case management software since early 2026, Collaboration across Occupational Health, Legal, L&D and Policy will strengthen capability and upskill HR colleagues, managers and institutions, equipping them to confidently and consistently apply effective Employee Relations practice.

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KEY TAKEAWAY

Digital and process improvements are creating a more resilient, transparent and customer-focused HR Operations service.