



## Corporate Services Committee

**Date:** WEDNESDAY, 15 MAY 2024  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Deputy Randall Anderson	Gregory Lawrence
Deputy Keith Bottomley	Deputy Charles Edward Lord
Alderman Sir Charles Bowman	Catherine McGuinness
Deputy Henry Colthurst	Timothy James McNally
Anthony David Fitzpatrick	Deputy Alastair Moss
Steve Goodman	Benjamin Murphy
Deputy Christopher Hayward	Mandeep Thandi
Florence Keelson-Anfu	Philip Woodhouse
Alderswoman & Sheriff Dame	
Susan Langley	

**Enquiries:** John Cater  
John.Cater@cityoflondon.gov.uk

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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **ORDER OF THE COURT**

To receive the Order of the Court of Common Council dated 25<sup>th</sup> April 2024.

**For Information**  
(Pages 7 - 10)

4. **ELECTION OF CHAIR**

To elect a Chair in accordance with Standing Order 29.

**For Decision**

5. **ELECTION OF DEPUTY CHAIR**

To elect a Deputy Chair in accordance with Standing Order 30.

**For Decision**

6. **APPOINTMENTS**

Report of the Town Clerk.

**For Decision**  
(Pages 11 - 14)

7. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on Wednesday, 10<sup>th</sup> April 2024.

**For Decision**  
(Pages 15 - 20)

8. **PUBLIC MINUTES OF THE SENIOR REMUNERATION SUB-COMMITTEE**

To receive the draft public minutes of the Senior Remuneration Sub-Committee meeting of 21<sup>st</sup> February 2024.

**For Information**  
(Pages 21 - 22)

9. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME UPDATE**

Joint Report of the Chamberlain and the Executive Director of Human Resources & Chief People Officer.

**For Information**  
(Pages 23 - 32)

10. **HEALTH AND SAFETY UPDATE**

Report of the Interim Deputy Town Clerk.

**For Information**  
(Pages 33 - 40)

11. **COMMITTEE'S FORWARD PLAN**

Report of the Executive Director of Human Resources & Chief People Officer.

**For Information**  
(Pages 41 - 42)

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

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

14. **EXCLUSION OF THE PUBLIC**

MOTION - 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.

**For Decision**

**Part 2 - Non-Public Agenda**

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on Wednesday, 10<sup>th</sup> April 2024.

**For Decision**  
(Pages 43 - 44)

16. **LOCAL GOVERNMENT PENSION SCHEME – CASUAL WORKERS**

Report of the Executive Director of Human Resources & Chief People Officer.

**For Decision**  
(Pages 45 - 54)

17. **AMBITION 25: MY CONTRIBUTION, MY REWARD - UPDATE**

Report of the Executive Director of Human Resources & Chief People Officer.

**For Information**  
(Pages 55 - 62)

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

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

**Part 3 - Confidential Agenda**

20. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on Wednesday, 10<sup>th</sup> April 2024.

**For Decision**

21. **CONFIDENTIAL MINUTES OF THE SENIOR REMUNERATION SUB-COMMITTEE**

To receive the draft confidential minutes of the Senior Remuneration Sub-Committee meeting of 21<sup>st</sup> February 2024.

**For Information**

**For Formal Decision**

22. **INDEPENDENT SCHOOLS TEACHERS' PENSION SCHEME**

Joint Report of the Heads of the City of London Independent Schools.

**For Decision**

23. **MEMBER-LED RECRUITMENT - DEPUTY TOWN CLERK**

Report of the Executive Director of Human Resources & Chief People Officer.

**For Decision**

**For Information**

24. **PEOPLE & HR TRANSFORMATION PLAN UPDATE**

The Executive Director of Human Resources & Chief People Officer to be heard.

**For Information**

25. **REPORT OF ACTION TAKEN**

Report of the Interim Deputy Town Clerk.

**For Information**

26. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

**For Information**

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# Agenda Item 3

MAINELLI, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 <sup>th</sup> April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025.
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## CORPORATE SERVICES COMMITTEE

- 1. Constitution**  
A Non-Ward Committee consisting of,
  - two Aldermen nominated by the Court of Aldermen
  - 15 Commoners elected by the Court of Common Council at least two of whom shall have fewer than five years' service on the Court the time of their appointment
  - an appointed representative of the Finance Committee

- 2. Quorum**  
The quorum consists of any four Members.

### **3. Membership 2024/25**

#### ALDERMEN

- 6 Sir Charles Edward Beck Bowman
- 3 Dame Susan Langley, Sheriff

#### COMMONERS

- 8 (4) Keith David Forbes Bottomley, Deputy
- 7 (4) Christopher Michael Hayward, Deputy
- 3 (3) Timothy McNally, *for three years*
- 4 (4) James Richard Tumbridge
- 3 (3) Catherine Sidony McGuinness, CBE
- 3 (3) Florence Keelson-Anfu
- 16 (3) Charles Edward Lord, OBE., JP, Deputy
- 3 (3) Alastair Michael Moss, Deputy
- 10 (2) Randall Keith Anderson, Deputy
- 2 (2) Anthony Fitzpatrick
- 3 (2) Gregory Alfred Lawrence
- 3 (2) Mandeep Thandi
- 10 (2) Philip Woodhouse
- 5 (1) Henry Nicholas Almroth Colthurst, Deputy
- 1 (1) Benjamin Murphy *for one year*

*together with the appointed Member of the Finance Committee referred to in paragraph 1 above.*

- 4. Terms of Reference**  
*Turn overleaf.*

- (a) The Corporate Services Committee has specific authority to monitor, deal with or make recommendations to the Court of Common Council where appropriate on all matters listed below relating to the City of London Corporation staff and operations where such matters are not specifically delegated to another Committee. These matters include:-
- Conditions of employment;
  - Local Government Pension Scheme (apart from investments);
  - Workforce planning;
  - Wages, salaries structure, job evaluation, staff grading and remuneration of Heads of Departments or Institutions and any other officers in the Senior Management Grade;
  - Organisation reviews;
  - Employee relations;
  - Joint consultation;
  - Learning and employee development;
  - Recruitment and selection;
  - Equality Diversity and Inclusion
  - Discipline, dismissal, redundancies in line with the appropriate stages in policy etc;
  - Occupational health, safety and wellbeing;
  - Corporate health and safety, including fire and psychosocial hazards.
- NB. The definition of "staff" includes all graded and non-graded employees, employees on the professional payrolls, staff, and including casual workers, across Corporation departments and Institutions. The exceptions to this rule are uniformed police officers, which come under the Police Authority Board and are subject to national policing arrangements, and teaching staff whose remuneration is managed through separate arrangements.
- (b) To approve:-
- (i) Reports of Chief Officers recommending changes to or creation of senior management posts of Grade I and above which need the approval of the Court.
  - (ii) The structure and application of Job Evaluation Schemes and any amendments thereto.
  - (iii) The Resources policies and practices so that the City of London Corporation can recruit, retain and motivate its employees and carry out its functions to the highest standards of quality and cost effectiveness;
  - (iv) Market Forces Supplements and Honorarium payments in line with the Officer Scheme of Delegations.
- (c) To instigate and receive organisational design reviews of departments and to approve their reports and comments on proposed changes in organisation to ensure that staff resources are deployed in an efficient and effective manner.
- (d) To make amendments to:-
- (i) the general terms and conditions of employment which are contained in the employee handbook, such as pay and reward, working hours, annual leave, pension, leave of absence, allowances, motor car, and motorcycle assisted purchase scheme family friendly provisions, and sick absence;
  - (ii) those procedures which form part of the contract of employment to include the grievance, disciplinary, capability, and appeals procedures.
  - (iii) the People Strategy, Pay and Reward Policies.
- (e) To appoint seven members (including the representative of the Finance Committee):-
- (i) to act as the Employer's side of the Joint Consultative Committee when meeting eight members of the recognised unions, UNITE and GMB for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service etc. of City of London Corporation employees up to and including Grade G but excluding teachers and City of London Police Officers;
  - (ii) to act as the Employer's side of the Senior Management Joint Consultative Committee when meeting representatives of senior management of grades H and above, including High and Table Officers, for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service, etc;
- (f) To increase Judges' salaries if they follow the recommendations of the Top Review Board and are approved by the Lord Chancellor.
- (g) To increase the salary of the Coroner if it follows the recommendations of the Joint Negotiating Committee for Coroners. To be responsible for the appointment of the Coroner.
- (h) To consider submissions of the Board or Boards of Governors relating to teaching staff, which, inter alia, may have to be finally submitted to the Court of Common Council.
- (i) To approve:-
- (i) the learning and employee development policy, strategy and budget;
  - (ii) the Health and Safety and Occupational Health and Wellbeing policies and strategies, not including policies related to public health and wellbeing.



- (j) To be the service Committee for the following Departments:-  
Town Clerk's (Governance and Member Services; Corporate Health and Safety;)  
Comptroller and City Solicitor's  
Chief People Officer and Executive Director of Human Resources
- (k) In accordance with the Scheme of Delegation, to receive details of:
  - (i) redundancies and early retirements
  - (ii) Employment tribunals, litigation cases and grievances and other reports from Comptroller's and City Solicitor's Department
- (l) dealing with requests for grants to support staff hospitality and recognition initiatives from funds under the Committee's control.
- (m) monitoring, scrutinising, and reviewing the health and safety management system in the City of London Corporation.



# Agenda Item 6

<b>Committee(s)</b>	<b>Date:</b>
Corporate Services Committee	15 May 2024
<b>Subject:</b> Corporate Services Committee Appointments	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Town Clerk and Chief Executive	For Decision
<b>Report author:</b> John Cater, Governance and Member Services Manager	

## Summary

The Corporate Services Committee makes appointments to the following committees:

- a) Joint Consultative Committee
- b) Senior Remuneration Sub-Committee
- c) Equality, Diversity & Inclusion (Policy & Resources) Sub Committee
- d) Member Development and Standards (Policy & Resources) Sub-Committee

## Recommendations

1. To note that the Finance Committee will be appointing its representative to the Corporate Services Committee for 2024-25 at its meeting on Tuesday, 7<sup>th</sup> May 2024.
2. To appoint to the **Joint Consultative Committee**:
  - a. The Chairman of the Corporate Services Committee
  - b. The Deputy Chairman of the Corporate Services Committee
  - c. The Finance Committee representative to the Corporate Services Committee
  - d. Four other Corporate Services Committee members
3. To appoint to the **Senior Remuneration Sub-Committee**:
  - a. The Chairman of the Corporate Services Committee
  - b. The Deputy Chairman of the Corporate Services Committee
  - c. The Finance Committee representative to the Corporate Services Committee
  - d. Four other Corporate Services Committee members
4. To appoint to the **Equality, Diversity & Inclusion Sub Committee**:
  - a. The Chairman of the Corporate Services Committee or their nominee
  - b. Any two other members of the Corporate Services Committee

5. To appoint to the **Member Development and Standards Sub-Committee:**
  - a. Any two members of the Corporate Services Committee

## Main Report

### Background

1. The bodies to which the Corporate Services Committee may make appointments are as illustrated at paragraphs 2-5, with the appointments for the previous civic year listed for information:
2. Joint Consultative Committee

Seat	Position	2023-24 Corporate Services Committee appointee
1	Chairman of the Corporate Services Committee	Deputy Alastair Moss
2	Deputy Chairman of the Corporate Services Committee	Florence Keelson-Anfu
3	Finance Committee representative to the Corporate Services Committee	Steve Goodman
4	Any Corporate Services Committee member	Deputy Randall Keith Anderson
5	Any Corporate Services Committee member	Gregory Lawrence
6	Any Corporate Services Committee member	Deputy Edward Lord
7	Any Corporate Services Committee member	Philip Woodhouse

3. Senior Remuneration Sub Committee

Seat	Position	2023-24 Corporate Services Committee appointee
1	Chairman of the Corporate Services Committee	Deputy Alastair Moss
2	Deputy Chairman of the Corporate Services Committee	Florence Keelson-Anfu
3	Finance Committee representative to the Corporate Services Committee	For 2023/24, Deputy Henry Colthurst fulfilled this role
4	Any Corporate Services Committee member	Deputy Randall Anderson
5	Any Corporate Services Committee member	Gregory Lawrence
6	Any Corporate Services Committee member	Deputy Edward Lord

7	Any Corporate Services Committee member	Philip Woodhouse
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4. Equality, Diversity & Inclusion Sub Committee

Seat	Position	2023-24 Corporate Services Committee appointees
1	Chairman of the Corporate Services Committee or their nominee	Florence Keelson-Anfu
2	Any Corporate Services Committee member	Deputy Edward Lord
3	Any Corporate Services Committee member	Catherine McGuinness

5. Member Development and Standards Sub-Committee

Seat	Position	2023-24 Corporate Services Committee appointees
1	Any Corporate Services Committee member	Florence Keelson-Anfu
2	Any Corporate Services Committee member	Deputy Edward Lord

4. To allow for coordination of ballots, members of the Corporate Services Committee are encouraged to submit expressions of interest ahead of the 15 May 2024 meeting of the committee.
5. Where the number of nominees to a committee exceeds the number of places available, appointments will be decided via ballots. To aid the efficiency of business at the meeting, it is recommended that the ballots are conducted, and votes then counted, by officers of the Town Clerk's Department whilst the meeting continues, with the results announced by the Chair at an appropriate interval in the meeting.

**Contact:** John Cater, Governance and Member Services Manager  
**Email:** [john.cater@cityoflondon.gov.uk](mailto:john.cater@cityoflondon.gov.uk)

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## **CORPORATE SERVICES COMMITTEE** **Wednesday, 10 April 2024**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Wednesday, 10 April 2024 at 1.45 pm

### **Present**

#### **Members:**

Deputy Alastair Moss (Chair)  
Florence Keelson-Anfu (Deputy Chairman)  
Deputy Randall Anderson  
Deputy Henry Colthurst  
Steve Goodman OBE  
Deputy Christopher Hayward  
Gregory Lawrence  
Catherine McGuinness  
Timothy James McNally  
Philip Woodhouse

#### **Officers:**

Ian Thomas CBE	- The Town Clerk
Caroline Al-Beyerty	- The Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Dionne Corradine	- Chief Strategy Officer
Greg Moore	- Interim Deputy Town Clerk
Ali Littlewood	- Executive Director of Human Resources & Chief People Officer
Monica Patel	- Chamberlain's Department
Genine Whitehorne	- Commercial Director
Jacqueline Ryan	- EA to the Town Clerk
Chandni Tanna	- Media Officer
Faye Johnstone	- HR Department
Cindy Vallance	- HR Department
Dionne Williams-Dodoo	- HR Department
Alix Newbold	- City of London Police
John Cater	- Committee Clerk

### **1. APOLOGIES**

Apologies for absence were received from Deputy Keith Bottomley, Alderman Sir Charles Bowman, Anthony Fitzpatrick, Alderwoman & Sheriff Dame Susan Langley, Deputy Edward Lord, Tom Sleigh, and Mandeep Thandi.

Separately, on behalf of the Committee, the Chair took the opportunity to congratulate Ali Littlewood on her recent appointment to the permanent role of Executive Director of Human Resources & Chief People Officer.

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 summary of the meeting held on Wednesday, 21<sup>st</sup> February 2024 be approved as an accurate record.

4. **HR POLICY CHANGES (VARIOUS) - APRIL 2024**

The Committee considered a Report of the Executive Director of Human Resources & Chief People Officer concerning changes to employment law.

RESOLVED – The Committee approved the Chair's proposal that, in the interests of time management at the meeting given the size of the agenda, this item should be considered by the Town Clerk and the Chair and Deputy Chair of the Committee under delegated authority procedures after the meeting.

5. **MEMBER-LED RECRUITMENT PROCEDURES AND ROLES INCLUDED**

The Committee considered a Report of the Executive Director of Human Resources & Chief People Officer concerning Member-led recruitment procedures.

As the "People Committee", Members emphasised the need for the Corporate Services Committee to retain its function and involvement in Member-led recruitment (alongside the relevant service Committee and the Policy & Resources Committee) going forward.

Whilst supporting the critical role that the Policy & Resources Committee had in these proceedings, given its cross-cutting role, Members were also keen to emphasise the need for the relevant service Committee to take the lead on their specific recruitment.

Members supported the proposal that each of the respective Chairs (i.e., the Chairs of the Corporate Services Committee, the Policy & Resources Committee, and the relevant service Committee) could delegate their place on the recruitment panel to others in their Committees if, and when, appropriate. The Chair asked that this point was highlighted when the Report was submitted to the Policy & Resources Committee and the Court of Common Council.

In response to a query concerning the arrangements for recruitment to senior roles at the City's independent schools and other similar City institutions, such as the Guildhall School of Music & Drama, the Chair asked officers to consider the wording and particular nuances around these appointments after today's meeting and report back to the Policy & Resources Committee (where this Report would be also considered) in May.

Several Members were keen to ensure that there was flexibility in the procedures to provide for external expertise to be incorporated onto panels when this was considered beneficial; this should be considered on a case-by-



case basis. Whilst emphasising the importance of keeping the panels to a reasonable size, officers noted this point.

A Member suggested that the aspiration should be that the size of the panels were capped, as the current figure of five or six panellists represented overkill, and, that Member involvement should regularly take place only towards the end of the respective recruitment round, i.e., once the executive had reduced the long-list down, Members would then determine the suitable candidate from the short-list.

A Member expressed the concern that during the selection process, the role's respective line manager, which on most occasions would be the Town Clerk, could effectively be outvoted on the final selection of the candidate.

In response to a query, officers pointed out that whilst the City did not offer recruitment specific training for Members, a key work stream of the People Strategy would be the design and roll out of enhanced training for all Members and officers around the culture and values of the organisation; this would then lend itself to better outcomes when Members are involved in recruitment.

In response to a query, officers confirmed that the pool of executive search partners had been expanded compared to previous years and a scorecard was now being kept which outlined which firms had been utilised and the associated costs involved.

The Chair thanked officers for their work on this Report, and, given the frequent challenges around marshalling these procedures when senior recruitment was required, called on Members to support the process going forwards.

RESOLVED – that the Committee:

- Approved policy changes as set out in the body of the report.
- Approved the proposal of paid Carer's Leave.
- Delegated authority to the Chief People Officer, to agree any further revisions / insertions where necessary i.e., to the Flexible Working Policy, the extension of redundancy protection in specified circumstances.

## 6. **NATIONAL GRADUATE DEVELOPMENT PROGRAMME**

The Committee received a Report of the Executive Director of Human Resources & Chief People Officer

In response to a query, officers confirmed that the apprenticeship scheme and the graduate programme will both be progressed. Details concerning the Level Seven apprenticeship programme will be submitted to the Committee in due course.

Members were also informed that a work experience policy will also be submitted to the Committee for consideration before the summer recess.

RESOLVED – The Committee approved the Chair’s proposal that, in the interests of time management at the meeting given the size of the agenda, this item should be considered by the Town Clerk and the Chair and Deputy Chair of the Committee under delegated authority procedures after the meeting.

**7. UPDATED HEALTH & SAFETY POLICY**

The Committee considered a Report of the Interim Deputy Town Clerk concerning the updated Health & Safety Policy of the City of London Corporation.

In response to a query, officers confirmed that whilst the institutions, particularly the City Schools will continue to have their own specific Health and Safety policies, all stakeholders are working towards a broad coordinated approach to these matters across the Corporation family.

Separately, officers confirmed that the Strategic Safety Board Policy provided oversight on managing risks concerning members of staff being abused in their workplace by members of the public. Each institution would be profiling the specific risks to their workforce through the City’s Safety Management Framework.

Officers stressed that, alongside the City’s responsibility to ensure good health and safety practices, members of staff had a duty of care to themselves when in the workplace and this was being clearly emphasised during the employee’s induction and throughout their time with the City.

RESOLVED – that the Committee approved the updated and reviewed Health & Safety Policy set out at Appendix 1 of the Report.

**8. HEALTH AND SAFETY UPDATE**

The Committee received a Report of the Interim Deputy Town Clerk concerning Health and Safety.

Officers confirmed that the information gathered about the City’s residential buildings in the aftermath of Grenfell will be utilised in the work concerning the Building Safety Case.

In response to a query, officers would look into whether the boarding houses at the City of London Freeman’s School were in the scope of the Building Safety Case.

RESOLVED – that the Committee noted the Report.

**9. COMMITTEE FORWARD PLAN**

The Committee received a Report of the Executive Director of Human Resources & Chief People Officer concerning the Committee’s Forward Plan.

RESOLVED – that the Committee noted the Report.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
11. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**  
There were no urgent items.
12. **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.
13. **NON-PUBLIC MINUTES**  
**RESOLVED** – That the non-public minutes of the meeting held on Wednesday, 21st February 2024 be approved as an accurate record.
14. **STAGE 1 - PROCUREMENT OF THE MANAGED SERVICE TEMPORARY AGENCY RESOURCE CONTRACT**  
The Committee considered a Report of the Executive Director of Human Resources & Chief People Officer concerning contingent labour.
15. **AMBITION 25: MY CONTRIBUTION, MY REWARD - UPDATE**  
The Committee received a Report of the Executive Director of Human Resources & Chief People Officer concerning Ambition 25: My Contribution, My Reward.
16. **CASUAL LABOUR REVIEW**  
The Committee considered a Report of the Executive Director of Human Resources & Chief People Officer concerning casual labour.
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
18. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business.
19. **CONFIDENTIAL MINUTES**  
**RESOLVED** – That the confidential minutes of the meeting held on Wednesday, 21st February 2024 be approved as an accurate record.
20. **STAFFING MATTERS - CORPORATE STRATEGY & PERFORMANCE TEAM**  
The Committee considered a Report of the Chief Strategy Officer concerning the Corporate Strategy & Performance Team.

21. **TOWN CLERK'S UPDATE**  
The Town Clerk raised one item.

**The meeting ended at 3.30 pm**

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Chairman

**Contact Officer: John Cater**  
**John.Cater@cityoflondon.gov.uk**

## SENIOR REMUNERATION SUB-COMMITTEE

Wednesday, 21 February 2024

Minutes of the meeting of the Senior Remuneration Sub-Committee held at the Guildhall EC2 at 3.50 pm

### Present

#### Members:

Deputy Alastair Moss (Chairman)	Deputy Charles Edward Lord
Deputy Christopher Hayward (Deputy Chairman)	Alderman Sir William Russell
Deputy Randall Anderson	Philip Woodhouse
Florence Keelson-Anfu	

#### Observing:

Gregory Lawrence

#### Officers:

Ian Thomas	- Town Clerk and Chief Executive
Ali Littlewood	- Interim Chief People Officer and Executive Director of Human Resources
Polly Dunn	- Interim Assistant Town Clerk and Executive Director of Governance and Members Services.

#### 1. APOLOGIES

Apologies were received from Deputy Keith Bottomley and Deputy Henry Colthurst.

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

There were no declarations.

#### 3. MINUTES

**RESOLVED**, that the public minutes and non-public summary of the meeting held on 6 September 2023, be approved as an accurate record.

#### 4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions.

#### 5. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

#### 6. 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 1 of Schedule 12 A of the Local Government Act.

7. **MINUTES**

**RESOLVED**, that the confidential minutes of the meeting held on 6 September 2023, be approved as an accurate record.

8. **SENIOR MANAGEMENT GROUP (SMG) RESTRUCTURED ROLES & PAY**

Members considered a report of the Town Clerk and Chief Executive, relating to Senior Management Group (SMG) Restructured Roles and Pay.

9. **SENIOR MANAGEMENT GROUP - PERFORMANCE OBJECTIVES**

Members considered a report of the Town Clerk and Chief Executive, concerning the Senior Management Group Performance Objectives.

**The meeting closed at 4.00 pm**

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Chairman

**Contact Officer: [Polly.Dunn@cityoflondon.gov.uk](mailto:Polly.Dunn@cityoflondon.gov.uk)**

<b>Committee(s):</b> Finance Committee – For information Digital Services Committee – For Information Corporate Services Committee – For Information City Bridge Foundation Board – For Information	<b>Dated:</b> 07 May 2024 13 May 2024 15 May 2024 16 May 2024
<b>Subject:</b> Enterprise Resource Planning (ERP) Programme Update Report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	7,9,10
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Chief People Officer & The Chamberlain	<b>For Information</b>
<b>Report author:</b> Simon Gray, Chamberlain’s Department	

## Summary

This report provides an update on the progress made on the Enterprise Resource Planning (ERP) Programme.

The ERP is a significant transformational project for the City of London Corporation to replace its current legacy systems; City People (Midland i-Trent) for HR & Payroll and Oracle R12 for both strategic and operational finance. The new ERP Solution will modernise the technology we rely upon to deliver back-office services.

The ERP Programme has achieved significant milestones in the last 3 months including the signing of the Software as a Service (SaaS) Contract with the preferred bidder SAP, commencing the System Integrator (SI) procurement process to identify our preferred SI partner to implement the programme and appointing a new HR and business analyst.

## Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. The City of London Corporation has embarked on implementing an Enterprise Resourcing Planning (ERP) System that will replace the ageing Finance, HR, Payroll and Procurement systems.

2. The same core back-office systems have been utilised for over 20 years. The systems are now either out of support (Oracle) or an unsupported platform (City People) which causes the City of Corporation the need to procure third-party support and invest staff time in prolonging their life to deliver critical services.
3. The current HR and Finance systems currently work in isolation and require significant manual interventions or manipulations to support our business-as-usual operations. Creating inefficiencies and impacting data-supported business decision-making.

## **Procurement Update**

### **SaaS Contract Signing**

4. As previously reported SAP were awarded preferred bidder status, with the Court of Common Council approving the award to the preferred bidder in November 2023. Contract negotiations commenced in January 2024, the Financial Services Director led weekly review calls with the Executive team from February.
5. In preparation of the signing, ERP Procurement Working Group also held discussions with Transport for London (TfL) as an existing SAP customer, to provide further assurance on the contract alignment. Ensuring functional fit – due diligence to ensure that the tender response from SAP would meet the entirety of the functional / transformation scope. As part of this engagement the Corporation spoke to the Department for Levelling Up, Housing & Communities to test our solution understanding and provide further assurance we had the correct product set.
6. On 28<sup>th</sup> March 2024, the Software as a Service (SaaS) contract was signed following a lengthy period of negotiations. The Procurement Working Group worked tirelessly in partnership with colleagues in Comptrollers and with the final steer of the ERP Programme's Senior Responsible Officer (SRO); The Chamberlain, to agree the contract with the supplier.

### **SI Procurement Progress**

7. In January 2024, the market was approached with the Selection Questionnaire (SQ) phase of the procurement for the System Integrator. This process included an online supplier information session, which was also recorded and published on the portal. A total of 31 interested suppliers reviewed the SQ documentation, and 10 formally submitted a response. All responses were evaluated to be of a very high standard, with the top 6 suppliers being successful invited to phase 2 of the procurement.
8. The Signing of the SaaS contract is a significant milestone for the programme and enables the procurement process to appoint a System Integrator to progress to



phase two (ITT phase). It also enables further engagement with the supplier and preliminary work to take place.

9. The Initiation to Tender (ITT) phase of the SI procurement was published on Tuesday 16<sup>th</sup> April to the eligible suppliers, with a submission deadline of Friday 17<sup>th</sup> May.
10. Key dates to note: dates held to evaluate the SI responses are scheduled between 24 May and 6 June, followed by supplier interviews to be held week commencing 10 June. Updates to relevant committees and Court of Common Council will be provided in July with announcement of the preferred SI in August. A full table of dates is included in Appendix A

### **Resourcing Update**

11. One benefit of the signed SaaS contract with SAP is the mobilisation of recruitment for key programme roles. The HR leadership team are providing dedicated support to the programme with its recruitment.
12. Interviews for the ERP Programme's HR lead were held in early March 2024, with a successful appointment due to commence in May 2024. The HR lead has previous experience in SAP transformation programmes. An initial task of the appointed HR lead in partnership with the Programme Director will be to lead the recruitment for the ERP Programme, which is expected to begin in May 2024.
13. The ERP Programme team has an experienced Finance Lead in post, the programme has also welcomed an IT Business Analysts who has SAP implementation experience. The programme resources structure and current appointments are detailed in appendix B.

### **Drawdown of Gateway 4 budget**

14. Following Policy & Resource Committee's approval of the Gateway 4 budget on 18 March 2024, the budget drawdown was completed in late March. Robust budget monitoring continues on the programme. Due to the SaaS contract being signed, the first software costs are due to be occurred from July 2024.

### **Programme Next Steps**

15. Initial focus in on completing the ITT phase of the SI Procurement, a supplier recommendation is expected to be presented to this committee in July. This will be following the review by the ERP Programme Board and Member Steering Group.
16. Progress with establishing the wider Project Team and commence the wider governance for the programme by establishing/continuing the project boards for both functional and institutional representation.

## **Corporate & Strategic Implications**

**Strategic implications** - The ERP Programme supports the Corporate Initiatives to deliver brilliant basics and mitigates the risk of unsupported legacy systems.

**Financial implications** - Finance and Policy and Resources Committees have approved the budget envelope to bring in the relevant resources including backfills.

**Resource implications** - The requirement of resourcing is detailed in this paper.

**Legal implications** - All staff resourcing, and employment contracts will comply with statutory requirements and be in line with best practice.

**Risk implications** - Failure to baseline the programme roles would place a risk on the organisation. Further assurance on resources will be sought upon boarding the System Integrator planned for July 2024, this may have further implications on the budget agreed to date as previously highlighted to this committee. Digital Services Committee agreed the System Integrator score weighting should be Responsible Business (15%), Technical (60%) and Commercial (25%). Albeit this is unlikely to impact the overall budget envelope, it does put higher emphasis on the technical and responsible business scores compared to the price.

**Equalities implications** - An Equalities Impact Assessment was done initially and is currently being updated and will be brought back for review. This will be routinely updated throughout the life of the programme.

**Climate implications** - None

**Security implications** - None (other than standard vetting requirements)

## **Conclusion**

17. The ERP Programme has achieved significant milestones in the last 3 months with significant input from Officers and Members to provide programme direction and control. There are no new risks to the budget or timeline to report to Committee at this time. This will continue over the next reporting period with the key pre-implementation decision to be taken for approval in readiness for programme delivery commencement (Gateway 5).

## **Appendix**

Appendix 1 – ITT dates for Software Integrator Procurement

Appendix 2 – Programme Resourcing

Appendix 3 – Transformation Programme

## **Simon Gray**

ERP Programme Manager

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**Appendix 1 – ITT Dates for Software Integrator Procurement**

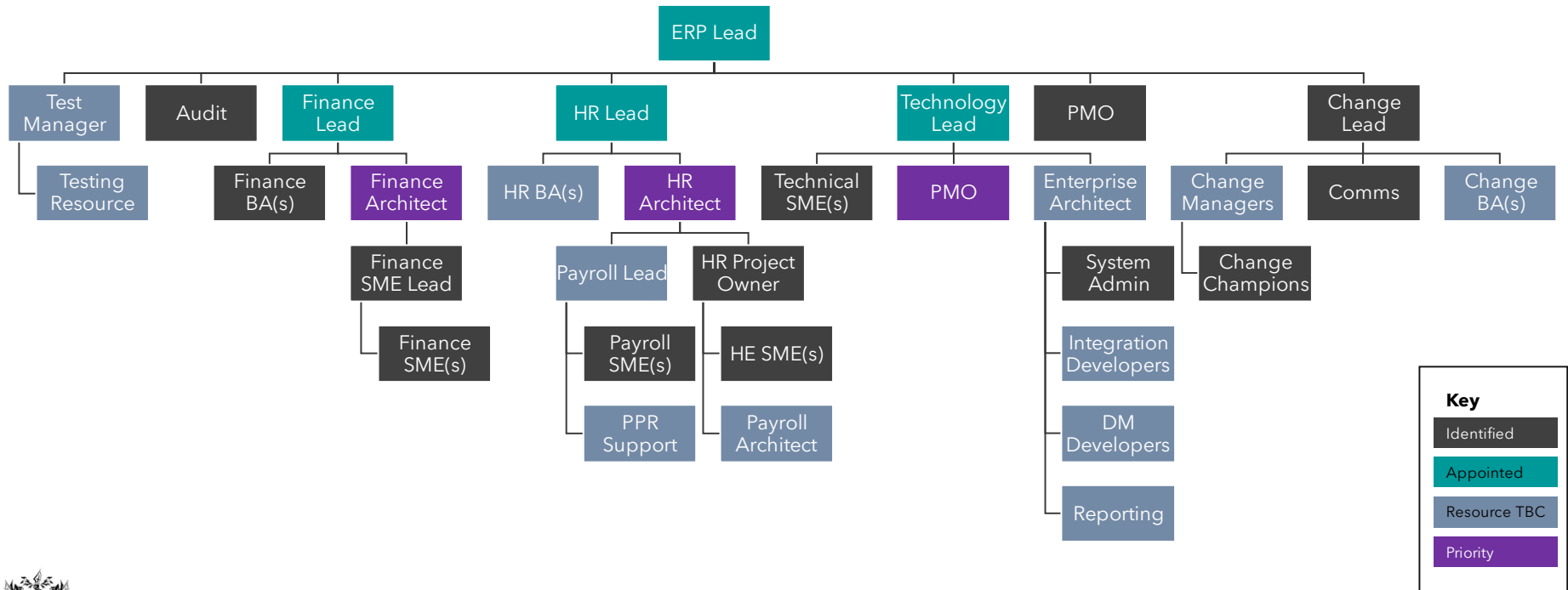
<b>STAGE</b>	<b>DATE</b>
Publication of Contract Notice	13/02/2024
SQ Issued	13/02/2024
SQ Deadline	26/02/2024
ITT Issued	16/04/2024
Deadline for ITT Clarification Questions	10/05/2024
Deadline for ITT Submission	17/05/2024
ITT Responses Evaluation & Moderation	20/05 – 0/06/2024
Presentations (optional)	13/06/2024
Notification of Outcome	26/07/2024
Expected Contract Award	31/07/2024
Expected Contract Start	16/08/2024

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# ERP Programme Resourcing

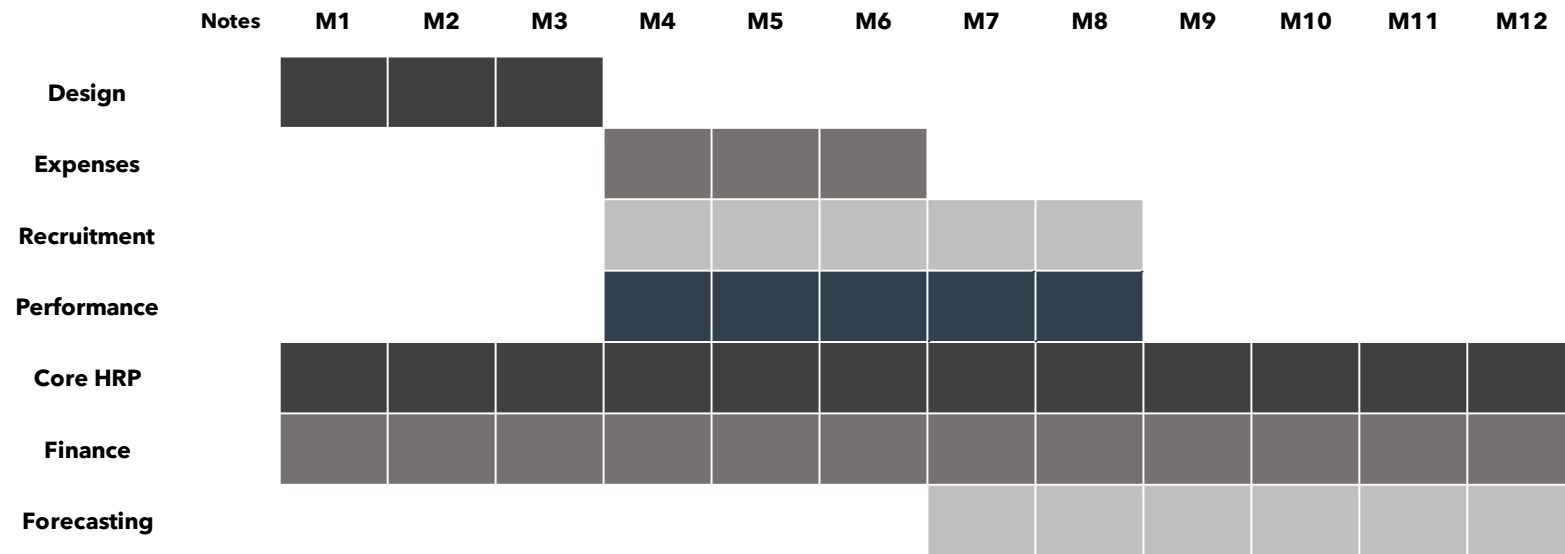
Page 29

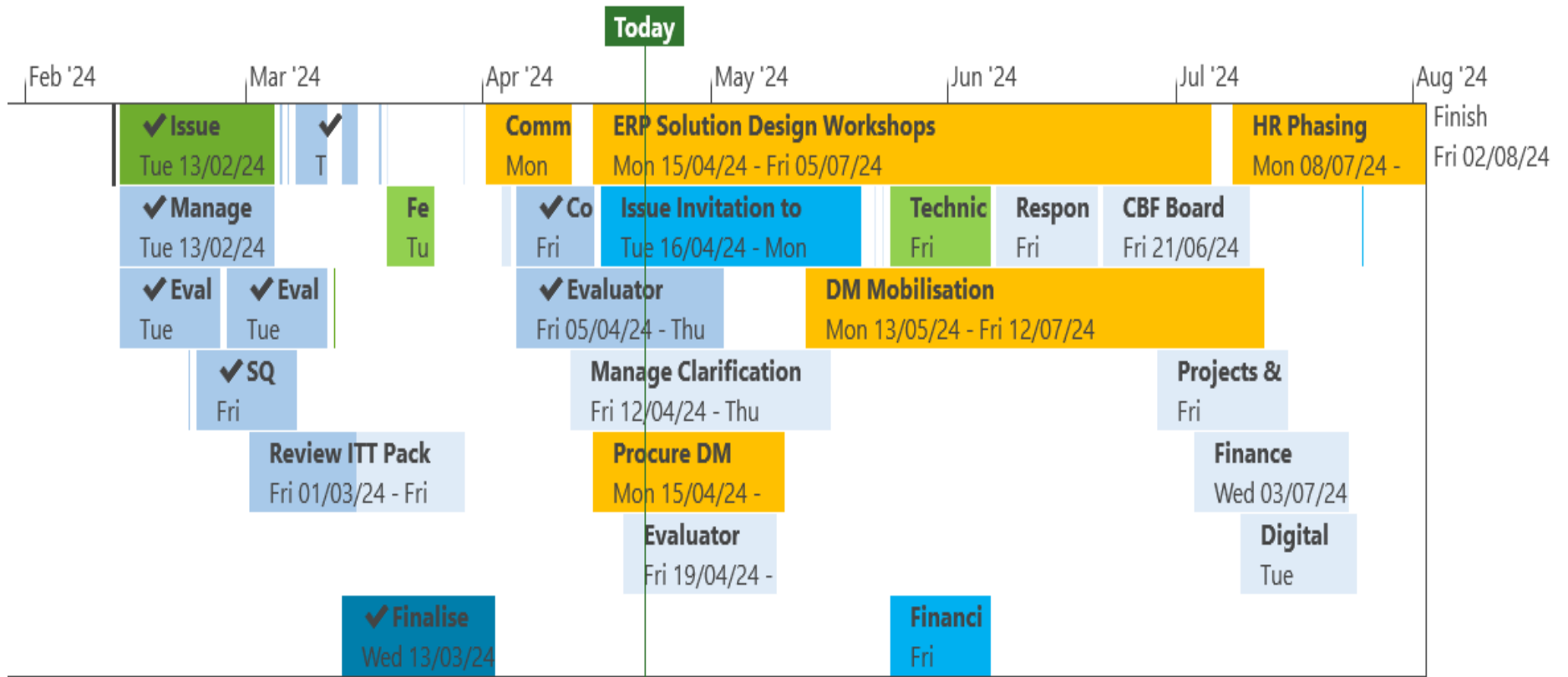


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# Potential Phasing







<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 15 <sup>th</sup> May 2024
<b>Subject:</b> Health & Safety Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5,8,9,10,11,12
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Greg Moore, Assistant Town Clerk	<b>For Information</b>
<b>Report author:</b> Oliver Sanandres, Director of Health & Safety and Head of Profession (Interim)	

## Summary

The purpose of this report is to provide the Corporate Services Committee with a health and safety update for April. We have progressed completion with the recommendations in the Quadriga audit to 48% from 31% since last month. In April we completed the approval of the Corporate Health & Safety Policy (the Policy) and we have started communications on this. Work has also started to deliver some of the key changes, such as the Strategic Safety Board. We remain broadly on track with the work plan, a slight delay occurred due to the procurement of the Safe365 assurance platform and are running one month behind plan. Work was initiated this month on the digitisation of the Safety Management System and scoping the Health & Safety training programme. An initial training session for Members on Health & Safety Governance has been arranged for the month of May. The report also contains some live issues for noting.

## Recommendation(s)

This paper is for information only.

## Main Report

### Background

1. The Health & Safety forward work plan for 2024 has now been initiated and will drive larger, core pieces of work that will refresh our Safety Management Framework and will close off the remainder of the findings from the external audit. Attached at **Appendix 1** is an updated tracker of the workstreams. This has been cross referenced with the work plan for clarity.
2. As a result of this workplan closure of the recommendations from the Quadriga report, (the Health & Safety review initiated by the Town Clerk) have progressed to 48% of actions complete, an increase of 17% from last month's figure of 31% of actions completed. Twelve actions are now complete. Twelve actions remain in flight and only one is yet to be started. The Policy's approval accounted for one action closure. The other two came by virtue of the assurance of the access into the counterweight bascule at Tower Bridge and completion the review of our Corporate Fire Safety Policy by the Corporate Health & Safety Team.

## **Current position**

### **Health & safety policy**

3. The Policy was approved last month. To kick off communication of this key document the team released a [video](#) to coincide with World Day for Health & Safety which takes place each year on 28 April. The day promotes the prevention of occupational accidents and diseases globally. This will be followed up with other change plans such as an article on the intranet for all and accountability letters, from the Town Clerk to all Senior Leaders identified in the Policy.
4. Officers held the final meeting of the Corporate Health & Safety Committee in its current iteration on the 30<sup>th</sup> April. The officer-led committee approved the Terms of Reference for the Strategic Safety Board, as created by the new Health & Safety Policy, and will hold the next meeting as the Strategic Safety Board on the 22<sup>nd</sup> July 2024. One observation was made around the title, both from the Unions and our Occupational Health team. They felt the word health should be included in the title, in order not to lose our focus on the psychosocial elements and wellbeing. Following a discussion agreement was reached and as such we plan to rename the group the Strategic Health & Safety Board, SHSB. This change reflects an explicit recommendation from the Quadriga review so brings us into greater alignment with best practice (see: recommendation 6, Appendix 1).

### **Strategic Workplan Progress**

5. Along with the Policy we have reviewed the organisational arrangements for managing health & safety, typically referred to as the safety management framework (SMF). The SMF sets out how the organisation will manage safety and instructions to operate the safety management system (SMS). The team have started to plan the roll out which will deploy Department by Department and it is expected these reviews will take place from June. They will allow the framework to be fitted to each department to ensure they consider foundational pieces such as competency and resource reviews as well as ensuring they have the right governance structures locally to manage safety.
6. Our accident data is not currently reliable, which is a key driver to the system changes articulated later in this report. Currently, our most reported incident category is 'other'. Lag data, such as accidents are a poor measure of safety in any case. Numbers of reported accidents and injuries are relatively low in most organisations, because of this, accident statistics produce a low amount of data, and therefore a limited amount of information. They cannot reliably be used, on their own, to measure our health and safety performance so other lead data safety performance metrics will also be defined as we progress this work.
7. In order to help with this, work has commenced on the digitisation of the Safety Management System. The Incident reporting and investigation module will be tackled first. This will fix the interim emergency measures implemented in December 2022. This improvement will allow us to better assure the data, capture more accurate data and generate better insights, for example, by streamlining our incident categorisation. The system will be also able to track actions until completion and escalate non-completed actions to leaders, a system limitation of our current system.
8. Using accident performance data can be useful to drive positive performance, for example, looking at the time taken from an incident taking place to the time it is reported. We do currently track this; our data tells us that in March only 40% of incidents were reported on the day of the accident occurring. 60% of incidents are reported later, 20% the next day, 14% two days later, 6% three days later and 16% between 5 and 10 days later with finally

4% being reported more than 10 days later. Our current standard for reporting and investigation is set at 21 days, which is too long.

9. Metrics such as the completion of incident investigation behaviours i.e. investigation close out, are critical to be able to shape a positive culture of trustworthy leadership, ownership and demonstrating care. Critically too, ensuring the system supports us to meet any statutory deadlines for reporting, such as created under RIDDOR (Reporting of Injuries Diseases & Dangerous Occurrences Regulations), which is usually 10 days for most incidents or immediate in the case of a fatality, sets us up for potential failures to report in time. Our safety management framework will set a standard which we will then set and track as a performance measure.
10. Officers have also started to scope the Health & Safety training programme and have met with accredited IIRSM (International Institute of Risk and Safety Management / IOSH (Institute of Occupational Safety & Health) providers to create the content. The health & safety for governance training, aimed at Members, has been folded into the Members learning & development programme. The first session will be delivered on the 17<sup>th</sup> May. In future, it is our intent to align this as an induction item for all newly-elected Members, as part of the broader Member Development and Induction Programme.
11. We remain broadly on track with the strategic work plan. The main delay has been with the procurement of the Safe365 assurance tool. This was, however, resolved at the end of April. It is anticipated that we will make our target of 44 audits by August 2024, despite being a month behind plan as a consequence of these procurement issues.

#### **Incidents of note**

12. In order to provide the Committee with a flavour of the range of Health & Safety risks across the organisation, and how the approach to mitigating and managing these is being improved, in these regular reports we intend to outline a selection of notable incidents in each update, for information.
13. A cable strike occurred at Giffords Wood, Epping. Breaking ground operations were undertaken without the correct control processes applied, this resulted in a cable strike, accidentally striking live electricity cables underground. Cable strikes carry the potential for fatal incident. In this case, that might have easily occurred had the cables been penetrated by the digger, rather than simply having been pushed down upon.
14. A mature tree at the City Cemetery and Crematorium fell over in high wind on the 15<sup>th</sup> April. This was a major event with potential for serious injury, however, as it fell it fell into one of the turrets from the Grade 2 listed chapel in the Crematorium. This event was reported as a near miss, an incorrect classification, as damage did take place to the chapel.
15. The central Health & Safety team are now in an active position to monitor and oversee these. Moving into a proactive support role and ensuring that lessons are learnt and operationalised, something that was not taking place regularly six months ago. The digitisation of our incident reporting system and setting clearer standards in the SMF will further enhance this.

#### **Live Issues**

16. In order to aid Committee in tracking progress of key safety risk management programmes across the organisation, we will include key ones in these reports.

#### **Power Substation risk**

17. The fire in February 2024 in a UKPN (UK Power Networks) substation at the Central Criminal Court, prompted a review of where other sub stations were located and what risk they posed. A working group has been set up to coordinate the progression of fire safety for substations on Corporation property. This group is chaired by the City Surveyor and will identify all substations, confirm lease agreements, maintenance responsibilities and fire safety arrangements to ensure our properties remain safe and risk of fire reduced. The Corporate Health & Safety team has made contacts with UKPN, who will work with us to achieve this. The group has commenced its information gathering phase.

**Building Safety Case**

18. One of the new responsibilities is the requirement to produce and maintain a BSC (Building Safety Case) report. The new building safety regulator is now able to call these in for review. Organisationally, we are lagging with progressing these BSCs. At the beginning of March, we set up a working group to ensure we are actively driving and tracking the safety cases through to completion. The Department of Community and Children’s Services, specifically housing, have taken on two additional resources to address this workload and progress the 34 buildings, we have still to complete.

19. Our H&S objectives and key results for the Safety function this year 2024 are included below as a reminder.

Objectives	Key Results
1. Develop the Safety Management Framework and align to City of London Corporation by EOY 2024	1.1 Complete initial draft of the Safety Management Framework by June 2024. 1.2 Obtain feedback from relevant stakeholders. and incorporate necessary revisions by September 2024. 1.3 Finalise and roll out the Safety Management Framework with City of London Corporation by December 2024.
2. Digitise our Safety Management System and approach to assurance by building a Safety Portal on COLNET by July 2024	2.1 Assess existing systems and requirements for digitisation by April 2024. 2.2 Develop and launch a BETA version of the Safety Portal on COLNET by June 2024. 2.3 Complete testing and debugging, ensuring full functionality by July 2024. 2.4 Procure Safe365 Assurance tool by May 2024 2.5 Complete Safe365 audits across 55 Risk Profiles by August 2024
3. Design and deploy a bespoke IOSH/IIRSM accredited managing safely and leading safely course for the CoL by October 2024	3.1 H&S governance update session for Directors & Members by June 2024 3.2 Develop course curriculum and materials by August 2024. 3.3 Pilot the course with a select group of leaders and gather feedback by September 2024. 3.4 Refine the course based on feedback and deploy it across the City of London Corporation by October 2024.
4. Develop a performance reporting mechanism for SLT and CSC by April 2024	4.1 Identify key performance indicators (KPIs) for safety management by April 2024. 4.2 Develop a reporting framework, cadence, and report template to feedback safety performance to leadership by April 2024.

	4.3 Implement the performance reporting mechanism and push down into Departments by August 2024.
5. Raise profile of Health & Safety amongst City of London Colleagues in 2024	<p>5.1 Launch a health &amp; safety communications campaign to increase awareness of health and safety by April 2024.</p> <p>5.2 Organise workshops (future strategy) sessions to canvass colleagues on their perceptions of safety and gather data for medium to long term strategy by June 2024.</p> <p>5.3 Measure and evaluate the effectiveness of the awareness campaign and target improvement measures for 2025.</p>

An updated Roadmap and Timeline is included with **Appendix 1**.

### **Corporate & Strategic Implications**

**Strategic implications** – None at this stage

**Financial implications** – None at this stage

**Resource implications** – None at this stage.

**Legal implications** – None at this stage.

**Risk implications** – None at this stage.

**Equalities implications** – None at this stage.

**Climate implications** – None at this stage.

**Security implications** – None at this stage.

### **Conclusion**

20. Good progress is being made against the Quadriga recommendations and our work plan.

The outlined initiatives reflect a progressive commitment towards reinforcing health and safety practices, underpinned by a strategic roadmap that is prioritising accountability and continuous improvement. The digitisation work has started, which will be a key facilitator for data to be analysed for insights, used to create performance metrics that drive safety performance and provide better oversight.

21. Members are asked to note the report for information.

### **Oli Sanandres**

Director of Health & Safety (Interim)

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### **Appendices**

Appendix 1 – Quadriga Action tracker and Roadmap

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R= Complex MAJOR - Out of Scope of Corp H&S Team or >£500,000  
 A= Medium MEDIUM - Not sufficient budget but <£250,000k  
 G= Simple MINOR - Accommodated under current Budget Plan  
 NONE - No spend required, Officer time

R= Not started / Progress delayed  
 A= In flight  
 G= Delivered

Recommendation Number	Recommendation	WorkPlan Reference	Legal Requirements	Time Frame & Complexity	Financial Impact	Departments Involved	Remarks	Tracker
1	It is recommended that for the higher risk areas of the Corporation, as identified in the above structure diagram and including the Barbican and Markets, a minimum standard in terms of numbers and qualifications of health and safety advisers should be established, with a view to any safety adviser who is either the sole practitioner or a head of a small function, should be developed to Chartered status of the Institution of Occupational Safety and Health.	#1	The Management of Health and Safety at Work Regulations 1999	3-6 Months	MAJOR	Expected numbers of competent people based on Risk Profile and like for like benchmarking and Col. gap: M&TS x 3 (+2) B&M x 3 (+2) EMV x 2 (+1) ColP x 3 (+2) CCC x 1 (+1) DCS 2 (+0) (contractors) CS x 2 (L5) REM x 1 (L5)	H&S talent at Chartered level. 5 yrs relevant experience (between £50k-70k) approx £480,000 in salaries across four departments. Salary taken at mid point High level discussions have been had with CHB around planning these into the organisation. The review of the framework will crystallise the requirements likely to then be rolled out in 2025 as part of the business planning process.	
2	A programme of regular training and updating of part time staff in the health and safety professional network should be introduced and delivered by the corporate team to ensure staff are kept up to date and are aware of legislative changes, new policies and key issues.	#1	The Management of Health and Safety at Work Regulations 1999	1-3 Months	MINOR	L&D Corp H&S	Corporate Membership of the London Health & Safety Study Group secured. Legal update session to be delivered to the Health & Safety Professionals Network on the 29th February as our first kick off	
3	For those in full time Health and Safety Professional roles, a regular programme of updates and continuing professional development should be provided in a regular corporate update programme between two and four times per year. For those in full time roles, who are not currently Chartered Members of the Institution of Occupational Safety and Health, the training and CPD programme for those individuals should be aimed at achieving this status.	#1	The Management of Health and Safety at Work Regulations 1999	1-3 Months	MINOR	Corp H&S	Corporate Membership of the London Health & Safety Study Group secured. Legal update session to be delivered to the Health & Safety Professionals Network on the 29th February as our first kick off	
4	All professional safety practitioners within the corporate team (other than the Fire Safety Adviser) should have a programme of training and development to achieve Chartered status of the Institution of Occupational Safety and Health. It is also recommended that when recruiting to the team there should be an expectation of either recruiting those of Chartered Status or, if this is not possible, those who are near being able to achieve it with an appropriate training and development programme put in place to achieve this status.	Included in appraisals	The Management of Health and Safety at Work Regulations 1999	1-3 Months	MINOR	Corp H&S	Central team are all working towards Chartered OR qualifications. This has now been set as an objective in appraisals	
5	It is recommended that the Health and Safety Director becomes a member of the Executive Leadership Board, or if this is not possible provides a regular input to each meeting. As a significant proportion of the major risks to the organisation are health and safety risks it would be appropriate for the Health and Safety Director to have an involvement in this meeting.	#4	The Management of Health and Safety at Work Regulations 1999	1-3 Months	NONE	SLT decision	SLT to be updated Monthly. Template and format being agreed. First update to happen in March. This will be strengthened by the new SSB group being recognised by ELB as a sub group. This aligns safety as a strategic consideration of the organisation. Strategic Safety Board has been progressed. This will become live once our Policy is approved. This will be completed 22nd July.	
6	It is recommended that consideration is given to forming a Health and Safety Board with the broad terms of reference and membership of the existing Health and Safety Committees (other than employee consultation and Trade Union Members) and a separate Committee is established for the sole purposes of consultation with employee representatives under the above Regulations. This would give more effective consultation with the Trade Unions (who have expressed a number of serious concerns on health and safety). Given the fact that all other Committees in the organisation have Member representation it may be necessary to rename the consultative Committee with a different name to make it clear this is not a member led Committee. There is no legal requirement under the Safety Representatives and Safety Committees Regulations 1977 for a consultative committee formed to fulfil the requirements of the Regulations to be actually called a committee in the title.	#4	The Safety Representatives and Safety Committees Regulations 1977	3-6 Months	NONE	Corp H&S		
7	It is recommended that job descriptions for managers include specific responsibilities for health and safety relevant to their role.	People Strategy	The Management of Health and Safety at Work Regulations 1999.	3-6 Months	NONE	HR	Scheme of delegation reviewed. Safety has been aligned to all roles as appropriate. People Strategy (Korn Ferry) Review work with HR not yet started.	
8	The IOSH approved Managing Safety training introduced for managers needs to also relate to the Corporation's policies and procedures. It is recommended that the current programme is extended by at least half a day to provide a session on these aspects. This training could be provided by relevant members of the Corporate health and safety team. This will enable managers to relate the principles discussed in the training to the actual practical procedures of the corporation.	#3	The Management of Health and Safety at Work Regulations 1999.	6 Months +	MEDIUM	Corp H&S L&D	Started. Exploratory conversations with IOSH/IRSM providers have started.	
9	A programme of relevant health and safety training both for Members and Senior Management and Directors should be introduced. For Senior Management and Directors, the one day IOSH approved Safety for Executives and Directors would be appropriate. For Members, either this course or a bespoke two to three hour programme would be appropriate. For Members it may be possible and appropriate for the Director of Health and Safety to deliver this training.	#3	Section 2 (2)(c) Health and Safety at Work etc. Act 1974	3-6 Months	MEDIUM	Corp H&S L&D C&MS	Conversations have commenced with June Haynes. Permission sought and given from the Chief for Members sessions to commence in May. Approved April 10th	
10	The Health, Safety and Wellbeing Policy is well written and should be finalised and adopted taking account of the changes needed following the removal of the Chief Operating Officer. References to the relevant legal requirements that the Policy is intended to fulfil should be included, specifically Section 2(3) of the Health and Safety at Work etc. Act 1974, Regulation 7 of the Management of Health and Safety at Work Regulations 1999 and Regulation 4 of the Construction (Design and Management) Regulations 2015.	#1	Section 2 (3) Health and Safety at Work etc. Act 1974	1-3 Months	NONE	Corp H&S		
11	It should be ensured that in providing services to the Lord Mayor's Show Limited that a detailed health and safety policy for the organisation is produced and this includes clarity of the provision of competent health and safety advice to the organisation.	#4	Section 2 (3) Health and Safety at Work etc. Act 1974	3-6 Months	NONE	Corp H&S	Confirmed advice is in place.	
12	The Fire Safety Policy should be revised to remove references to Chief Officers either being or appointing "Responsible Persons" under the provisions of the Regulatory Reform (Fire Safety) Order 2005 and should correctly identify the corporate employer (normally the Corporation) as the Responsible Person. In addition, the Accountable Person and Principal Accountable Person should be properly defined as corporate entities. Reference to the Fire Safety (England) Regulations should be included in the Policy as should be the responsibilities of the Corporate Health and Safety Committee.	#1	The Regulatory Reform (Fire Safety) Order 2005	1-3 Months	NONE	Corp H&S	Review is underway.	
13	The Fire Safety Policy should be amended to define what is meant by a low risk premises where an employee of the City of London Corporation would carry out the fire risk assessments and the training and experience of those undertaking such fire risk assessments.	#1	The Building Safety Act 2022 The Regulatory Reform (Fire Safety) Order 2005	1-3 Months	NONE	Corp H&S	Review complete.	
14	It is recommended that the funding of the Occupational Health Department is reviewed so that relevant contributions are placed on the City of London Police when more work such as extensive recruitment is undertaken.	#1	No specific legal requirement	6 Months +	MAJOR	HR ColP	Not started yet. Collaboration with HR required.	
15	The overall arrangements for managing contractors, not under the control of City Surveyors, should be reviewed and a clear policy put in place under the Construction (Design and Management) Regulations 2015 including requirements for the appointment of Principal Contractors and Principal Designers and checking construction phase plans are in place. Training and authorisation should also be provided for the appointing contractors that are not under the control of City Surveyors and approved contractors list should be established as a mandatory requirement for engaging contractors within the Corporation.	#1	The Construction (Design and Management) Regulations 2015	12 months	MEDIUM	Corp H&S CS PNOG	Timeline extended to 12 months after the initial safety management framework is in place.	
16	It is recommended that the overall arrangement for monitoring property and plant health and safety issues in areas not controlled by City Surveyors is reviewed with a view to it coming under more central control and management. It is understood that this recommendation has already been made in a Property Health and Safety Report to the June 2023 Executive Leadership Board.	#1	The Electricity at Work Regulations 1989 The Lifting Equipment and Lifting Operations Regulations 1998 The Pressure Systems Regulations 2000 The Control of Asbestos Regulations 2012	12 months	MEDIUM	Corp H&S	Complexity has increased. Timeline extended to 12 months after the initial safety management framework is in place.	
17	A centrally based software system which is capable of allowing the recording and monitoring for risk assessments, the monitoring of close out of actions on risk assessments, employee health and safety training records so that outstanding training can be identified, and accident reporting should be introduced. There are various standard systems on the market that will enable this action and in the case of training and accident records this will obviously need to interface with existing HR systems.	#2	The Management of Health and Safety at Work Regulations 1999	6 Months +	MAJOR	Corp H&S DITS HR	Two systems currently being explored: SaaSPoint to drive safety processes & Safe365 to provide our assurance capability. Currently in Business Requirement Document preparation stage.	
18	A thorough review should be undertaken of all areas where corporate health and safety policies and procedures should be introduced to cover all relevant areas of the Corporation and existing policies should be reviewed for accuracy and current legal requirements.	#1	The Management of Health and Safety at Work Regulations 1999	3-6 Months	MINOR	Corp H&S	Will be an output of the Safety Mgt Framework review.	
19	It is recommended that action is taken to address the issues raised in Section 16 of this report identified during the site visits.	#1	The Confined Spaces Regulations 1997 Section 2 (2) Health and Safety at Work etc. Act 1974 The Provision and Use of Work Equipment Regulations 1998 The Electricity at Work Regulations 1989	In flight (see below)	MEDIUM	TB Port Health Smithfield	In flight with Departments, see below.	

**a. Tower Bridge**

The counterweights, when moving downwards, then cross a low level walkway and doorway inside the bridge structure. Whilst the staff were very aware of the risk of crushing anyone that had entered this area and there were procedures in place to prevent this, there was no physical interlocking arrangement.

In addition, the publicly accessible machine room had an exhibit of the original machinery of the bridge which was powered by electric motors. The public were prevented from accessing this by a guardrail and fence but there was no physical interlocking to prevent cleaners being killed by the machinery if it started when they were cleaning it inside the enclosure. Again, a physical interlocking system should be introduced to ensure that the

**b. London Gateway and Tilbury Ports**

Environmental Health Staff, as part of their role, would enter engine rooms on ships some of which may be regarded as confined spaces. However, unlike some other authorities, they were not provided with gas monitors or training in their use to detect if the atmosphere in such places was dangerous. On some occasions a whole consignment of food had to be unpacked in an enclosed freezer room (-18C) without windows but it was not known if emergency lighting was present in the room or was tested. It is recommended that this is established from those in control of the premises at the Border Control Point

**c. Smithfield Market**

It was noted that the market appeared to have cast iron columns supporting the roof which were particularly vulnerable to forklift truck impact. This did not appear to have been considered and should be reviewed as if these areas cast iron, then they should be protected from forklift truck impact. A more detailed review should also be undertaken on the use of mains voltage high pressure water jetting equipment due to the electric shock risk to establish if this can be switched to 110 volt centre tapped earth supply and earthing.

**Evidence**

Physical interlocking would not be reasonably practicable. The process is very slow moving and the checks, while administrative are sufficient to ensure the lift does not start until the check procedures are complete. There is also a refuge should anyone ever be trapped in the bascule chamber.

Reviews taking place

Controlled. Activity ceased

Developing communication initiatives internally

Uncontrolled - communicated to Dept for investigation

Planners confirmed as steel

Prevented by isolation as a new lift zone

Safe by design - confirmed by calculations

E-mail trail and evidence seen

E-mail trail and evidence seen

# Health & Safety 2024 Roadmap - Our Year of Foundations



## H&S Objectives 2024-2025

#1 Safety Mgt Framework	#2 Digitise	#3 Educate	#4 Governance	#5 Communicate	Key: <span style="color: red;">PS</span> People Strategy <span style="background-color: yellow;">PLAN</span> <span style="background-color: green;">EXECUTE</span> <span style="background-color: blue;">IMPROVE</span> <span style="background-color: purple;">SUSTAIN</span> <span style="color: green;">★</span> APPROVAL
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H&S WorkStreams 2024	DEPENDENCIES			Q3			Q4			Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Policy, Safety Mgt Framework, CSS & KSR's #1, #4, #5								CONSULT	★	BUILD	COMMS	E-CLUTTE	E-CLUTTE	COMMS	BUILD	COMMS	COMMS	LIVE	LIVE	LIVE	
D-SMS #1, #2								PLAN	PROCURE	BUILD	BUILD	TEST	LIVE								
Intranet revamp #1, #2												LIVE	LIVE								
Safe365 #1, #4, #5								PILOT	PROCURE	AUDIT	AUDIT	AUDIT	★		BUSINESS PLANS	BUSINESS PLANS		★			
Managing Safely #1, #3											PROCURE	DESIGN	TEST	TEST	LIVE	LIVE	LIVE	LIVE	LIVE	LIVE	
Leading Safely #1, #2, #4										MEMBERS	PROCURE	DESIGN	TEST	TEST	LIVE	LIVE	LIVE	LIVE	LIVE	LIVE	
H&S Performance & Reporting #1, #4, #6								DESIGN	SLT CSC	SLT CSC	SLT CSC	SLT	SLT CSC	SLT	SLT CSC	SLT CSC	SLT CSC	SLT CSC	SLT CSC	SLT CSC	
Communication plan: H&S #4, #6										ROAD SHOWS	ROAD SHOWS	ROAD SHOWS	NEWS LETTER	NEWS LETTER							



**CORPORATE SERVICES COMMITTEE FORWARD PLAN**

	<b>15 May-24</b>	<b>3 July-24</b>	<b>11 September-24</b>	<b>23 October-24</b>	<b>27 November-24</b>
<b>Standing Annual Items</b>	CSC Forward Agenda  Health & Safety	CSC Forward Agenda  Health & Safety  Pay Gap Report  Annual Workforce Report	CSC Forward Agenda  Health & Safety	CSC Forward Agenda  Health & Safety	CSC Forward Agenda  Health & Safety
<b>HR Department Reports</b>	Ambition 25  Casual Workers Pension Update  People & HR Transformation Plan Update (Verbal) <b>Confidential</b>  Recruitment for Deputy Town Clerk	Ambition 25  People & HR Transformation Plan Update  Staff Survey Results	Ambition 25  Policy Review Framework  Wellbeing Review  Mandatory Training	Ambition 25  People & HR Transformation Plan Update  Volunteering  Member Involved Recruitment	
<b>Other Department Reports e.g. MFS, Restructures etc.</b>	ERP Update  Independent Schools Pension Scheme				

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