

CORPORATE SERVICES COMMITTEE
Wednesday, 7 May 2025

Minutes of the meeting of the Corporate Services Committee held at Guildhall
on Wednesday, 7 May 2025 at 1.45 pm

Present

Members:

Florence Keelson-Anfu (Chair)
Alderman Sir Charles Bowman
Simon Burrows
Deputy Henry Colthurst
Steve Goodman OBE
Deputy Christopher Hayward
Stephen Hodgson
Adam Hogg
Charles Edward Lord, OBE JP
Deputy Alastair Moss
Mandeep Thandi
James Tumbridge

Observer:

Philip Woodhouse

Officers:

Greg Moore
Polly Dunn
Sonia Virdee
Frank Marchione
Simon Gray
Oliver Sanandres

Jacqui Cover
Chris Fagan
David Renshaw
Tabitha Swann
Matthew Cooper
Josef Shadwell
John Cater

- Deputy Town Clerk
- Assistant Town Clerk
- Financial Services Director
- Assistant City Solicitor
- ERP Programme Director
- Director & Head of Profession – Health and Safety
- HR Department
- HR Department
- Health & Safety
- Corporate Strategy and Performance
- Communications Department
- Town Clerk's Department
- Committee Clerk

1. APOLOGIES

Apologies for absence were received from Anthony Fitzpatrick, Sandra Jenner, Gregory Lawrence, Alderman Professor Michael Mainelli, David Sales, and Philip Woodhouse.

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

There were no declarations of interest.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received the Order of the Court of Common Council from Friday, 25th April 2025 appointing the Corporate Services Committee until the first meeting of the Court in April 2026.

4. **ELECTION OF THE CHAIR**

Ahead of the election of the Chair, the Town Clerk reminded Members of Standing Order 28, whereby any Member interested in standing for the position of Chair is asked to inform the Town Clerk by no later than one full working day ahead of the meeting. The Town Clerk confirmed that the position of the Chair of the Corporate Services Committee was uncontested.

The new Chair, Florence Keelson-Anfu, thanked Members for placing their trust in her and highlighted the progress made over the past year whilst stressing the importance of working together to navigate the busy upcoming workload over 2025/26.

RESOLVED, that – being the only Member expressing a willingness to serve, Deputy Florence Keelson-Anfu be elected as Chair of the Corporate Services Committee for 2025/26.

5. **ELECTION OF THE DEPUTY CHAIR**

Ahead of the election of the Deputy Chair, the Town Clerk reminded Members of Standing Order 29, whereby any Member interested in standing for the position of Deputy Chair is asked to inform the Town Clerk by no later than one full working day ahead of the meeting. The Town Clerk confirmed that the position of the Deputy Chair of the Corporate Services Committee was uncontested.

RESOLVED, that – being the only Member expressing a willingness to serve, Anthony Fitzpatrick be elected as Deputy Chair of the Corporate Services Committee for 2025/26.

Upon conclusion of the elections, Edward Lord, the senior commoner present, moved a voted of thanks to Alastair Moss, the immediate past Chair.

RESOLVED UNANIMOUSLY: That the Members of this Committee take great pleasure in expressing to

ALASTAIR MICHAEL MOSS

for the enthusiastic and dedicated manner in which he has carried out the duties of Chair of the Committee since May 2022, and the role that he has played in steering the work of the Committee and its impact on our people during a truly momentous three years for the City Corporation.

Alastair has provided the Committee with consistent, thoughtful, and decisive leadership, playing an instrumental role in helping to navigate the organisation's rejuvenation in the post-pandemic period.

A keen advocate of building relationships and drawing upon the views of our recognised Unions and other staff representative colleagues, Alastair has been committed to creating better outcomes for the City Corporation's workforce. From providing certainty and clarity around our workplace attendance policy and supporting annual pay increases to meet the national cost-of-living crisis, to ensuring that senior management take a proactive and methodical approach to meeting the concerns raised in the Staff Surveys, whilst also championing the project to update our People Policies, Alastair has played a pivotal role in positioning the Committee as relevant, reliable, and forward-looking.

The Committee has been fortunate to have benefited from his sound judgement in providing support to the Chief People Officer and her executive team as the organisation looks to continue to enhance HR functions at the City Corporation, not least through Programme Sapphire, Ambition 25, and the development of our first ever 5-year People Strategy.

In addition, Alastair has ensured that due focus has been rightly given by the Committee to the critical matters of Health & Safety, providing a robust foundation for his successors to build upon.

In taking leave of their Chair, the Committee wishes Alastair every success in the future, safe in the knowledge that his legacy will benefit the City Corporation and our people for years to come.

6. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 12 February 2025 be approved as an accurate record, subject to the inclusion of the issuing of formal apologies for absence from James Tumbridge.

7. **APPOINTMENTS OF SUB-COMMITTEES**

RESOLVED - the Committee approved the compositions and Terms of References for the Joint Consultative Committee (JCC) and the Senior Remuneration Sub-Committee and, after requesting expressions of interest, the following appointments were approved:

The Joint Consultative Committee for 2025/26:-

- Florence Keelson-Anfu (Chair of the JCC)
- Anthony Fitzpatrick (Deputy Chair of JCC)
- Gregory Lawrence
- Edward Lord
- The Finance Committee representative, Adam Hogg

The Senior Remuneration Sub-Committee for 2025/26:-

- Florence Keelson-Anfu (Chair of the Sub-Committee)

- Gregory Lawrence
- Edward Lord
- Mandeep Thandi
- Philip Woodhouse
- The Finance Committee representative, Adam Hogg

In addition, the Committee noted the other appointments to the Senior Remuneration Sub-Committee for 2025/26:

- Policy & Resources Committee Chairman: Deputy Christopher Hayward
- Policy & Resources Committee Deputy Chair: Deputy James Thomson
- Finance Committee Chairman: Deputy Henry Colthurst
- General Purposes Committee of Aldermen Chairman: Alderman Sir William Russell

In addition, the Committee approved the following two appointments to the Equality, Diversity, and Inclusion (Policy & Resources) Sub-Committee for 2025/26:

- Anthony Fitzpatrick (as the Chair's nominee)
- Deputy Edward Lord

The Committee approved the following two appointments to the Member Development and Standards (Policy & Resources) Sub-Committee for 2025/26:

- Deputy Edward Lord

Noting the two remaining vacancies on the **Joint Consultative Committee**, the one remaining vacancy on the **Equality, Diversity, and Inclusion (Policy & Resources) Sub-Committee** and the one remaining vacancy on the **Member Development and Standards (Policy & Resources) Sub-Committee**, the Chair asked the Town Clerk to issue a communication after the meeting to all Members of the Corporate Services Committee (including those who gave their apologies for absence for today's meeting) seeking fresh expressions of interest in serving on these Sub-Committees in the year ensuing. Formal appointments would be confirmed at the next meeting of the Committee in June.

The Committee also approved that the frequency of Corporate Services Committee meetings, namely, a minimum of eight formal meetings across the civic year, be maintained for the year ensuing.

8. **QUARTERLY PROGRAMME PROJECT SAPPHIRE (ERP) UPDATE REPORT -Q4 2024/25**

The Committee received a Report of the Chamberlain concerning Project Sapphire (ERP).

In response to a query, officers confirmed that over a ten-year timeframe, cost-wise, the new ERP system was expected to break even; this compared favourably to the burning platform created by the increasing costs of legacy

software in HR and finance, which would be superseded by the new ERP solution.

Noting the importance of the ERP Steering Group and the departure of two Members with IT expertise at the election, several Members emphasised the importance of ensuring that the make-up of the Steering Group had the right mix. The Chair encouraged any new Members of the Committee with the appropriate expertise to approach her and the Town Clerk after the meeting.

The Chairman of the Finance Committee stressed the importance of getting this right, as its success would be hugely beneficial to the organisation as a whole; whilst it was equally apparent that there were multiple examples of large IT projects across both the public and private sectors which had failed with, in some cases, truly ruinous consequences.

In response to a query, officers confirmed that they would bring back a proposal on how costs, benefits and user experience would be monitored by the relevant Committees over the next ten-years – as it was vital that they had oversight over this programme.

Whilst welcoming the Report, a Member asked that all acronyms and abbreviations were spelt out in full on at least one occasion in the paper to assist Members.

Noting SAP's decision to sunset their existing HR Service Desk product (in 5 years' time), officers confirmed that a replacement solution has been identified, further commercial discussions still need to take place, but it is hoped that a go-live date will be possible in December.

RESOLVED – that the Committee noted the Report.

9. GRENFELL REPORT, PHASE 2 OVERVIEW

The Committee received a Report of the Deputy Town Clerk providing an overview of the City of London Corporation's response to the findings of Volume 7 of the Grenfell Tower Inquiry Phase 2 Report, which focuses on the Local Authority management of building safety controls and responses to associated risks.

Officers confirmed that a Head of Health and Safety for housing had been appointed in the past week, who would be working through the recommendations in the Phase 2 Report.

Officers confirmed that whilst the Director of Community and Children's Services would be responsible for this area, the manages for the HRA function and the Barbican Estate function would be responsible for the day-to-day implementation of the recommendations in the Report.

A Member expressed their serious concerns about the pace in which measures were being put in place to ensure that risks were being sufficiently mitigated and the lack of a timeframe for completion for this work. The fire had taken

place in 2017, and, irrespective of central Government's processes in this area, it was incumbent on the City Corporation to ensure its own housing was fit-for-purpose; every day that the City did not tackle these risks was another day of risks for residents – this was about preserving lives.

Officers responded that the organisation was working through the building safety cases at pace – one of the key pieces of legislation after Grenfell. It was also pointed that the new Building Safety Regulation was currently overwhelmed by the response from local authorities across the country (the City's own responses, submitted six months ago, had yet to be considered by the Regulator).

In response to a query, officers confirmed that work was being undertaken to update all relevant information pertaining to the buildings under the Corporation's residential portfolio, in order that this information was comprehensive and easily accessible to first responders in the event of an emergency.

The Deputy Town Clerk stressed that, corporately, the identification and monitoring of risks has, over the past year, thanks to the work of the Health and Safety team and processes and tools put in place, experienced a step change, which now provided central strategic overview of health and safety risks for the Corporate Services Committee. It was now critical that service committees took a proactive ownership of the local challenges under their remit.

In response to a request from the Committee, the Deputy Town Clerk would, on behalf of the Committee, submit, alongside this Report, a formal resolution to the Community and Children's Services Committee.

Members gave their agreement to the Deputy Town Clerk's proposed wording:

Resolve to refer the Report to the Community and Children's Services Committee for urgent consideration (at their meeting on 19 June) with respect to the recommendations relating to the housing function and require the Committee to set in place a regular reporting rhythm to allow monitoring and escalation of issues, with assigned actions and action holders.

RESOLVED – that the Committee noted the Report and agreed that a resolution be submitted to the Community and Children's Services Committee as per the minute above.

10. **HEALTH & SAFETY UPDATE**

The Committee received a Report of the Deputy Town Clerk providing the regular Health and Safety update.

In response to a query concerning Martyn's Law, officers cunderstanding – expectations on security – cost to the City for complying, but also implications for Destination City other venues struggling

A Member commented that whilst the intent of the Martyn's Law legislation was positive, the implementation and understanding in the industry is imperfect; this presented an opportunity for the City to provide support for our own venues and also, in the interests of Destination City, for the venues that operate in the City, this could be enabled by providing feedback to the Security Industry Association (SIA) and the Government more widely.

Officers responded that a ball-park figure for implementation of the legislation for the City's venues was not yet available, however, this was being worked through. The direction of Government here was moving away from the traditional approach in this area, namely one of proportionality, to being prescriptive and this would, inevitably pose challenges, particularly to those venues with smaller capacities. Officers would look at ways to make representations to the SIA and Government on these points and, in parallel, look to build a tool kit which could be rolled out across departments and offered externally to operators based in the City.

RESOLVED – that the Committee noted the Report.

11. REGISTER OF INTEREST FOR THE SENIOR MANAGEMENT GROUP

The Committee received a Report of the Executive Director of Human Resources and Chief People Officer containing individual Register of Interests for officers within the Senior Management Group.

The Chair asked Members to raise queries related to individual officers in the confidential section of the meeting, given that these referred to named individuals.

RESOLVED – that the Committee noted the Report.

12. FORWARD PLAN

The Committee received a Report of the Executive Director of Human Resources and Chief People Officer concerning the Committee's Forward Work Plan.

RESOLVED – that the Committee noted the Report.

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

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There were no urgent items.

15. 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.

16. **NON-PUBLIC MINUTES**
RESOLVED – that the non-public minutes of the meeting held on 12 February 2025 were approved.
17. **ANNUAL LEAVE HARMONISATION**
The Committee considered a Report of the Executive Director of Human Resources and Chief People Officer concerning annual leave arrangements.
18. **NON-PUBLIC APPENDIX TO PROJECT SAPPHIRE (ERP) UPDATE**
RESOLVED – that the Committee noted the non-public appendix to Item 8.
19. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
20. **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.
21. **CONFIDENTIAL MINUTES**
RESOLVED – that the confidential minutes of the meeting held on 12 February 2025 were approved.
22. **TOWN CLERK'S UPDATE**

The meeting ended at 3.10 pm

Chairman

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