



## Corporate Services Committee – Main Agenda

**Date:** WEDNESDAY, 7 MAY 2025

**Time:** 1.45 pm

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

**Members:**

Alderman Sir Charles Bowman	Gregory Lawrence
Simon Burrows	Charles Edward Lord, OBE JP
Deputy Henry Colthurst	Alderman Professor Michael Mainelli
Anthony David Fitzpatrick	Deputy Alastair Moss
Steve Goodman OBE	David Sales
Deputy Christopher Hayward	Mandeep Thandi
Stephen Hodgson	James Tumbridge
Sandra Jenner	Philip Woodhouse
Florence Keelson-Anfu	

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

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<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**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 OF COMMON COUNCIL**  
To receive the Order of the Court of Common Council dated 25 April 2025.  
  
**For Information**  
(Pages 5 - 8)
4. **ELECTION OF THE CHAIR**  
To elect a Chair in accordance with Standing Order 28.  
  
**For Decision**
5. **ELECTION OF THE DEPUTY CHAIR**  
To elect a Deputy Chair in accordance with Standing Order 29.  
  
**For Decision**
6. **MINUTES**  
To agree the public minutes and non-public summary of the meeting held on 12 February 2025.  
  
**For Decision**  
(Pages 9 - 14)
7. **APPOINTMENTS OF SUB-COMMITTEES**  
Report of the Town Clerk.  
  
**For Decision**  
(Pages 15 - 22)
8. **QUARTERLY PROGRAMME PROJECT SAPPHIRE (ERP) UPDATE REPORT -Q4 2024/25**  
Report of the Chamberlain.  
  
**For Information**  
(Pages 23 - 36)

9. **GRENFELL REPORT, PHASE 2 OVERVIEW**

Report of the Deputy Town Clerk.

**For Information**  
(Pages 37 - 54)

10. **HEALTH & SAFETY UPDATE**

Report of the Deputy Town Clerk

**For Information**  
(Pages 55 - 64)

11. **REGISTER OF INTEREST FOR THE SENIOR MANAGEMENT GROUP**

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

**For Information**  
(Pages 65 - 82)

12. **COMMITTEE'S FORWARD PLAN**

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

**For Information**  
(Pages 83 - 84)

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

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

15. **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**

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 12 February 2025.

**For Decision**  
(Pages 85 - 86)

17. **ANNUAL LEAVE HARMONISATION**

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

**For Decision**  
(Pages 87 - 112)

18. **NON-PUBLIC APPENDIX TO PROJECT SAPPHIRE (ERP) UPDATE**  
**For Information**  
(Pages 113 - 114)
19. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **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**

21. **CONFIDENTIAL MINUTES**  
To agree the Confidential minutes of the last meeting held on 12 February 2025.  
**For Decision**
22. **TOWN CLERK'S UPDATE**  
The Town Clerk to be heard.  
**For Information**

KING, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Friday 25 <sup>th</sup> April 2025, doth hereby appoint the following Committee until the first meeting of the Court in April, 2026.
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## CORPORATE SERVICES COMMITTEE

- 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

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

- Membership 2025/26**

### ALDERMEN

- 7 Sir Charles Edward Beck Bowman
- 1 Prof. Michael Raymond Mainelli

### COMMONERS

- 1 (1) Stephen Hodgson *for one year*
- 4 (4) Florence Keelson-Anfu
- 17 (4) Charles Edward Lord OBE JP
- 4 (4) Alastair Michael Moss, Deputy
- 3 (3) Anthony David Fitzpatrick
- 4 (3) Gregory Alfred Lawrence
- 1 (1) David Sales *for two years*
- 4 (3) Mandeep Thandi
- 11 (3) Philip Woodhouse
- 6 (2) Henry Nicholas Almroth Colthurst, Deputy
- 1 (1) Simon Burrows
- 8 (1) Christopher Michael Hayward, Deputy
- 1 (1) Steve Goodman OBE
- 1 (1) Sandra Jenner
- 5 (1) James Richard Tumbridge

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

- 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.

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## **CORPORATE SERVICES COMMITTEE** **Wednesday, 12 February 2025**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Wednesday, 12 February 2025 at 1.45 pm

### **Present**

#### **Members:**

Deputy Alastair Moss (Chair)  
Florence Keelson-Anfu (Deputy Chair)  
Deputy Randall Anderson  
Deputy Keith Bottomley  
Alderman Sir Charles Bowman  
Anthony David Fitzpatrick  
Steve Goodman  
Deputy Christopher Hayward  
Alderswoman Dame Susan Langley  
Catherine McGuinness  
Timothy James McNally  
Benjamin Murphy  
Mandeep Thandi  
Philip Woodhouse

#### **Officers:**

Ian Thomas	- Town Clerk & Chief Executive
Greg Moore	- Deputy Town Clerk
Alison Littlewood	- Executive Director of Human Resources & Chief People Officer
Caroline Al-Beyerty	- Chamberlain
Michael Cogher	- Comptroller & City Solicitor
Dionne Corradine	- Chief Strategy Officer
Katie Stewart	- Executive Director, Environment
Polly Dunn	- Assistant Town Clerk
Oliver Sanandres	- Director and Head of Profession (Health and Safety)
Caroline Reeve	- Head of People – City Bridge Foundation
Nick Senior	- Comptroller & City Solicitor's Department
Kaye Saxton-Lea	- Human Resources Department
Cindy Vallance	- Human Resources Department
Mike Hill	- Town Clerk's Department
Sarah Scherer	- Town Clerk's Department
John Cater	- Committee Clerk

### **1. APOLOGIES**

In advance of the meeting, formal apologies for absence were received from Deputy Henry Colthurst, Gregory Lawrence, and Edward Lord.

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 draft public minutes and non-public summary of the meeting held on Wednesday, 8<sup>th</sup> January 2025 be approved as an accurate record.

4. **SENIOR REMUNERATION SUB-COMMITTEE DRAFT PUBLIC MINUTES**

**RESOLVED** – that the draft public minutes and non-public summary of the meeting held on Wednesday, 27<sup>th</sup> November 2025 be noted.

5. **2025/26 PAY POLICY STATEMENT**

The Committee considered a Report of the Executive Director of Human Resources & Chief People Officer concerning the City of London Corporation's draft Pay Policy Statement for 2025/26.

**RESOLVED** – that the Committee reviewed and agreed the Pay Policy Statement for 2025/26 and recommended it be submitted to the Policy and Resources Committee for its meeting on Thursday, 13<sup>th</sup> February 2025, for agreement and final onward submission to the Court of Common Council for consideration on Thursday, 6<sup>th</sup> March 2025.

6. **DRAFT HIGH-LEVEL BUSINESS PLAN 2025/26 – COMPTROLLER & CITY SOLICITORS DEPARTMENT.**

The Committee considered a Report of the Comptroller & City Solicitor concerning the Comptroller & City Solicitor's Department's draft High-Level Business Plan for 2025/26.

In response to a query, the Comptroller & City Solicitor remarked that establishing a more modular layout for the department's workspace, with some additional meeting rooms would be beneficial.

The Comptroller remarked that it was occasionally challenging to provide in-house specialised legal advice, and the department would secure external resource if necessary; this was in line with common practice elsewhere. The 13% rate currently employed by the Corporation who were agency staff was common amongst peer organisations – this offered useful flexibility for the Corporation to meet changing demand.

The apprenticeship programme in the department was something that the Comptroller and his colleagues were keen to retain. The rate of two legal apprentices was a reasonable number given the smaller scale of the team when compared to other departments across the organisation.

**RESOLVED** – that the Committee:

- Noted the factors taken into consideration in compiling the C&CS Business Plan
- Approved the departmental Business Plan 2025/26 at Appendix 1.

**7. DRAFT HIGH-LEVEL BUSINESS PLAN 2025/26 – HUMAN RESOURCES DEPARTMENT**

The Committee considered a Report of the Executive Director of Human Resources & Chief People Officer concerning the Human Resources Department's draft High-Level Business Plan for 2025/26.

The Executive Director of Human Resources & Chief People Officer agreed with Members that the plans for culture change at the Corporation, highlighted over the past eighteen months, would require a whole system approach with buy in from officers and Members alike; the HR department would provide a key enabling role in these changes. A Key focus for the organisation would be how it supported leaders and monitored progress in this area.

The Chair reiterated that Ambition 25 was not about a reduction in headcount.

In response to a Member request, officers would examine options around introducing employee lifecycle surveys (including exit interviews).

Whilst acknowledging the significantly improved results in the most recent Staff Survey, the Town Clerk emphasised that the organisation remained active in working to improve on areas of weakness and would continue to engage with colleagues. Additionally, it was confirmed that it was likelier that pulse surveys would be undertaken this year with the next full Staff Survey due in 2026.

**RESOLVED** – that the Committee:

- Noted the factors taken into consideration in compiling the People & HR Business Plan; and
- Approved the departmental Business Plan 2025/26

**8. DRAFT HIGH-LEVEL BUSINESS PLAN 2025/26 – TOWN CLERK'S DEPARTMENT**

The Committee considered a Report of the Deputy Town Clerk concerning the Town Clerk's Department's draft High-Level Business Plan for 2025/26, applying specifically to the enabling functions led by the Deputy Town Clerk.

Responding to a query, the Deputy Town Clerk acknowledged that whilst the turnaround for draft Committee meeting minutes could be improved, capacity in the Governance and Member Services team had been stretched over the past year with a significant number of additional meetings added to the diary for the team to manage.

A Member asked that future iterations of the Report included more specific targets for the performance measures outlined in the paper.

**RESOLVED** – that the Committee:

- Noted the factors taken into consideration in compiling the Town Clerk's Departmental Business Plan, acknowledging that these teams provide both enabling and statutory functions which are scrutinised by different Committee and:
- Approved subject to the incorporation of any changes sought by the relevant Committee, the departmental Business Plan 2025/26.

9. **HEALTH AND SAFETY UPDATE**

The Committee received a Report of the Deputy Town Clerk providing a corporate wide health and safety update.

In response to a query, officers confirmed that the current projection was to achieve 100% progress against the Quadriga findings by the end of April 2025; the outstanding areas were contract management (City Surveyor's Department) and Occupational Health (HR)

The Chamberlain confirmed that it was currently anticipated that any rectifying measures would be resourced from within departments' local risk budgets, in the event that something exceptional arose, it would, with Member approval, be covered by central resources.

Officers confirmed that incidents where Corporation staff may have been verbally abused, regardless of perceived severity, were being tracked and were included in the reporting. Fortunately, no serious events of physical assault had been recorded during this reporting period.

Officers were undertaking a lot of work, including carrying out roadshows, to establish a register of responsibility i.e. a clear document explaining to employees what they were being held accountable for.

Officers commented that the 365 platform was proving very helpful, in terms of cost avoidance, when demonstrating to the Corporation's insurance partners robust evidence that the organisation was mitigating risks. A workshop would be held later in the week to further explore this area.

It was confirmed that incidents involving the wholesale markets were captured under the City Surveyor's reporting line.

**RESOLVED** – that the Committee noted the Report.

10. **COMMITTEE'S FORWARD PLAN**

The Committee received a Report of the Executive Director of Human Resources & Chief People Officer concerning Committee's forward workplan.

**RESOLVED** – that the Committee noted the Report.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
12. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**  
Remarking that this was the last public meeting of the Committee in the 2025/26 civic year, the Chair thanked Members for their contributions over the past twelve months  
.
13. **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.
14. **NON-PUBLIC MINUTES**  
**RESOLVED** - The non-public minutes of the meeting held on Wednesday, 8<sup>th</sup> January 2025 were approved.
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no non-public questions.
16. **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 non-public business.
17. **CONFIDENTIAL MINUTES**  
**RESOLVED** - The confidential minutes of the meeting held on Wednesday, 8<sup>th</sup> January 2025 were approved.
18. **SENIOR REMUNERATION SUB-COMMITTEE DRAFT CONFIDENTIAL MINUTES**  
**RESOLVED** - that the draft confidential minutes of the meeting held on Wednesday, 27<sup>th</sup> November 2025 be noted.
19. **PROPOSAL FOR DEVELOPMENT OF A CITY BUSINESS INVESTMENT UNIT**  
The Committee considered a Report of the Executive Director, Environment.
20. **CITY BRIDGE FOUNDATION - FUTURE FUNDING POLICY RESOURCE PROPOSAL**  
The Committee considered a Report of the Managing Director (Acting) of the City Bridge Foundation.
21. **MEMBER-LED RECRUITMENT – CHIEF EXECUTIVE OFFICER, BARBICAN CENTRE**  
The Committee considered a Report of the Executive Director of Human Resources & Chief People Officer.

**22. ENVIRONMENT DEPARTMENT – STAFFING ARRANGEMENTS**

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

**The meeting ended at 3.40 pm**

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Chairman

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

## City of London Corporation Committee Report

<b>Committee(s)</b>	<b>Dated:</b>
Corporate Services Committee	7 May 2025
<b>Subject:</b> Appointments to Committees	<b>Public Report</b> For Decision
<b>This proposal:</b> • provides business enabling functions	
<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>	The Town Clerk
<b>Report author:</b>	John Cater, Governance and Member Services Manager

### Summary

The purpose of this Report is to appoint the Corporate Services Committee's Sub-Committees for the 2025/26 civic year, approve their Compositions and Terms of Reference, and appoint representatives to two other City Corporation Committees.

### 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, 29<sup>th</sup> April 2025.
2. The Committee is also required to review the frequency of its meetings on an annual basis. The Committee approved in May 2024 that it should meet no less than eight times a year, and it is proposed that this arrangement continues.
3. To approve the Terms of Reference and Composition for both the **Joint Consultative Committee (JCC)** and the **Senior Remuneration Sub-Committee**
4. To appoint to the **Joint Consultative Committee (JCC)**:
  - a. The Chairman of the Corporate Services Committee (who will also serve as Chair of the JCC)
  - b. The Deputy Chairman of the Corporate Services Committee (who will also serve as the Deputy Chair of the JCC)
  - c. The Finance Committee representative to the Corporate Services Committee
  - d. Four other Corporate Services Committee members

5. To appoint to the **Senior Remuneration Sub-Committee**:
  - a. The Chair of the Corporate Services Committee (who will also serve as the Chair of the Senior Remuneration Sub-Committee)
  - b. The Deputy Chair of the Corporate Services Committee
  - c. The Finance Committee representative to the Corporate Services Committee
  - d. Four other Corporate Services Committee members

Note that the following appointments will be made to the Senior Remuneration Sub-Committee from other Corporation Committees:

- e. The Chairman of the Policy & Resources Committee (who will also serve as the Deputy Chairman of the Sub-Committee)
  - f. A Deputy Chair of the Policy & Resources Committee
  - g. The Chairman of the Finance Committee
  - h. The Chairman of the General Purposes Committee of Aldermen
6. To appoint to the **Equality, Diversity & Inclusion (Policy & Resources) Sub Committee**:
  - a. The Chairman of the Corporate Services Committee **or** their nominee
  - b. Any two other members of the Corporate Services Committee
7. To appoint to the **Member Development and Standards (Policy & Resources) 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	2024-25 Corporate Services Committee appointee
1	Chairman of the Corporate Services Committee	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	Anthony Fitzpatrick
5	Any Corporate Services Committee member	Gregory Lawrence



6	Any Corporate Services Committee member	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	Steve Goodman
4	Any Corporate Services Committee member	Gregory Lawrence
5	Any Corporate Services Committee member	Edward Lord
6	Any Corporate Services Committee member	Ben Murphy
7	Any Corporate Services Committee member	Philip Woodhouse

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	Gregory Lawrence
3	Any Corporate Services Committee member	Edward Lord

5. Member Development and Standards Sub-Committee

Seat	Position	2023-24 Corporate Services Committee appointees
1	Any Corporate Services Committee member	Edward Lord
2	Any Corporate Services Committee member	Philip Woodhouse

4. To allow for coordination of ballots, members of the Corporate Services Committee are encouraged to submit expressions of interest ahead of the 7 May 2025 meeting

of the committee.

5. Where the number of nominees to a Sub-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.

### **Conclusion**

6. Members are asked to consider the various appointments made by the Corporate Services Committee.

### **Appendices**

**Appendix 1** – Terms of Reference of the Joint Consultative Sub-Committee.

**Appendix 2** – Terms of Reference of the Senior Remuneration Sub-Committee.

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

## **JOINT CONSULTATIVE COMMITTEE – TERMS OF REFERENCE**

### **1. Membership**

The Corporate Services Committee is the Grand Committee responsible for the Joint Consultative Committee (JCC). The JCC is a Committee constructed by the Court of Common Council to provide a facility for the Corporation as Employer and the representatives of Trade Unions formally recognised by the Corporation to meet for collective negotiation and consultation.

The Committee is made up of seven Corporation Members and eight Union representatives.

The Chairman of the Corporate Services Committee, or in their absence, the Deputy Chairman, also serves as the Chairman of the JCC. The Deputy Chairman of the Corporate Services Committee also serves as Deputy Chairman of the JCC.

In addition to the Chairman and Deputy Chairman of the Corporate Services Committee, the Corporate Services Committee appoints four representatives to the Joint Consultative Committee. The final Corporation representative is the Finance Committee's representative to the Corporate Services Committee.

The Corporation officially recognises two Unions, Unite and GMB. Each Union is permitted to have four representatives attend each meeting, although these representatives may vary according to the business to be discussed at the meeting.

### **2. Quorum**

The quorum for the JCC is two representatives of the Corporate Services Committee and one representative from each of the Trade Unions

### **3. Scope**

The JCC shall concern itself with matters 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; Matters pertaining to Corporation employees of Grade H and above have separate governance arrangements.

### **4. Objectives**

The JCC is required to provide effective communication and consultation (both formal and informal) between representatives of the staff and the Corporation as Employer, with the following objectives:

- encouraging the Corporation and staff to contribute to discharging the Corporation's Local Government and other responsibilities within defined and agreed negotiating procedures;
- promoting harmonious staff relations;
- avoiding or resolving employment related issues;
- reaching agreement on changes to staff pay and conditions;

- establishing good employment policies and practices and fair treatment of staff and ensuring their implementation; and
- promoting the efficiency, effectiveness and flexibility of the staff of the Corporation to provide high quality service.

## 5. **Terms of Reference**

The functions of the JCC shall be to provide, on behalf of the Corporate Services Committee, a facility for consultation and negotiation between the Corporation and staff. Agreements, duly signed, will constitute and be contained within the Staff Handbook and be legally enforceable except where otherwise agreed.

The JCC shall be responsible for:-

- issues of a collective nature relating to all remuneration and conditions of service;
- issues of concern arising from proposals to change working practices;
- issues arising from organisational changes;
- the introduction of proposed new or revised employment policies;
- issues relating to equal opportunities;
- issues relating to staff training and development;
- issues relating to general occupational health and safety matters; and
- disputes that have not been resolved through the "Collective Disputes Procedure. The JCC shall not consider issues which fall within the scope of the other procedures or bodies unless it is to the advantage of both the Corporation and the recognised Trade Unions to do so. These include disciplinary issues, capability issues, grievances, harassment issues.

## **Senior Remuneration Committee – Terms of Reference**

The Corporate Services Committee is the Grand Committee responsible for the Senior Remuneration Sub-Committee.

The composition of the Sub-Committee is made up of

- Chair of the Corporate Services Committee (Chair)
- Chair of the Policy and Resources Committee (Deputy Chair)
- Deputy Chair of the Corporate Services Committee
- A Deputy Chair of the Policy and Resources Committee
- Chairman of the Finance Committee
- Chairman of the General Purposes Committee of Aldermen
- Up to four additional members of the Corporate Services Committee

The Sub-Committee is responsible for exercising the powers of the Corporate Services Committee in the following paragraphs of the Grand Committee's terms of reference:-

- (a) The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include:-

..... remuneration of Senior Officers;

- (f)(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;
- (g) To increase Judges' salaries if they follow the recommendations of the Top Review Board and are approved by the Lord Chancellor.

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## City of London Corporation Committee Report

<b>Committee(s):</b> Finance Committee – For Information Corporate Services Committee – For Information Digital Services Committee – For Information	<b>Dated:</b> 29 April 2025 7 May 2025 15 May 2025
<b>Subject:</b> Quarterly Programme Sapphire (ERP) Update Report – Q4 2024/25	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides statutory duties</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	Providing Excellent Services
<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>	Caroline Al-Beyerty, Chamberlain
<b>Report author:</b>	Simon Gray, Chamberlain’s Department

### Summary

The Programme has made good progress and is tracking to both plan and budget. The first go live milestone (the Learning Management System) has been achieved and the remaining Wave 1 deliverable are progressing well.

The scale and complexity of the programme requires additional risk mitigation for Wave 2 (HR & Payroll) and Wave 3 (Finance). There has been no change in the plan and the focus is on taking proactive steps to mitigate any delivery risks. All risks are being managed at Programme Board level.

The principle of “Adopt not Adapt” is being maintained and there have been minimal changes proposed. A quality assurance partner (SAP) has been appointed to provide additional confidence and help drive the transformation work.

### Recommendation(s)

Members are asked to:

- Note the report.

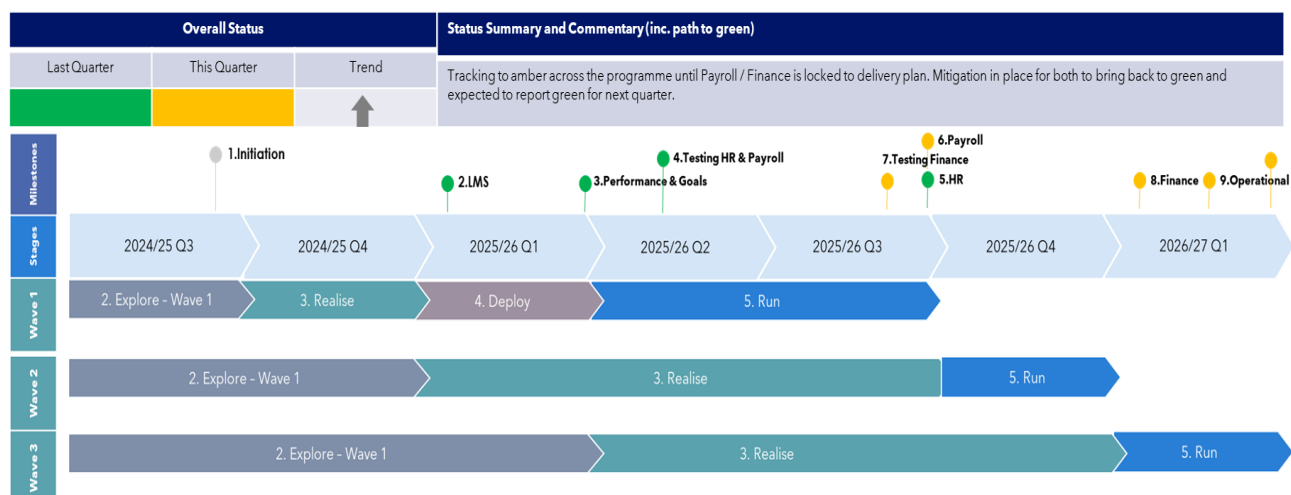
## Main Report

### Background

1. The Programme Sapphire - Enterprise Resource Planning (ERP) Programme is the 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.
2. The new ERP Solution will modernise the technology we rely upon to deliver back-office services aligning our services with organisational excellence.
3. A vital component of the new ERP Solution is that it will support the City of London Corporation's culture change. It will promote and enable self-service for all employees to access their information, provide access to real-time information and enable informed business decisions.
4. The change workstream will be key to driving the success of the programme over and above the technology, this is driven by the 'adopt not adapt' principle.
5. The Programme is delivering in 3 waves (see Appendix 3 for further details):

<b>Wave 1</b>	Leaning Management System (April 2025) Performance & Goals (May 2025) Recruitment (June 2025)	Q1 2025/26
<b>Wave 2</b>	Core HR & Payroll	Q3 2025/26
<b>Wave 3</b>	Finance & Budget Management / Forecasting	Q1 2026/27

### Current Position



6. Significant progress has been made in strengthening the Programme Team through a combination of internal appointments and external recruitment. Across the programme no critical roles are currently outstanding. The high-level structure



can be viewed in Appendix 1. Additional recruitment will be linked to the programme phases.

7. The overall budget forecast is unchanged at £19m with no use of Costed Risk Provision (£8.6m). Appendix 4 provides a breakdown of the budget. Variances in actual vs forecast is related to actual spend being slower due to:
  - Spend with System Integrator being weighted towards end of programme linked to milestones / outcomes vs original forecast which was based on expected burn rate.
  - Programme Team ramp-aligned to phased delivery plan / controls on backfill budget.
8. Progress against the plan is currently logged as Amber with the following status updates:

### Wave 1 Update

9. Progress is Green with the programme on track / delivering against the plan:

Module	Progress Update																												
Leaning Management System (April 2025)	<ul style="list-style-type: none"><li>The Learning Management module had a soft go-live on 01/04 to a limited number of users and is now available to all users from the 07/04</li><li>A train-the-trainer approach was used for the Learning team, with end user training being supported by quick guides / videos</li><li>A full User Acceptance Testing (UAT) was completed for the product prior to go live and all issues either resolved or a mitigation in place as shown below in readiness for cut-over.</li><li>Delivery was achieved to plan and cost.<table><tr><th>Metric</th><th>Phase 1</th><th>Phase 2</th><th>Total</th></tr><tr><td>Total Tasks Tested</td><td>420</td><td>312</td><td>732</td></tr><tr><td>Issues Reported</td><td>29</td><td>22</td><td>51</td></tr><tr><td>Issues Resolved</td><td>24</td><td>18</td><td>42</td></tr><tr><td>Known Issues (Still Open – SAP Aware)</td><td>5</td><td>4</td><td>9</td></tr><tr><td>Success Rate (Tasks with no issues)</td><td>93.10%</td><td>92.90%</td><td>93.00%</td></tr><tr><td>Issue Resolution Rate (Resolved)</td><td>82.80%</td><td>81.80%</td><td>82.40%</td></tr></table></li></ul>	Metric	Phase 1	Phase 2	Total	Total Tasks Tested	420	312	732	Issues Reported	29	22	51	Issues Resolved	24	18	42	Known Issues (Still Open – SAP Aware)	5	4	9	Success Rate (Tasks with no issues)	93.10%	92.90%	93.00%	Issue Resolution Rate (Resolved)	82.80%	81.80%	82.40%
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Performance & Goals (May 2025)	<ul style="list-style-type: none"><li>Completed System Integration Testing and UAT will be completed in April in preparation for planned go live on the 19<sup>th</sup> of May.</li><li>A train-the-trainer approach will be used for the Performance Team, with end user training being supported by quick guides / videos but being intuitive in nature.</li><li>Delivery is forecast as on time and budget.</li></ul>																												
Recruitment (June 2025)	<ul style="list-style-type: none"><li>Recruitment will progress through System Integration Testing, User Acceptance Testing in preparation for planned go-live in June. Existing recruitment will complete in the existing system meaning the solution will work in parallel to ensure current campaigns are not disrupted. Delivery is on time and budget.</li></ul>																												

	<ul style="list-style-type: none"> <li>Recruitment will have a more extensive training support given the relative complexity and need to embed process changes – supported by guides and videos</li> </ul>
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10. The Digital workstream had a strong quarter supporting the data migration of the Learning Management solution and resolving issues with single sign-on across the institutions. This was welcomed by staff compared to the multi-factor authentication process required by the existing HR solution and was part of a wider Digital Services Team initiative to make life simpler for colleagues across the Corporation.

11. The Change Management work stream has supported the creation of the Change Champions with Future Ambition 18 with over 50 volunteers identified across the organisation.

12. The benefits tracking is in place to track Wave 1 deliverables following and will be further expanded in Wave 2 & 3.

## Wave 2 Update

13. Progress is Amber (see table below). The plan remains on track, there are risks to delivery being tracked with mitigating work in progress to return to Green. The overall programme status is Green but the following actions are being tracked which has resulted in an amber status:

Module	Progress Update
HR Service Desk (December 2025)	<ul style="list-style-type: none"> <li>SAP have decided to sunset their existing product (in 5 years' time) and the Corporation will need to evaluate the alternative product to ensure compliance with requirements.</li> <li>This issue has been escalated to SAP at the latest executive meeting by the SRO.</li> </ul>
Employee Health & Safety (April 2026)	<ul style="list-style-type: none"> <li>The workshops are underway in March / April and need to evidence the product meets UK requirements. This is a Wave 3 deliverable.</li> <li>This issue has been escalated to SAP at the latest executive meeting by the SRO</li> </ul>
Payroll (December 2025)	<ul style="list-style-type: none"> <li>The plan is being evaluation to ensure that December 2025 is achievable with contingency plans in the event of delays during the parallel run process.</li> <li>This issue has been escalated to HCL to resolve and mitigation is in place and a draft plan to return to green</li> </ul>

14. The Corporation leads are now focused on data collection/ cleansing in preparation for the first data migration wave. Workshops are due to complete in April in readiness for first wave migrations in July 2025.

15. The level of change management / stakeholder management needs to increase significantly with a focus on driving the transformation from the service delivery teams (Finance / HR / DITS).

### **Wave 3 Update**

16. Progress against the overall plan is currently logged as Amber with the following status updates:
- The explore phase was planned to complete by the 31<sup>st</sup> of March but key decisions over the enterprise structure, chart of accounts and hierarchy were outstanding. This risk was escalated to the Chamberlain and Financial Services Director on 25/02/25. Measures to address this issue include onboarding an Assurance Partner and implementing additional scrutiny and sign-off procedures by the Financial Services Director. Additional support was also offered by SAP was also provided to resolve the issue and a recommendation was made to Programme Board on the 24/03/25 which enabled design work to progress and build work on the HR workstream.
  - Resource gaps from the system integration partner (HCL) were escalated on the 07/02/25 on the HCL governance call by the SRO and Financial Services Director and by Board on the 25/02/25
  - HCL director committed to provide the resource on the 28/02/25 to the SRO
  - Resource provision will continue to be flagged on the monthly review calls with the SRO
  - The workstream is currently being re-planned and the expectation is still to deliver for 1<sup>st</sup> April 2026 once the replan is complete.
  - The level of change management / stakeholder management needs to increase significantly with a focus on driving the transformation from the service delivery teams (Finance / DITS).

### **Procurement Update**

17. The Corporation completed a procurement using the G-Cloud framework and appointed EPI-USE as the data migration for SuccessFactors (HR & Payroll) to December 2025. They will bring specific resource and tools to de-risk the Wave 2 delivery plan.
18. Concur, which is the expenses module of SAP, was confirmed in March 2025. This was part of the original procurement scope, but the service / software was not contracted until the programme was ready to commence delivery. The delivery of Concur is direct with SAP rather than the other elements which sit with HCL.
19. The SAP “Preferred Success” services will be used to provide quality assurance on the design of the solution and also to maximise the transformation capabilities of the product with the expansion of new features.

## **Look ahead – Quarter 2 2025/26**

20. The build for Wave 2 (HR and Payroll) to be completed and commencement of System Integration Testing (this will include 3 playback sessions to validate the solution during build and the delivery of data migration to support the testing waves).
21. Explore phase to be completed and build and playback sessions to be delivered (but not completed).
22. Change champions network to be established and training needs analysis (TNA) to support the Wave 2 & 3 delivery plans – See Appendix 2.

## **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** – Digital Services Committee, Finance Committee and Court of Common Council 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.

**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**

23. The programme is tracking to plan on deliverables and budget and no use of costed risk. The key principle of adopt not adapt is being adhered to with minimal change. Risk and issues will continue to be monitored / reported with the focus on robust planning for Wave 2 & 3. The levels of change management / stakeholder engagement need to ramp up to support the transformation journey over the next quarter and will be reported on at the next stage report.

## **Appendices**

- Appendix 1 – High Level Structure Chart
- Appendix 2 – Comms and Engagement Roadmap
- Appendix 3 – Project Plan on the page
- Appendix 4 – Budget Update (Non-Public)

**Simon Gray**

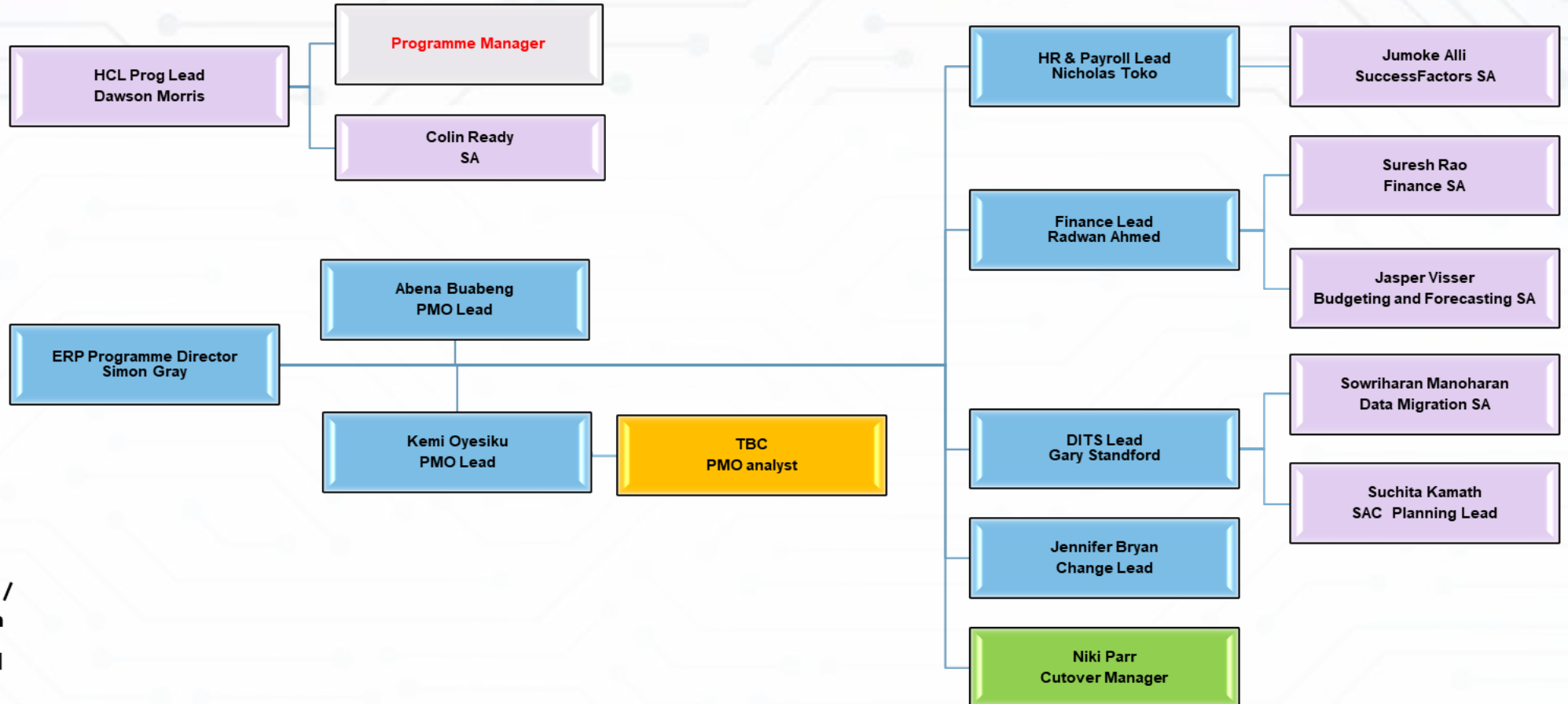
Programme Director, Chamberlain's Department

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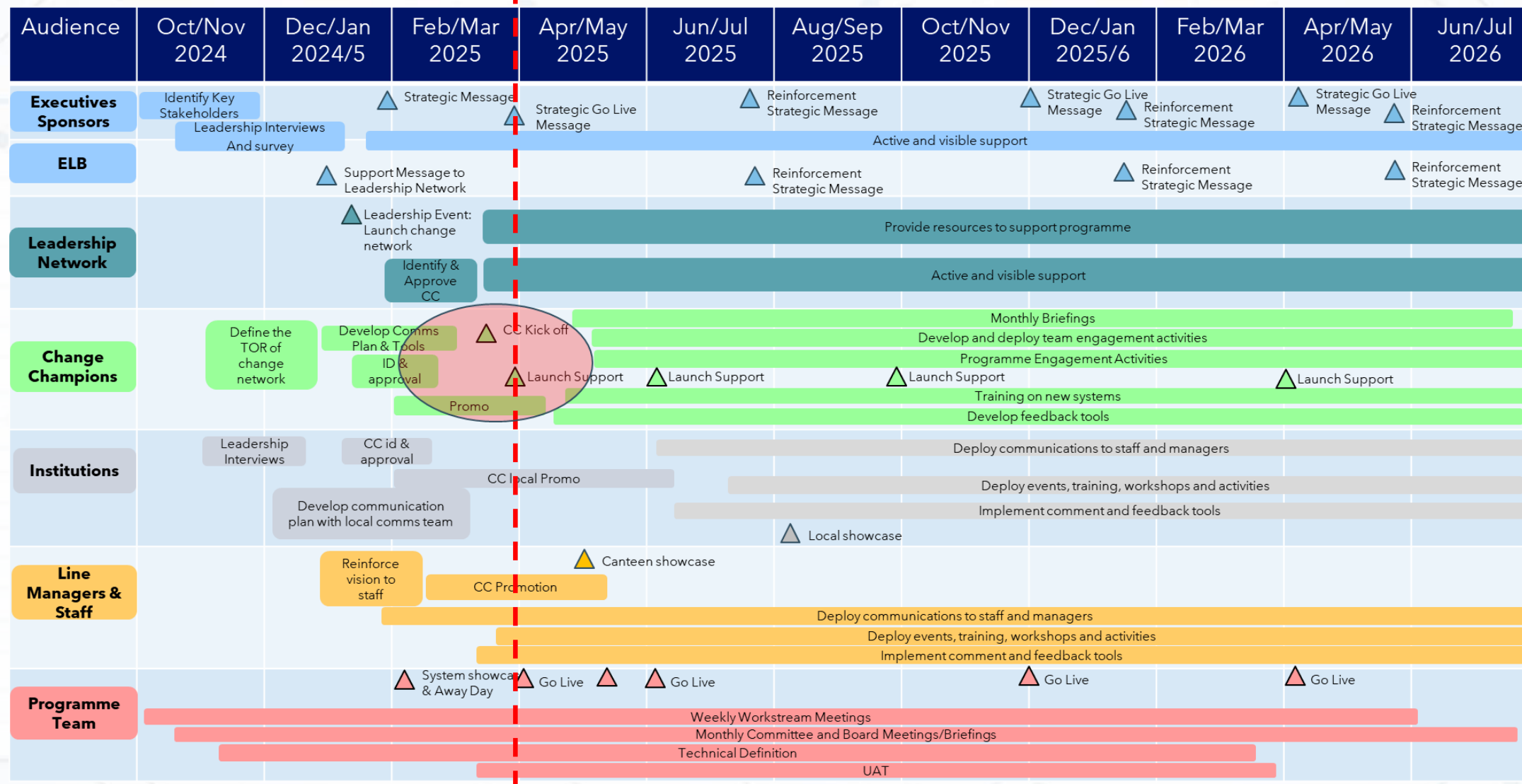
# Appendix 1 – High Level Structure Chart



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# Appendix 2 – Comms and Engagement Roadmap



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# Appendix 3 – Plan on a Page

## Progress Status Vs Plan – As Per Week – 31.03.2025

*\*EC & ECP Plan subject to change as per CoL's decision on PPR proposal submitted.*  
*\*\* S/4 Finance plan subject to changed as per CoL's decision on revised plan submitted.*

## Wave Plan

#	Target Milestones #Wave 1	Key Dates
1	Wave# 1 – LMS (MVP) Planned Go –Live	01.04.2025
2	Wave# 1 –PM/GM (MVP) Planned Go-Live	19.05.2025
3	Wave# 1 –RCM, RMK (MVP) Planned Go-Live	01.06.2025



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## City of London Corporation Committee Report

<b>Committee(s):</b> Corporate Services Committee – For Information Policy & Resources Committee – For Information	<b>Dated:</b> 7 <sup>th</sup> May 2025 8 <sup>th</sup> May 2025
<b>Subject:</b> Grenfell report, Phase 2 overview	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul>	<b>Diverse Engaged Communities</b> <b>Leading Sustainable Environment</b> <b>Vibrant Thriving Destination</b> <b>Providing Excellent Services</b> <b>Flourishing Public Spaces</b>
<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, Deputy Town Clerk
<b>Report author:</b>	Oli Sanandres, Director of Health & Safety Richard Woolford, Strategic Security Director & Counter Terrorism Advisor

### Summary

This paper provides 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. It is not yet possible to quantify fully what additional resources (financial or otherwise) may be required in respect of addressing the recommendations of this report, however work is currently being undertaken that will allow the affected departments to complete an assessment and provide a precise estimation of the necessary resources, these will be allocated towards enhancing capability of people, upgrading key systems and maintaining the building infrastructure.

The Corporate Safety and Resilience Teams within the Town Clerk's Department have conducted a detailed assessment of the report's recommendations with direct relevance to Local Government and to the City of London Corporation. Each recommendation has been evaluated not only from a City of London perspective but also through a Pan-London Regional lens, ensuring alignment with collective efforts across London. To support this regional approach, the recommendations have been assigned to specific Resilience Boards or Professional Networks to consult, deliberate, and propose actionable steps.

The Grenfell Tower disaster shows that the principle of subsidiarity, which lies at the heart of the arrangements for responding to civil emergencies, is both its strength and its weakness. In general, the local authority, in conjunction with the emergency services, is usually best placed as a result of existing structures, familiarity with local conditions, and knowledge of the communities affected, to respond effectively to an emergency, particularly one that is confined to a relatively small area. Even in cases where a larger area is involved, such as widespread flooding, the local authority is likely to be best placed to organise both the immediate response and the subsequent recovery. However, its effectiveness depends on four things:

- I. The existence of an emergency plan that has been well thought out, is well understood by those who have to implement it and has been practised with sufficient frequency and rigour to ensure that it can be put into operation without undue delay.
- II. Sufficient human and financial resources to enable the plan to be implemented.
- III. A chief executive with the necessary skills and strength of character to take control of the situation with the support of senior officers who are capable of taking responsibility for different aspects of the plan's implementation.
- IV. An understanding within the organisation of the importance of resilience and a commitment to achieving it.

Additionally, the Corporate Health and Safety Team has reviewed the report and identified areas where inadequate management practices or implementation gaps with existing fire safety legislation and guidance contributing to increased risks. Based on this review, the team has outlined recommendations to strengthen the Corporation's approach to managing risks in both residential and non-residential properties.

The paper outlines these initial assessments and proposed actions to ensure more effective safety management, compliance, and alignment with regional efforts.

As the outcomes of the Grenfell report span both resilience and corporate health and safety, this report is presented for information to the Policy & Resources Committee (which holds responsibility for the former area) and the Corporate Services Committee (which holds responsibility for the latter).

## Recommendation(s)

Members are asked to: Note the report.

### Main Report

#### Background

1. The Grenfell Tower Inquiry was established following the devastating fire at Grenfell Tower in June 2017, which claimed 72 lives. The inquiry was divided into two phases:
  - Phase 1 focused on the events of the night of the fire, examining how the fire started, its rapid spread, the emergency response, and the impact on residents. The Phase 1 report, published in October 2019, identified key failings, particularly around the building's cladding system and the fire safety measures in place.
  - Phase 2 investigated the broader context, including the decisions, policies, and actions of those responsible for the design, construction, and refurbishment of Grenfell Tower, as well as the adequacy of the building safety regulations and their enforcement. It also examined the role of central and local government in managing fire safety and responding to events.
2. The publication of the Phase 2 report represents the culmination of years of in-depth investigation, testimony from hundreds of witnesses, and the analysis of extensive evidence. It highlights systemic failings in building safety and governance, providing recommendations to improve fire safety management and prevent similar tragedies in the future.

#### Current Position

3. We have broken down our review of the findings into two parts: Fire Safety Management and Response Management reviews. These are outlined in the tables below. The Department of Community and Children's Service (DCCS) exhibits a notable risk profile in this area and has been involved closely with the preparation of this report. The recommendations highlight specific areas for improvement.

#### 4. Fire Safety Management

<b>Recommendation Reference 31.54</b>
Key Theme - Reporting to the Board
Area - Governance
City of London Corporation Owner – All Departments & Institutions
<i>Recommendation and Paragraph in Grenfell report</i>
<i>31.54 'although there was a satisfactory system in place for reporting through senior management to the board and the scrutiny committee, it failed to operate</i>

*effectively because of an entrenched reluctance on the part of individuals to inform the board and RBKC's scrutiny committees of matters that affected fire safety.'*

**Analysis:**

**It is critical to safety that there is an open culture to enable appropriate escalation of fire safety issues to ensure the Corporations ability to exercise effective oversight of performance under the Fire Safety Order and other fire legislation.**

**Local issues or gaps** – The new Health & Safety Management Framework and Risk Management Framework supports to develop this culture. However, it is incumbent on all Chief Officers to understand the risks to their operations posed by fire and ensure this cultural change is driven through their ownership of this key risk area. Those in governance roles should ask good questions to understand if these processes are effectively working.

**Recommendation Reference 32.17**

Key Theme – Absence of fire safety as a key performance indicator

Area – Monitoring

City of London Corporation Owner – All Departments & Institutions

*Recommendation and Paragraph in Grenfell report*

*32.17 Although the key performance indicators evolved over the years, none related to fire safety or fire safety management, fire risk assessments, or performance by the TMO of its duties under the Fire Safety Order.*

**Analysis:**

**Corporate KPI's for fire safety should be defined, monitored and reported by every department to the Strategic Health & Safety Board and in departmental health and safety meetings.**

**Local issues or gaps** – No KPI's have been set. Corporate H&S to define and shape these. A review is currently in progress to identify broader H&S KPIs, of which fire will be a part of. An obstacle for this is the lack of any Corporate wide, consistently used system to be able to record and manage KPI tracking & reporting. In Department of Community & Children's Services (DCCS) the system is not sufficiently robust and are currently relying on a manual system. This is being reviewed.



<b>Recommendation Reference 35.12</b>
Key Theme - The competent person
Area - Resources
City of London Corporation Owner - All Departments & Institutions
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>35.12 Article 18(1) of the Fire Safety Order requires the responsible person to appoint one or more competent persons to assist him in undertaking the preventive and protective measures. In particular, article 18(3) obliges the responsible person to ensure that the number of competent persons appointed, the time available for them to fulfil their functions and the means at their disposal are adequate having regard to the size of the premises, the risks to which relevant persons are exposed and the distribution of those risks throughout the premises.</i></p> <p><b>Analysis: Chief Officers must ensure they have sufficient suitably trained competent persons, to effectively manage their fire safety risks. As fire risk assessments are the responsibility of the occupying department, this will impact on all areas of the Corporation.</b></p>
<p><b>Local issues or gaps</b> – Some higher complexity departments lack individuals with fire safety competence. At a corporate level, there is a strong dependence on the Fire Safety Advisor within the central team, currently the only competent person available. In DCCS there are plans to recruit a permanent health and safety team which will include a designated fire safety resource and a building safety manager.</p>

<b>Recommendation Reference 39.31/61/66/67</b>
Key Theme - Response to fire risk assessments
Area - Monitoring and governance
City of London Corporation Owner - All Departments & Institutions
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>39.31 The effect of that amendment was that whereas previously the TMO had been required to complete the work within the prescribed periods, it was now required only to have started it within that period. No date for completion was prescribed.</i></p> <p><i>39.33 The main problem created by the change was that it meant that in theory a responsible person could allow remedial measures to remain incomplete indefinitely, provided they had been started within the required time.</i></p> <p><b>Analysis: Recommendations from fire risk assessments must be monitored and reported based on their completion only, and not if the work has started or is planned.</b></p> <p><i>39.61 The TMO's fire safety strategy made specific provision for instances where it was not possible to complete remedial work within the required time. Paragraph 14.4.2 provided that if high-priority work could not be completed within the time indicated, interim measures would be implemented to reduce the risk in the short term. That was a sound attempt, in theory at least, to render the risk as low as</i></p>

*reasonably practicable, but the TMO failed to create suitable plans to ensure that necessary interim measures were identified, documented or completed.*

**Analysis: Recommendations from fire risk assessments should be completed within the recommended timescales, and where not possible, records maintained to confirm that mitigation has been implemented until the works are completed.**

*39.66 It appears that the TMO executive team never reported to the board on the need for remedial work or the extent of the delay in carrying it out. That is consistent with its failure to report to the board other matters of importance to fire safety. As a result, the board lacked the information it needed to perform its function. It did not know whether the TMO was complying with its statutory duties and did not have the information it needed to make decisions that might enable its management to eradicate the arrears of remedial work.*

*39.67 The TMO's executive team itself does not appear to have been regularly and reliably provided with information about the arrears of remedial work, which, as was plain from the content of the minutes, was a chronic problem. If it had been given that information and had reported properly to the board, the board might have realised that the TMO had long-term difficulty completing remedial work.*

**Analysis: Department health and safety leads must report on completion of fire risk assessment recommendations as a corporate KPI. Departments must also effectively escalate where issues prevent completion.**

**Local issues or gaps** – No corporate wide, consistently used system is available to be able to record and manage KPI tracking & reporting. No corporate wide system to manage tracking of fire RA's and action completion is in place. In DCCS there is a need to report on completion as well as actions where there are no steps in place to deal with them.

<b>Recommendation Reference 39.68</b>
Key Theme - Auditing the fire risk assessment programme
Area - Monitoring
City of London Corporation Owner - All Departments & Institutions
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>39.68 Although Janice Wray and the other members of the Health and Safety Committee gave frequent consideration to the question of remedial work, they never attempted to identify trends and failings in the delivery and implementation of the fire risk assessment programme. Such an audit was advised by clause 7.4 of PAS 7:2013. The failure to undertake such an exercise contributed to the TMO's lack of understanding of the underlying causes of the problem and its inability to overcome the arrears.</i></p> <p><b>Analysis: Departments should undertake regular auditing of FRAs to ensure they are correct, remain current and recommendations tracked to completion. This needs to be completed by a competent person</b></p>
<p><b>Local issues or gaps</b> - Not all higher complexity departments have fire competent persons. The new Health &amp; safety Management framework sets a minimal expectation for the levels of competency to be reflective of a departments risk / operational risk profile. An area of weakness throughout the operation is the general direction and systems to manage, coordinate and train people on this key issue. Recent Safe365 audit date shows an opportunity to improve local auditing and verification processes. This gap can potentially expose us to risks manifesting. This is a key legal requirement. In DCCS with their risk profile and the load this would place on the housing division for this is to be done they would need to procure BAFE SP205 external company to carry out the audit and provide third party assurance.</p>

<b>Recommendation Reference 41.1</b>
Key Theme - Inspection and maintenance of entrance doors
Area - Monitoring
City of London Corporation Owner - DCCS, City Surveyors, Town Clerks
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>41.1 On the night of the Grenfell Tower fire many of the self-closing devices on the front doors of flats in the block failed to work effectively and some were entirely missing. As a result, many doors remained open when the occupants left, allowing smoke to enter the lobbies, which quickly became smoke logged. The absence of effective self-closing devices was therefore an important cause of the inability of many occupants to escape the tower at a time when the stairs were relatively free of smoke. It represents a serious defect in the management of the building in relation to fire safety.</i></p> <p><b>Analysis: Departments must ensure that resident front doors are inspected annually and are suitable, including the door closing device. Records must be maintained.</b></p>

**Local issues or gaps** - No corporate wide system to manage tracking of action completion. In DCCS housing this may need to be contracted out to a company with experience in this area, or training of current staff. The Corporation does currently have a e-training course on this topic.

**Recommendation Reference 42.9/13**

Key Theme - Fire safety information

Area – Resident engagement

City of London Corporation Owner – DCCS, City Surveyors, Town Clerks

*Recommendation and Paragraph in Grenfell report*

*42.9 The delay in the production of the resident's handbook illustrates many aspects of the TMO's attitude to its fire safety obligations. The effectiveness of the TMO's Emergency Plan depended to a great extent on residents being aware of what to do in an emergency, but the TMO's failure over such a long period of time to make it available denied residents one useful means of receiving that information. No reasonable explanation was offered for that failure.*

*42.13 The letter was provided to residents as part of an induction pack by Moira MacDonald, the TMO officer who arranged viewings for prospective tenants. They could ask for a translation, but there is no evidence that they were routinely told that a translation could be provided. There was no system to record whether residents received the letter during the induction process.*

**Analysis: All residents must be provided with suitable fire safety information, through a range of media to meet the resident's needs, with records maintained confirming the information has been provided**

**Local issues or gaps** - No corporate wide system to manage tracking of records. Resident Engagement strategies have just commenced at the Barbican Estate. A resident engagement strategy has been established as part of the development of the building safety case. Building specific strategies will be developed to reflect the residents.

**Recommendation Reference 46.10/90 & 113.79**

Key Theme - Vulnerable residents

Area - Resident engagement

City of London Corporation Owner - DCCS, City Surveyors, Town Clerks

*Recommendation and Paragraph in Grenfell report*

*46.10 Paragraph 79.11, on the other hand, states that the case of "general needs" block it is not realistic to expect the responsible person to hold information relating to residents with mobility or other conditions affecting their ability to escape in a way that enables it to be made available to the fire and rescue services, for example, in a premises information box. The justification offered is the difficulty of keeping that information up to date and the risk that inaccurate information could be more harmful than no information. However, although we understand the risks involved, we do not think it is impracticable for the responsible person to make*

*available to the fire and rescue services by digital or other means reliable information about those with chronic disabilities whose ability to evacuate the building without assistance in an emergency is known to be compromised. Again, that was the subject of a recommendation in the chairman's Phase 1 report.*

*46.90 On any view, the Grenfell Tower fire revealed the importance of ensuring that the responsible person collects sufficient information about any vulnerable occupants to enable PEEPs to be prepared, when appropriate, and, in the event of a fire, appropriate measures to be taken to assist their escape. The TMO's failure to collect such information illustrates a basic neglect of its obligations in relation to fire safety.*

*113.79 We conclude our recommendations by looking back to Phase 1. In the Phase 1 report the chairman recommended that the owner and manager of every high-rise residential building be required by law to prepare personal emergency evacuation plans (PEEPs) for all residents whose ability to evacuate the building without assistance may be compromised (such as persons with reduced mobility or impaired cognition) and to include current information about them and their associated PEEPs in a premises information box.*

*113.82 We therefore recommend that further consideration be given to the recommendations made in the Phase 1 report in the light of our findings in this report.*

- Vulnerable people should be identified and records maintained to assist the fire and rescue services if an evacuation is required.*
- If the recommended from Phase 1 for PEEPs is subsequently enacted, having the information of vulnerable people will be key.*

**Analysis: Departments should identify and retain records for vulnerable people to assist the fire services. Further guidance and regulation are currently planned for introduction of Residential PEEPS by government.**

**Local issues or gaps** - No corporate wide system is currently in place to manage this information. In DCCS once the resources are in place they would advocate the use of Person Centred Fire Risk Assessments (PCFRAs)

<b>Recommendation Reference 113.15</b>
Key Theme - Fire safety strategy
Area – Fire management
City of London Corporation Owner - All Departments & Institutions
<i>Recommendation and Paragraph in Grenfell report</i>
<i>113.15 A fire safety strategy for a building should describe its structure and the various fire protection systems it contains and set out how they work together to ensure the safety of the occupants in the event of a fire. Those involved in the design and execution of the Grenfell Tower refurbishment failed to understand properly the need for a fire safety strategy and therefore failed to ensure that a final version of the Outline Fire Safety Strategy begun by Exova was completed.</i>

*That allowed the building to be in a dangerous condition on completion. In order to avoid a repeat of that error, we consider that there is a compelling case for requiring a fire safety strategy to be produced as a condition of obtaining building control approval for the construction or refurbishment of any higher-risk building and for it to be reviewed and approved on completion.*

*We therefore recommend that it be made a statutory requirement that a fire safety strategy produced by a registered fire engineer to be submitted with building control applications (at Gateway 2) for the construction or refurbishment of any higher-risk building and for it to be reviewed and re-submitted at the stage of completion (Gateway 3). Such a strategy must take into account the needs of vulnerable people, including the additional time they may require to leave the building or reach a place of safety within it and any additional facilities necessary to ensure their safety.*

**Analysis: Fire safety strategies should be prepared for all relevant buildings by a competent person (registered fire engineer) during refurbishment projects. Retrospective fire strategies should be prepared for relevant properties which currently do not have one and managed throughout the premises life.**

**Local issues or gaps** - Funding for retrospective fire strategies has not been accounted for. Issue relevant to non-residential premises as well. In DCCS fire strategies will be produced for all the relevant buildings, this work has commenced.

<b>Recommendation Reference 113.41</b>
Key Theme - Fire risk assessors
Area - Procurement
City of London Corporation Owner - All Departments & Institutions
<i>Recommendation and Paragraph in Grenfell report</i>
<i>113.41 As we have pointed out in Chapter 12, concern has been expressed for many years about the competence of some of those offering their services as commercial fire risk assessors and the absence of any scheme of regulation to ensure that responsible persons under the Fire Safety Order can have confidence in the skill and experience of those whom they instruct to carry out fire risk assessments on their behalf.</i>
<i>We therefore recommend that the government establish a system of mandatory accreditation to certify the competence of fire risk assessors by setting standards for qualification and continuing professional development and such other measures as may be considered necessary or desirable. We think it necessary for an accreditation system to be mandatory in order to ensure the competence of all those who offer their services as fire risk assessors.</i>
<b>Analysis: The Corporation should only use competent fire risk assessors. This can be achieved by using third party accredited fire risk assessment companies until further measures are implemented by government.</b>

**Local issues or gaps** - Current corporate FRA contracts are under review/renewal. A procurement exercise is due to close shortly to ensure a competent provider is in place.

This section marks the end of the Fire Safety Management review.

## 5. Response Management review

<b>Recommendation Reference 113.70</b>
Key Theme – London Local Authority Gold (LLA Gold)
Regional Owner - Report LARRB
Regional Owner or Contributor – Standardisation Board/Training, Exercising and Lessons Board
City of London Corporation Owner – Director of Security and Counter Terrorism/Town Clerks Office/Resilience Team
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>Although each London borough is a separate Category 1 responder, there are arrangements for promoting resilience across the capital as a whole, in particular through the London Local Authority Gold arrangements. Events demonstrated, however, that there is a need for a clearer understanding of the nature of the London Gold arrangements, in particular in situations in which a single borough is affected.</i></p> <p><b>Analysis: We therefore recommend that the guidance on the operation of those arrangements be revised and that; existing and newly appointed chief executives be given regular training to ensure they are familiar with its principles.</b></p>
<b>Local issues or gaps</b> – None.

<b>Recommendation Reference 113.71</b>
Key Theme – Local Resilience Forums
Regional Owner - London Resilience Forum
Regional Owner or Contributor – GLA/LRU?
City of London Corporation Owner – Resilience Team -
<p><i>Recommendation and Paragraph in Grenfell report</i></p> <p><i>Our investigations revealed the inability of the London Resilience Forum to monitor the quality of its members' planning, training and preparation for responding to emergencies. Neither Minimum Standards for London, which applied at the time, nor its replacement, Resilience Standards for London, gave the local resilience forum any means of securing compliance with the standards they prescribed. We note that in the Resilience Framework the government has recognised the need to strengthen local resilience forums.</i></p>

**Analysis: We therefore recommend that local resilience forums adopt national standards to ensure effective training, preparation and planning for emergencies and adopt independent auditing schemes to identify deficiencies and secure compliance. We also recommend that a mechanism be introduced for independently verifying the frequency and quality of training provided by local authorities and other Category 1 responders**

**Local issues or gaps** – None.

#### **Recommendation Reference – 113.72**

Key Theme – HALO

Regional Owner - Report LARRB

Regional Owner or Contributor – Humanitarian Assistance Programme Board

City of London Corporation Owner – DCCS/Resilience Team

*Recommendation and Paragraph in Grenfell report*

*The failure of The Royal Borough of Kensington and Chelsea (RBKC) to meet the basic needs of those displaced in the days immediately following the fire demonstrated the need for local authorities to have effective plans in place for providing humanitarian assistance.*

**Analysis: It also emphasised the need for those plans to be supported by a qualified humanitarian assistance liaison (Should read LEAD) officer (HALO) and for there to be regular practice in putting them into effect. There is scope for all those required to respond to emergencies to learn from each other's experience and promote best practice**

**Local issues or gaps** – DCCS Emergency Plan review and HALO Exercise  
Full training record of HALO trained Directors recorded

#### **Recommendation Reference – 113.73**

Key Theme – Resilience is Everyone's Business

Regional Owner - Report LARRB

Regional Owner or Contributor – Heads of HR Network

City of London Corporation Owner – HR /SLT/ DCCS Director

*Recommendation and Paragraph in Grenfell report*

*RBKC was not able to provide an effective response to the emergency because it had not made adequate arrangements for staffing the emergency communication centre, had not made adequate provision for humanitarian assistance, including the provision of accommodation and financial support, did not have the ability to keep accurate records of those who needed help and had no effective system for communicating with the public. All those shortcomings could and should be avoided in future by a combination of measures but underpinning them all is a need for the staff of local authorities to treat resilience and preparedness for emergencies as an essential part of their responsibilities.*

**Analysis: We therefore recommend that local authorities train all their employees, including chief executives, to regard resilience as an integral part of their responsibilities.**



<b>Local issues or gaps</b> – Await Regional steer.
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<b>Recommendation Reference – 113.74</b>
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Key Theme – Electronic recording response and recovery
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Regional Owner - Report LARRB
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Regional Owner or Contributor – HA Program Board/Standardisation Board
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City of London Corporation Owner – Resilience Team/DCCS
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<i>Recommendation and Paragraph in Grenfell report</i>
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*RBKC had no effective means of collecting and recording information about those who had been displaced from the tower and surrounding buildings, including those who were missing. Compiling reliable information of that kind is difficult and the challenges likely to be faced by local authority Category 1 responders will vary according to the nature of the emergency.*

**Analysis: We recommend that all local authorities devise methods of obtaining and recording information of that kind, if possible, in electronic form, and practise putting them into operation under a variety of different circumstances.**

<b>Local issues or gaps</b> - Await Regional steer
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DCCS Emergency Plan to include method of obtaining and recording information
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<b>Recommendation Reference – 113.75</b>
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Key Theme – Temporary Accommodation
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Regional Owner - Report LARRB
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Regional Owner or Contributor – Directors of Housing Network
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City of London Corporation Owner – DCCS/Resilience Team
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<i>Recommendation and Paragraph in Grenfell report</i>
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*Any local authority is likely to have difficulty finding temporary accommodation for a very large number of displaced persons but the need to do so should be recognised and contingency plans drawn up.*

**Analysis: We recommend that all local authorities make such arrangements as are reasonably practicable for enabling them to place people in temporary accommodation at short notice and in ways that meet their personal, religious and cultural requirements. Such arrangements should, as far as possible, involve local providers of social housing**

<b>Local issues or gaps</b> - Await Regional steer
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No DCCS staff on call. Are our Housing Directors represented at the Directors of Housing Network meetings? Stronger relationships with Faith and Voluntary sector via our BRF.
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<b>Recommendation Reference – 113.76</b>
Key Theme – Financial Support
Regional Owner - Report LARRB
Regional Owner or Contributor – Society of London Treasurers
City of London Corporation Owner – Chamberlains
<i>Recommendation and Paragraph in Grenfell report</i>
<i>Effective humanitarian assistance is vital in ensuring that those who are most affected by an emergency are treated with dignity and respect and do not suffer additional trauma as a result of an inability to take control of their situation. In the case of the response to the Grenfell Tower fire three matters caused particular resentment: the circumstances surrounding some of the temporary accommodation, the difficulty in obtaining financial support in the days immediately following the fire and breakdowns in the support provided by key workers. Problems arising from the provision of suitable temporary accommodation may be difficult to resolve but other complaints should be easier to avoid by careful planning.</i>
<b>Analysis: We recommend that all local authorities include in their contingency plans arrangements for providing immediate financial assistance to people affected by an emergency.</b>
<b>Local issues or gaps</b> – Await regional steer. Chamberlains staff not on call

<b>Recommendation Reference – 113.76</b>
Key Theme – Critical Key Worker Role
Regional Owner - Report LARRB
Regional Owner or Contributor – HA Programme Board
City of London Corporation Owner – HR/DCCS
<b>We recommend that as part of their planning for emergencies local authorities give detailed consideration to the availability of key workers and the role they are expected to play so that suitable contingency arrangements can be made to ensure, as far as possible, continuity of support</b>
<b>Local issues or gaps</b> – Await Regional steer. Do key workers have to be Social Workers? Would we have enough to fulfil this role and conduct BAU? No DCCS staff on call. Key Worker role and activation to be added to Corporate and DCCS Emergency Plan

<b>Recommendation Reference – 113.77</b>
Key Theme – Communication
Regional Owner - Report LARRB
Regional Owner or Contributor - London Heads of Communications Network
City of London Corporation Owner – Communications and External Affairs
<i>Recommendation and Paragraph in Grenfell report</i>
<p><i>One important aspect of humanitarian assistance that was absent following the Grenfell Tower fire was regular communication between those providing assistance and those in need of it. For example, too many people who had been found temporary accommodation felt that they had then been left on their own, not knowing for how long they were expected to remain or on what terms and without anyone to turn to, to provide that information. That gave rise to a sense of isolation and powerlessness.</i></p> <p><b>Analysis: We recommend that as part of their emergency planning local authorities make effective arrangements for continuing communication with those who need assistance using the most suitable technology and a range of languages appropriate to the area</b></p>
<b>Local issues or gaps</b> - Await Regional steer

<b>Recommendation Reference – 113.78</b>
Key Theme – Communication
Regional Owner - Report LARRB
Regional Owner or Contributor - London Heads of Communications Network
City of London Corporation Owner – Communications and External Affairs/SLT Golds
<i>Recommendation and Paragraph in Grenfell report</i>
<p><i>It is also important not to lose sight of those who, although not physically affected by an emergency, may be worried about the safety of friends or relations caught up in it. Again, effective communication is essential.</i></p> <p><b>Analysis: We recommend that all local authorities include in their plans for responding to emergencies arrangements for providing information to the public by whatever combination of modern methods of communication are likely to be most effective for the areas for which they are responsible. In future, to avoid confusion, wasted effort and frustration we also recommend that what in the past has been called by the police a “casualty bureau” be described in a way that makes it clear that it does not provide information to the public about people affected by the emergency</b></p>
<b>Local issues or gaps</b> – Await Regional steer

## **Corporate & Strategic Implications**

**Strategic implications** – Health and safety, including fire safety, are part of our People Strategy and responsibilities embedded into our Corporate Health & Safety Policy, but they are not consistently applied by all leaders. The Safe365 system and our health and safety framework aim to integrate these responsibilities into leadership culture. Without full alignment, we risk emerging safety issues, which could impact our ability to deliver the Corporate Plan and People Strategy.

**Financial implications** – It is not yet possible to quantify fully what additional resources (financial or otherwise) may be required in respect of addressing the recommendations of this report. Updates to IT systems and external support will be required where work exceeds current staff capacity. Non-compliant buildings may face higher insurance costs, funding issues, and reduced property value, making them harder to sell or lease.

**Resource implications** – As above.

**Legal implications** – As per the report there is some exposure for the City Corporation with not meeting requirements under the Building Safety Act and associated legislation. We are vulnerable, should a serious incident arise. The costs and reputational impact of such prosecutions can be considerable. Personal prosecutions, though unlikely, can result in custodial sentences. Regulatory breaches could erode stakeholder confidence, affecting future investment and service user trust.

**Risk implications** – reputational damage to the City of London Corporation.

**Equalities implications** – Non-compliance disproportionately affects vulnerable groups, including, disabled residents and older people who are more vulnerable to fire hazards and structural failures. Poor building safety is more common in low-income and social housing communities, worsening housing inequalities. If buildings become unsafe or uninhabitable, tenants may be forcibly relocated, with negative impacts on minority groups, families, and disabled individuals. Discrimination claims could arise under the Equality Act 2010 if reasonable adjustments are not made.

**Climate implications** – none.

**Security implications** – none.

### **Conclusion**

Considering the extensive recommendations outlined in this report, addressing the gaps and enhancing our fire risk assessment protocols is imperative for ensuring the safety and well-being of our communities. The establishment of a mandatory accreditation system for fire risk assessors, coupled with robust local resilience planning and comprehensive training for all staff, will significantly fortify our preparedness for potential emergencies. Whilst some of this is already underway, such as MAGIC (Multi Agency Gold Incident Command) training for all Chief Officers and the Safety for Senior Executives training programme, it is critical operational leaders' capability and knowledge is also enhanced and processes aligned to operations.

As we move forward, it is essential that we integrate these recommendations into our strategic planning and operational frameworks. By doing so, we will not only meet regulatory requirements but also uphold our commitment to creating a safe, resilient, and inclusive environment for all our stakeholders.

The organisation should take further steps to assure itself that it has full understanding of its 24/7 response capability to emergencies and major incidents. This must include the potential for a wider pool of on call officers, particularly from key responding departments. For example, DCCS, Environment (City Operations and Port Health and Public Protection) to include specific command roles at the silver tactical level in major incident response and at the operational level, of Local Authority Liaison Officers (LALO).

Financial and resource implications must be carefully considered and managed to support the implementation of these measures. Additionally, fostering strong communication channels and maintaining transparency with our communities will be key to building trust and ensuring effective emergency response.

Ultimately, the adoption of these recommendations will enhance our organisational resilience and contribute to the overall safety and security of our city. We must remain vigilant and proactive in our efforts to safeguard our future and protect the lives and properties of those we serve.

## **Appendices**

- None

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## City of London Corporation Committee Report

<b>Committee(s):</b> Corporate Services Committee – For Information	<b>Dated:</b> 7th May 2025
<b>Subject:</b> Health & Safety Update	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul>	<b>Diverse Engaged Communities</b> <b>Leading Sustainable Environment</b> <b>Vibrant Thriving Destination</b> <b>Providing Excellent Services</b> <b>Flourishing Public Spaces</b>  Health & Safety at Work Act 1974 People Strategy
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£
<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, Deputy Town Clerk
<b>Report author:</b>	Oli Sanandres, Director of Health & Safety

## Summary

This report provides the Corporate Services Committee with a regular health and safety update. Since the last reporting period in February the team have progressed the Quadriga report findings and visited various teams and departments as part of the Safety Management Framework roll out. It also provides some key updates to risk mitigation projects currently in progress including information on Martyn's Law, which has recently been passed into law as the Terrorism (Protection of Premises) Act.

## Recommendation(s)

Members are asked to: Note the report.

# Main Report

## Background

1. Following Quadriga's external review of our Health & Safety arrangements, the Corporate Services Committee has received an update at each meeting outlining key areas of activity and progress made in addressing the gaps the Quadriga review identified.

## Current Position

### 2. Quadriga

3. To date 23 of the 25 recommendations have been closed, that's 92%. This represents an increase in 12% on the February reporting period. The work has been completed to close off the remaining two actions, but as they belong to broader Corporate respective programmes, the recommendations will only be marked closed when rolled out. One is linked to Ambition 25, the other to the roll out of the EveryDay Safety Management (ESM) course.
4. **Recommendation 7 - It is recommended that job descriptions for managers include specific responsibilities for health and safety relevant to their role.**  
Ambition 25 work has included a review of health & safety responsibilities across various job roles, including provision for a health and safety career pathway to provide clear alignment to technical and skill-based competency criteria.
5. **Recommendation 8 - The IOSH approved Managing Safely 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.** The ESM program is now fully resourced thanks to a successful transformation bid. All departments and institutions were offered a place on the two test sessions in March. We are currently incorporating the final pieces of feedback before initiating the full programme. Review with our training partners has enabled us to modularise the course further into three one day sessions. This will make attendance of the courses, which as a reminder will be mandatory for all people leaders, more accessible and operations 'friendly'. We are currently targeting the 1<sup>st</sup> of June for commencement of delivery.
6. **Recommendation 15 – Contractor Management and CDM 2015 Procedures**  
There remains a degree of risk associated with the closure of this recommendation. While our review confirmed that key controls, such as procurement and project management gateways, are in place, the overarching policy is outdated and requires formal review in FY 2025/26. Sampling conducted by the Health & Safety team indicates that essential information and documentation are being exchanged appropriately between the client, (us) and contractors. However, there are gaps in application into operational practice and we will review to ensure mechanisms are robust enough to mitigate this gap.
7. To strengthen our approach and enhance visibility, we are preparing to pilot a new AI tool as part of the policy review in FY 2025/26. This will support a more robust and consistent application of requirements and active monitoring across our projects.



**8. Recommendation 16 – Overall arrangements for monitoring property and plant health and safety issues**

In line with the closure of this recommendation the Corporate Health & Safety team now has oversight of the British Engineering Services contract, managed by our Insurance section. Visibility and performance of this work will allow us to incorporate its base findings into future management information to enable us to provide assurance on specific legislative ‘technical’ requirements and drive more efficiency for equipment requiring statutory testing under the following legislation:

- The Provision and use of Work Equipment Regulations 1998
  - The Lifting Operations and Lifting Equipment Regulations 1998
  - The Pressure Systems Safety Regulations 2000
9. For 2023/24, the end of year adjustments included c£23k of additional fees for Plant Not Available (PNAs) revisits and Wait Delays (which should be largely avoidable costs). More corporate oversight, awareness and accountability within departments should reduce this figure and the risk of plant being used with overdue inspections reduced.
10. Quadriga have been re-engaged to provide external independent assurance of closure of these items. A date is still to be confirmed.

## **Key Updates**

**11. Health & Safety Framework**

On the 9<sup>th</sup> December 2024 the Corporate Health & Safety team launched the new Health & Safety Framework. It applies to all Departments and Institutions of the City of London Corporation, clearly setting out the mechanisms for which we are centrally responsible and providing clear direction as to what is required locally. It also introduces and sets in place our new IT architecture, launching SafetyNet, our new SharePoint site for all safety policies, guidance, incident reporting & risk assessment tools.

12. The roll out of the framework is proceeding to plan. Since February the health and safety team carried out 13 briefing sessions, all of which have been well attended in locations from Epping Forest to the Barbican Estate. We will continue with these sessions until all Departments have been covered. The team have nine locations remaining to visit and the program will finish at the end of May. These visits have also revealed some excellent areas of good health & safety practice, such as for example at Burnham Beeches, where safety was seen to be a very well controlled, ‘felt’ by all and clearly a part of how their work is done.

**13. Building Safety Reports**

Following a review by DCCS of properties registered with the Building Safety Regulator, a further seven properties located on the Golden Lane Estate were confirmed as higher risk buildings (HRB's). These have now been registered with the regulator and building safety reports will be developed for them.

14. The City of London Corporation now has forty-two HRB's registered with the Building Safety Regulator (BSR) - see **Appendix 1**. Whilst progress has been made since January, only twenty-six properties have completed building safety reports and it was previously agreed that all properties should be completed by end of March 2025. We remain technically non-compliant as a result. See Table 1.

**Table 1. Showing status of Building Safety Reports:**

Department	Completed	Started	Not started	Total
CSD-CCC	1			1
CSD-Guildhall	1			1
DCCS	24	10	5	39
Town Clerks	0	1		1
<b>Grand Total</b>	26	11	5	42

**15. UK Power Networks (UKPN) Transformers Project update**

Following the recent fire incident at the transformer supplying Heathrow Airport, it is an appropriate time to update committee on the management of UKPN transformers within our premises.

16. 148 transformers were identified on City of London Corporation premises by the working group in 2024, with eight properties still to be confirmed. See **Appendix 2** for full summary. Comptrollers have undertaken an initial review and report on the repair provisions contained in leases of electricity substations situated in/on properties owned by City of London Corporation. The initial reports have been shared with Departmental Directors and local asset managers for Investment Properties Group and Corporate Properties Group in January.

17. The Corporate Health & Safety team has been liaising with UKPN to gain copies of fire and asbestos risk assessments for the demised areas. UKPN have recently provided 99 asbestos risk assessments and 66 fire risk assessments, and these added to our information. Progress is being slowed as some departments have yet to provide information required by the project group (the transformer number, found on the door to each enclosure). Currently 35 locations do not have a transformer number recorded on the tracker.

**18. New Member Inductions**

The Health & Safety team and the Risk team led an induction session for newly elected members in April. This was the first time health and safety has been offered at the induction stage for new members. Good feedback was received on the session.

**19. Martyn's Law**

By way of an overview for Committee, The Terrorism (Protection of Premises) Act 2025 (also known as Martyn's Law) is now UK law. It places a legal duty on organisations operating public venues to protect the public by assessing and mitigating the risk of terrorist attacks. The law is named in memory of Martyn

Hett, who was killed in the 2017 Manchester Arena attack, and it reflects the government's commitment to enhancing public safety across all publicly accessible locations.

20. The law applies to venues, events, and public premises across the UK that meet the following criteria:

- **Standard Tier: Capacity of 100 to 799 people**

Legal requirements:

Carry out a terrorism risk assessment

Put in place basic security measures (e.g. evacuation plans, training)

Ensure staff are trained to respond to threats

- **Enhanced Tier: Capacity of 800 or more people**

Appoint a senior responsible person for compliance

Conduct a detailed risk and vulnerability assessment

Develop and maintain a Terrorism Protection Plan

Coordinate planning with local emergency services

Test and rehearse response procedures regularly

21. This includes theatres, sports grounds, hospitality venues, public buildings, religious spaces and parks. This means we now have a statutory duty to comply with Martyn's Law across the qualifying parts of our operations. Compliance will be monitored and enforced by the SIA (Security Industry Authority) with powers to inspect, issue improvement notices, and levy fines. This is comparable in significance to fire safety laws where non-compliance could result in legal, reputational, and financial consequences. The work is being led by the Head of Security in City Surveyors under the corporate oversight of the strategic security board. We anticipate the City will have a strong starting base for this work given its historic risk profile for terrorism, however the challenge will be on driving ownership into individual venues to demonstrate compliance as well as tying these up to the already well-established wider City Security responses. For example, the ACT (Action Counters Terrorism) training suite is currently centrally mandated training for all employees.

## **Corporate & Strategic Implications**

22. **Strategic implications** – Health and Safety is a critical piece of the People Strategy and will ensure we are delivering the Corporate Plan in sustainable manner.

23. **Financial implications** – The building safety cases require continued external support. Departments will be funding the work through local risk budgets. If this becomes compromised there may be requests for extra resources. To achieve compliance with Martyn's Law, departments affected will need to plan these into local risk budgets.

24. **Resource implications** – As Departments continue to implement the safety management framework locally, according to their risk profile, there may be needs to recruit or train individuals to develop local competency and mitigate safety risks within their operations.

25. **Legal implications** – Non-compliance can leave the City of London open to legal challenge, resulting in claims or prosecution from the various regulators (HSE, BSR, SIA)
26. **Risk implications** – Departments should be using their local risk registers to track safety risks locally.
27. **Equalities implications** – None at this stage
28. **Climate implications** – None at this stage
29. **Security implications** – Martyn's Law will support enhancements at the local level once implemented.

## **Conclusion**

30. Members are asked to note the report.
31. The Health & Safety team has made significant progress in addressing the recommendations from Quadriga's external review, with 92% of actions completed, reaching 100% once Ambition 25 and the ESM course is rolled out. Quadriga will be reengaged to provide independent assurance of closure with these items.
32. The rollout of the Health & Safety Framework and associated tools has been well received across various departments but still very much in the embedding phase. The new compliance requirements under Martyn's Law will be integrated into our security and safety strategies. We will bring back to this committee regular updates on this topic to give continued assurance on compliance with the new requirements.
33. By continuing to monitor and improve our health and safety practices, the City of London Corporation demonstrates its commitment to protecting its employees, residents, and visitors. The proactive measures and comprehensive training programs will ensure that we remain compliant with legislative requirements, maintain a safe environment for all and bring the commitments made in our People Strategy to fruition.

## **Appendices**

- Appendix 1 - Building Safety Case Tracker
- Appendix 2 - UK POWER Networks Tracker

## **Oli Sanandres**

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## Appendix 1 - Building Safety Case tracker

Property Name	Department	Building in scope	Registered with BSR	Key building information submission	BSR Tranche	Safety case data review	Safety case report written	Safety case report sent to BSR	Building safety certificate application
Cromwell Tower	DCCS	Yes	Yes	Completed	1	Completed	Completed	Submitted	Pending
Lauderdale Tower	DCCS	Yes	Yes	Completed	1	Completed	Completed	Submitted	Pending
Petticoat Tower	DCCS	Yes	Yes	Completed	1	Completed	Completed	Submitted	Pending
Shakespeare Tower	DCCS	Yes	Yes	Completed	1	Completed	Completed	Submitted	Pending
Centre Point	DCCS	Yes	Yes	Completed	2	Completed	Completed	Not requested	Not started
East Point	DCCS	Yes	Yes	Completed	2	Completed	Completed	Not requested	Not started
Great Arthur House	DCCS	Yes	Yes	Completed	2	Completed	Completed	Not requested	Not started
Petticoat Square	DCCS	Yes	Yes	Completed	2	Completed	Completed	Not requested	Not started
West Point	DCCS	Yes	Yes	Completed	2	Completed	Completed	Not requested	Not started
Andrewes House	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started
Basterfield House	DCCS	Yes	Yes	Completed	3	Started	Started	Not requested	Not started
Bayer House	DCCS	Yes	Yes	Completed	3	Started	Started	Not requested	Not started
Ben Jonson House	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started
Breton House	DCCS	Yes	Yes	Completed	3	Completed	Started	Not requested	Not started
Bryer Court	DCCS	Yes	Yes	Completed	3	Completed	Started	Not requested	Not started
Bunyan Court	DCCS	Yes	Yes	Completed	3	Completed	Started	Not requested	Not started
Collinson Court	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started
Crescent House	DCCS	Yes	Yes	Completed	3	Started	Started	Not requested	Not started
Cullum Welch House	DCCS	Yes	Yes	Completed	3	Started	Started	Not requested	Not started
Defoe House	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started
Frobisher Crescent	DCCS	Yes	Yes	Completed	3	Completed	Started	Not requested	Not started
Gilbert House	DCCS	Yes	Yes	Completed	3	Started	Not started	Not requested	Not started
Hatfield House	DCCS	Yes	Yes	Completed	3	Started	Started	Not requested	Not started
John Trundle Court	DCCS	Yes	Yes	Completed	3	Started	Not started	Not requested	Not started
Kinefold House	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started

Lambfold House	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started
Mountjoy House	DCCS	Yes	Yes	Completed	3	Started	Not started	Not requested	Not started
Penfields House	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started
Proctor House	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started
Seddon House	DCCS	Yes	Yes	Completed	3	Started	Not started	Not requested	Not started
Speed House	DCCS	Yes	Yes	Completed	3	Started	Not started	Not requested	Not started
Stanley Cohen House	DCCS	Yes	Yes	Completed	3	Started	Started	Not requested	Not started
Thomas More House	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started
Tovy House	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started
Willoughby House	DCCS	Yes	Yes	Completed	3	Completed	Completed	Not requested	Not started
Bowater House	DCCS	Yes	Yes	Completed	4	Completed	Completed	Not requested	Not started
Colechurch House	DCCS	Yes	Yes	Completed	4	Completed	Completed	Not requested	Not started
Horace Jones House	DCCS	Yes	Yes	Completed	4	Completed	Completed	Not requested	Not started
Twelve Acres House	DCCS	Yes	Yes	Completed	4	Completed	Completed	Not requested	Not started
Central Criminal Court	CSD	Yes	Yes	Completed	5	Completed	Completed	Not requested	Not started
Guildhall West Wing	CSD	Yes	Yes	Completed	5	Completed	Completed	Not requested	Not started
Mansion House	Town Clerks	Yes	Yes	Completed	5	Started	Started	Not requested	Not started

## Appendix 2 – United Kingdom Power Networks Transformers (Tracker)

Summary of data;

Transformer identified	Yes	Not known
Barbican Centre	6	1
City Bridge Foundation	1	
City of London School	1	
City Surveyor	54	3
Deputy Town Clerk	3	2
Environment	13	1
Police	2	
DCCS	62	
GSMD	3	1
CLSG	2	
Freemen's School	1	
<b>Grand Total</b>	<b>148</b>	<b>8</b>

Location of transformer	High risk	Medium risk	Low risk	
	Internal	External <6m	External >6m	Not known
Barbican Centre	6			
City Bridge Foundation				1
City of London School				1
City Surveyor	31	1		22
Deputy Town Clerk	2			1
Environment	3	3	4	3
Police				2
DCCS	53	9		
GSMD	3			
CLSG	2			
Freemen's School			1	
<b>Grand Total</b>	<b>100</b>	<b>13</b>	<b>5</b>	<b>30</b>

<b>UKPN Fire Risk Assessment</b>	<b>Yes</b>	<b>No</b>
Barbican Centre	2	4
City Bridge Foundation	1	
City of London School		1
City Surveyor	20	34
Deputy Town Clerk	2	1
Environment		13
Police	2	
DCCS	38	24
GSMD		3
CLSG		2
Freemen's School	1	
<b>Grand Total</b>	<b>66</b>	<b>82</b>

<b>UKPN Asbestos Risk Assessment</b>	<b>Yes</b>	<b>No</b>
Barbican Centre	4	2
City Bridge Foundation	1	
City of London School	1	
City Surveyor	28	26
Deputy Town Clerk	2	1
Environment	5	8
Police	2	
DCCS	54	8
GSMD	1	2
CLSG		2
Freemen's School	1	
<b>Grand Total</b>	<b>99</b>	<b>49</b>



## City of London Corporation Committee Report

<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 7 May 2025
<b>Subject:</b> Register of Interest for the Senior Management Group	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides business enabling functions</li> </ul>	
<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> Alison Littlewood, Chief People Officer	
<b>Report author:</b> Jacqui Cover, Chief of Staff	

### Summary

This report provides Members with the individual Register of Interests for officers within the Senior Management Group

### Recommendation(s)

Members are asked to:

- Note the report and approve where new work (paid and/or unpaid) is declared.

### Main Report

### Background

1. The Senior Management Group must complete a Register of Interest Form, annually to declare the nature of involvement and benefits derived by the City Corporation and the approximate time spent on outside paid work and interests, as well as outside voluntary work and interests affecting their working life. Where they have no declaration to make, they must submit a nil return.
2. The completed Register of Interest Form is reviewed by the Town Clerk & Chief Executive and The Chief People Officer and then reported to Corporate Services Committee. This information becomes part of public records, as named individual records are available in open committee papers.
3. Any new declarations in the intervening time between annual reviews must be declared at the earliest opportunity and the same principles will apply.

### **Current Position**

4. In April 2019, Committee agreed the circumstances of completion of a Register of Interest Form.
5. For Senior Managers at Grades I and J, their declarations are not being made available publicly, their disclosures will be encapsulated within the Declaration of Interest Form (Officers) and reviewed by the Town Clerk & Chief People Officer.
6. The Senior Management Group individual Register of Interest Forms are provided at Appendix A. The register is held and updated by the People & Human Resources Department.
7. At the time of reporting, there are a few outstanding submissions. It is anticipated that these will be tabled at the Committee meeting.
8. The Commissioner of Police record their Register of Interest declaration through a separate process.

### **Proposal**

9. We recommend that Members receive this report which is provided for information.

### **Conclusion**

10. The Town Clerk and Chief People Officer are content that there are no issues to declare that would need further consideration by Members.

### **Appendices**

- Appendix A – Senior Management Group Register of Interest

### **Background Papers**

- Conflict of Interest Policy

**Jacqui Cover**  
**Chief of Staff**

T: 020 7332 1415

E: [jacqueline.cover@cityoflondon.gov.uk](mailto:jacqueline.cover@cityoflondon.gov.uk)

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# Register of Interest Form: Senior Management Group

<b>Name</b>	Jennifer Beckermann		
<b>Job title</b>	Executive Director and Private Secretary	<b>Department</b>	Town Clerks Department

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
Atlantik Bruecke Canada	Volunteer Committee Member / Executive Director of Atlantik Bruecke Canada Organization which promotes stronger transatlantic relationship – residual benefits and connections to the CoLC; Canada is a priority market as is the EU for the Corporation.	40 hrs

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed:  Date: 17 April 2025

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, People & HR.

# Register of Interest Form: Senior Management Group

<b>Name</b>	Alan Bird		
<b>Job title</b>	Head	<b>Department</b>	CLS

**Details of outside voluntary work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
James Allen's Girls' School	Governor: broader non-executive experience in a relevant, comparable school	5 days
City of London School Charitable Trust	Trustee: independent charity that exists to raise funds to support bursaries at CLS	4 days
Castle Baynard Educational Foundation and Alderman Samuel Wilson Fund	Trustee: ex officio for Head of CLS	0.5 day
Mitchell City of London Charity and Educational Foundation	Trustee: ex officio for Head of CLS	0.5 day

**Details of outside paid work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
Nil return		

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Alan Bird (by email)

Date: 22/04/2025

Please return the completed form to [Jacqueline.Covey@cityoflondon.gov.uk](mailto:Jacqueline.Covey@cityoflondon.gov.uk), HR Business Manager, People & HR.

# Register of Interest Form: Senior Management Group

Name	Jenny Brown		
Job title	Headmistress at CLSG	Department	Executive

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Lancing College	Trustee	Once per quarter
Into University	Trustee	
Cranleigh	Trustee	
HMC	Trustee	
Highgate School	Trustee	
Mitchell Trust	Trustee	
Farmington Head	Trustee	
Teachers Forum	Trustee	

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	Nil Return	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed:



Date: 28 04 2025

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, People & HR.

# Register of Interest Form: Senior Management Group

<b>Name</b>	Michael Cogher		
<b>Job title</b>	Comptroller and City Solicitor, Deputy Chief Executive	<b>Department</b>	Comptroller and City Solicitor's dept

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	NIL	

**Details of outside paid work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	NIL	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Michael Cogher Date: 22<sup>nd</sup> April 2025

Please return the completed form to Jacqueline.Covatta@cityoflondon.gov.uk, HR Business Manager, People & HR.



# Register of Interest Form: Senior Management Group

<b>Name</b>	Dionne Corradine		
<b>Job title</b>	Chief Strategy Officer	<b>Department</b>	Corporate Strategy & Performance -- Town Clerks' Department

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Barnet United Reformed Church & Thames North Synod	Service duties related to the running of the Church (mainly limited to Sunday services)	52 Hrs

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
NIL	NIL	NIL

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Dionne Corradine Date: 22/04/2025

Please return the completed form to Jacqueline.Pearce@cityoflondon.gov.uk, HR Business Manager, People & HR.

# Register of Interest Form: Senior Management Group

<b>Name</b>	Polly Dunn		
<b>Job title</b>	Assistant Town Clerk and Executive Director of Governance and Member Services	<b>Department</b>	Town Clerk's Department

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return	

**Details of outside paid work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
City of London Corporation	Honorary Ward Clerk for the Ward of Cordwainer	1-2 days per annum

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Polly Dunn Date: 17/04/25

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, People & HR.

# Register of Interest Form: Senior Management Group

<b>Name</b>	Judith Finlay		
<b>Job title</b>	<b>Executive Director, Community and Childrens services</b>	<b>Department</b>	<b>Community and Childrens Services</b>

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
**Where there are none to declare, enter 'Nil Return'.**

<b>Organisation</b>	<b>Nature of Involvement and benefit derived by the City of London Corporation</b>	<b>Approx. time per annum</b>
	Nil Return	

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
**Where there are none to declare, enter 'Nil Return'.**

<b>Organisation</b>	<b>Nature of Involvement</b>	<b>Approx. time per annum</b>
	Nil Return	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

# Register of Interest Form: Senior Management Group

<b>Name</b>	Caroline Jack		
<b>Job title</b>	Executive Director and Private Secretary to the Lord Mayor	<b>Department</b>	Deputy Town Clerks

**Details of outside voluntary work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Walworth Garden	I am the Deputy Chair of Trustees of this small environmental charity. It's a voluntary, unpaid role	100 hours

**Details of outside paid work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	Nil return	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: \_\_\_\_\_ Caroline Jack \_\_\_\_\_ Date: \_\_\_\_\_ 17/04/25 \_\_\_\_\_

Please return the completed form to [Jacqueline.Coad@cityoflondon.gov.uk](mailto:Jacqueline.Coad@cityoflondon.gov.uk), HR Business Manager, People & HR.

# Register of Interest Form: Senior Management Group

<b>Name</b>	Simon Latham		
<b>Job title</b>	Acting Managing Director	<b>Department</b>	City Bridge Foundation

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
Cambridge House & Talbot (Company Number 01050006)	Trustee and Director (and Chair of the Board)	10
Worshipful Company of Grocers	Probationer (Non-Member)	5
London Funders (Company Number 05596299)	Trustee and Director	15

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
The Queen's Club	Member and Minority Shareholder	0
Corporate Learning Solutions PLC (Company number 01637181)	Father is a majority shareholder and Grandparents are minority shareholders	0
Allen & Overy LLP	Wife is employed as a Senior Associate	0

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

# Register of Interest Form: Senior Management Group

Name	Allison Littlewood		
Job title	Chief People Officer	Department	People & HR

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
**Where there are none to declare, enter 'Nil Return'.**

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return	

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
**Where there are none to declare, enter 'Nil Return'.**

Organisation	Nature of Involvement	Approx. time per annum
	Nil Return	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Alison Littlewood      Date: 25 April 2025

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, People & HR.

# Register of Interest Form: Senior Management Group

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<b>Name</b>	<b>Roland Martin</b>		
<b>Job title</b>	<b>Headmaster</b>	<b>Department</b>	<b>City of London Freeman's School</b>

**Details of outside voluntary work and Interests (please continue on a separate sheet if required)**  
**Where there are none to declare, enter 'Nil Return'.**

<b>Organisation</b>	<b>Nature of Involvement and benefit derived by the City of London Corporation</b>	<b>Approx. time per annum</b>
	N/A	

**Details of outside paid work and Interests (please continue on a separate sheet if required)**  
**Where there are none to declare, enter 'Nil Return'.**

<b>Organisation</b>	<b>Nature of Involvement</b>	<b>Approx. time per annum</b>
	N/A	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

# Register of Interest Form: Senior Management Group

Name	CRAE MOORE		
Job title	DEPUTY TOWN CLERK	Department	TOWN CLERK'S

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	NIL RETURN	

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	NIL RETURN	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: \_\_\_\_\_

Date: 22/4/23

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, People & HR.



# Register of Interest Form: Senior Management Group

<b>Name</b>	Ian Thomas		
<b>Job title</b>	Town Clerk & Chief Executive	<b>Department</b>	Town Clerks

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	NIL Return	

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	NIL Return	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed:    Ian Thomas    Date:    28/04/2025   

Please return the completed form to [Jacqueline.Cox@cityoflondon.gov.uk](mailto:Jacqueline.Cox@cityoflondon.gov.uk), HR Business Manager, People & HR.

# Register of Interest Form: Senior Management Group

<b>Name</b>	Prof Jonathan Vaughan		
<b>Job title</b>	Principal	<b>Department</b>	Gulldhall School of Music & Drama

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return	

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
Various Schools including Eton, Wellington College, Malvern College, Dauntseys School	Adjudicating music competitions	6 to 9 hours

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

**Note:** The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: \_\_\_\_\_ Jonathan Vaughan \_\_\_\_\_ Date: \_\_\_\_\_ 22/04/ 2025 \_\_\_\_\_

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, People & HR.

CORPORATE SERVICES COMMITTEE FORWARD PLAN

	7 May-25	18 June-25	10 September-25	22 October-25	3 December-25
<b>Standing Annual Items</b>	CSC Forward Agenda  Health & Safety  SMG Register of Interest  ERP/Project Sapphire Update	CSC Forward Agenda  Health & Safety	CSC Forward Agenda  Health & Safety	CSC Forward Agenda  Health & Safety	
<b>HR Department Reports</b>	Annual Leave Harmonisation	Ambition 25  People Strategy Bi-annual Report including Annual Workforce Plan Appendix  Benefits Refresh  Casual Workers Project Update  Pay Gap Reporting  Pay Award  Approach to Agency Workers as a tool for workforce planning	ET Cases and Settlement Agreements		
<b>Other Department Reports e.g. MFS, Restructures etc.</b>	Grenfell Report – Phase 2 Overview				

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of the Local Government Act 1972.

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of the Local Government Act 1972.

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