



Corporate Services Committee

Date: WEDNESDAY, 22 OCTOBER 2025

Time: 1.45 pm

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

Members:

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

Enquiries: Chris Rumbles
christopher.rumbles@cityoflondon.gov.uk

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows: -

- a) To agree the public minutes and non-public summary of the Corporate Services Committee meeting on 10 September 2025 (Pages 5 - 8)
- b) To note the draft public minutes of the Joint Consultative Committee meeting on 4 September 2025 (Pages 9 - 12)

4. **HEALTH & SAFETY UPDATE**

Report of the Deputy Town Clerk.

For Information
(Pages 13 - 16)

5. **(DRAFT) EQUITY, EQUALITY, DIVERSITY & INCLUSION (EEDI) STRATEGIC FRAMEWORK**

Report of the Chief Strategy Officer.

For Information
(Pages 17 - 36)

6. **REVENUE OUTTURN 2024-25**

Report of the Chamberlain.

For Information
(Pages 37 - 44)

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

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

9. **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

10. NON-PUBLIC MINUTES

To consider minutes as follows: -

- a) To agree the non-public minutes of the Corporate Services Committee meeting on 10 September 2025 (Pages 45 - 48)
- b) To note the non-public draft minutes of the Joint Consultative Committee meeting on 4 September 2025 (Pages 49 - 52)

11. PROGRAMME SAPPHIRE (ERP) UPDATE REPORT - SEPTEMBER 2025

Report of the Chamberlain.

For Decision
(Pages 53 - 100)

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

13. 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

14. CONFIDENTIAL MINUTES

To consider minutes as follows: -

- a) To agree the confidential minutes of the Corporate Services Committee meeting on 10 September 2025
- b) To note the draft confidential minutes of the Joint Consultative Committee meeting on 4 September 2025

15. CITY BUSINESS & INVESTMENT UNIT

Report of the Executive Director Environment.

For Decision

16. **EMPLOYMENT CASES AND SETTLEMENTS**

Report of the Comptroller and City Solicitor.

For Information

17. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

CORPORATE SERVICES COMMITTEE

Wednesday, 10 September 2025

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
Wednesday, 10 September 2025 at 1.45 pm

Present

Members:

Florence Keelson-Anfu (Chair)
Simon Burrows
Deputy Henry Colthurst
Steve Goodman OBE
Deputy Christopher Hayward
Adam Hogg
Gregory Lawrence
Charles Edward Lord, OBE JP
Alderman Professor Michael Mainelli
Deputy Alastair Moss
David Sales

In Attendance (Observing online):

James Tumbridge
Benjamin Murphy

Officers:

Ian Thomas CBE
Gregory Moore
Polly Dunn

Mike Hill
Christopher Rumbles
Oli Sanandres
Lisa Ward
Cliff Morton

Tom Kennedy
Rachel Mackay
Sarah Martin
Michael Cogher
Caroline Al-Beyerty
Simon Gray
Sonia Virdee
Genine Whitehorn
Peter Young
Theresa Grant

- Town Clerk & Chief Executive
- Deputy Town Clerk
- Assistant Town Clerk and Executive Director of Governance and Member Services
- Town Clerk's Department
- Town Clerk's Department
- Town Clerk's Department
- Town Clerk's Department
- Executive Director of Human Resources and Chief People Officer
- People and HR Department
- People and HR Department
- People and HR Department
- Comptroller and City Solicitor
- Chamberlain
- Chamberlain's Department
- Chamberlain's Department
- Chamberlain's Department
- City Surveyor's Department
- Assistant Senior Responsible Officer, Ambition 25

Public Agenda – Part 1

1. **APOLOGIES**

Apologies for absence were received from Anthony Fitzpatrick, Sandra Jenner, Sir Charles Bowman, Stephen Hodgson and Mandeep Thandi.

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

There were no declarations of interest.

3. **MINUTES**

a) Resolved, that the public minutes and non-public summary of the Corporate Services Committee meeting on 18 June 2025 were approved as an accurate record.

b) The draft public minutes of the Joint Consultative Committee meeting on 12 June 2025 were noted.

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

A Member, also Chairman of the Digital Services Committee, took the opportunity to highlight the importance of keeping Members properly informed regarding ongoing digital initiatives within the Corporation, particularly in relation to HR. It was agreed to maintain open dialogue through provision of regular updates.

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

There were two additional items of business to consider as follows:

Programme Sapphire (ERP) Update Report (Late circulated item)

The Committee received a report of the Chamberlain providing an update on Programme Sapphire.

RESOLVED: That Members: -

- Received the report and noted its content.

Corporate Services Committee Awayday

The Chair referred to a proposal for a Corporate Services Committee awayday as an item of additional business.

An awayday was proposed as an opportunity to reflect on the Committee's effectiveness and ways to improve it. A Member noted that, whilst Corporate Services Committee's terms of reference included approving and promulgating HR policies, there was currently no explicit reference to scrutinising departmental effectiveness. An awayday would provide an opportunity for Members to discuss how the Committee could be more effective in this regard. Members were supportive of the proposal for an awayday.

6. **EXCLUSION OF THE PUBLIC**

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

Non-Public Agenda – Part 2

7. NON-PUBLIC MINUTES

- a) Resolved, that the non-public minutes of the Corporate Services Committee meeting on 18 June 2025 were approved as an accurate record.
- b) The draft non-public minutes of the Joint Consultative Committee meeting on 12 June 2025 were noted.

8. HEALTH & SAFETY UPDATE

The Committee received a report of the Deputy Town Clerk providing an update on advancements in health and safety management practices since January 2024.

9. WAIVER REPORT FOR HUMAN APPLICATIONS LTD

The Committee considered a report of the Deputy Town Clerk relating to a non-compliant procurement waiver for a contract with Human Applications Ltd.

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

There were no questions.

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

The following item of urgent business was raised:–

Markets Regeneration Programme Resourcing

Confidential Agenda – Part 3

12. CONFIDENTIAL MINUTES

- a. The confidential minutes of the Corporate Services Committee meeting on 18 June 2025 were approved as an accurate record.
- a. The draft confidential minutes of the Joint Consultative Committee meeting on 12 June 2025 were noted.

13. CITY SURVEYOR'S DEPARTMENT - DEPARTMENTAL PERFORMANCE & SERVICES TEAM RESTRUCTURE

The Committee considered a report of the City Surveyor relating to a Departmental Performance & Services Team restructure.

14. **AMBITION 25**

The Committee considered a report of the Town Clerk providing an update on Ambition 25.

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At this point in the meeting, in accordance with Standing Order 39, the Committee agreed to extend the meeting.

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

The Committee considered an additional item of confidential business as follows:

Pay Award 2025 / 26

Chairman

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

JOINT CONSULTATIVE COMMITTEE Thursday, 4 September 2025

Minutes of the meeting of the Joint Consultative Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 4 September 2025 at 2.00 pm

Present

Members:

Anthony David Fitzpatrick (in the Chair)
Leila Ben-Hassel, Unite Union Representative
Adam Hogg
Sandra Jenner
Charles Edward Lord, OBE JP
Diane Timmins, GMB Union Representative

In attendance (online):

Nick West, Unite Union Representative

Officers:

Polly Dunn	- Assistant Town Clerk and Executive Director of Governance and Member Services
Christopher Rumbles	- Town Clerk's Department
Cliff Morton	- Chief People Officer and Executive Director of People and HR
Chris Fagan	- People and HR Department
Tom Kennedy	- Head of Policy & Industrial Relations
Rachel Mackay	- People and HR Department
Caroline Al-Beyerty	- The Chamberlain
Sonia Virdee	- Chamberlain's Department

The Chair welcomed Sandra Jenner and Rachel Mackay to their first meeting, following which they introduced themselves to the Committee.

1. APOLOGIES

Apologies for absence were received from Florence Keelson Anfu and Greg Lawrence

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

No declarations of interest were received.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the Joint Consultative Committee meeting held on 12 June 2025 were approved as an accurate record.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business.
6. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
7. **NON-PUBLIC MINUTES**
RESOLVED - That the non-public minutes of the Joint Consultative Committee meeting held on 12 June 2025 were approved as an accurate record.
8. **ITEMS RAISED JOINTLY BY GMB AND UNITE**
 - a. **Outcome of collective grievance from Old Bailey**
The Committee received an investigation report relating to a collective grievance from the Old Bailey.
 - a. **Risk Assessment for HR**
The Committee received a joint general risk assessment form from GMB and Unite relating to the Human Resources Department.
9. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was one additional item of business as follows; -
 - Unite Branch Secretary
11. **CONFIDENTIAL MINUTES**
RESOLVED - That the non-public minutes of the Joint Consultative Committee meeting held on 12 June 2025 were approved as an accurate record.
12. **PAY AWARD 2025 / 26**
The Committee received the Trade Unions' formal response to the City Corporation's 2025 / 2026 pay award offer

The meeting ended at 2.55pm

Chairman

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

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Committee(s): Corporate Services Committee	Date: 22nd October 2025
Subject: Health & Safety Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Diverse Engaged Communities Leading Sustainable Environment Vibrant Thriving Destination Providing Excellent Services Flourishing Public Spaces Health & Safety at Work Act 1974 People Strategy
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Greg Moore, Deputy Town Clerk
Report author:	Oli Sanandres, Director of Health & Safety

Summary

This cover paper introduces the latest follow-up report by Quadriga Health & Safety Ltd, commissioned to independently review and validate the progress made by the City of London Corporation in strengthening its health and safety management arrangements. The review was initiated in response to recommendations from the original 2023 Quadriga report and subsequent internal audit findings, which highlighted the need for a robust “second line of defence” in health and safety assurance.

Recommendation(s)

Members are asked to:

- Note the report

Main Report

Background

1. In 2023, Quadriga conducted a strategic review following an internal audit that identified significant gaps in health and safety governance and assurance. The City of London Corporation responded by appointing a new Director of Health

and Safety and implementing a comprehensive action plan, which was endorsed by the Corporate Services Committee in January 2024.

2. This 2025 follow-up review assesses the extent to which the original recommendations have been implemented and the effectiveness of the actions taken.

Current Position

3. Substantial Progress

The report commends the City Corporation for extensive and rapid progress, with all recommendations either fully implemented, addressed through alternative actions, or in the process of completion.

4. Strategic Improvements

Notable achievements include the development of a new Health and Safety Strategy, introduction of a comprehensive policy framework, digitisation of monitoring systems, and enhanced governance arrangements.

5. Professionalisation

There has been significant investment in training, recruitment, and professional development of health and safety practitioners. Clear career pathways have been established which will roll out with Ambition 25.

6. Governance and Culture

The City Corporation has embedded structured governance, regular reporting, and a culture of continuous improvement, supported by digital tools and performance dashboards. It is now on track to achieve its cultural goals.

7. Ongoing challenges & Recommendations

The report highlights the need to continue training local health and safety practitioners and to review the resourcing of the central Health and Safety team, as many improvements have relied on transitional funding. Without sustained investment, there is a risk that recent gains could be reversed, potentially increasing organisational and personal risk for senior leaders.

8. Key Recommendations:

1. Urgently pursue training for local health and safety leaders where any gaps remain.
2. Review and secure adequate ongoing resources for the central Health and Safety Team to maintain and build on current progress.

Corporate & Strategic Implications

9. **Strategic implications** – The strategic safety plan is still in place. The focus on health and safety brought about by the impact of the People Strategy will support Departments and Institutions to continue towards achieving the corporate set goal of 65%. The Corporate Health & Safety team will continue to work on strategic improvements at a system level, aiming to simplify and clarify

requirements. This will support the building of a stronger corporate safety culture as per the People Strategy by supporting delivery of 'Trustworthy Leadership' where engagement and care of our people is clearly seen as an active leadership consideration.

10. **Financial implications** – There are no direct implications within this report. Members are reminded that any fines resulting from injuries because of accidents at work are not insurable.
11. **Resource implications** – The report calls out the corporate health and safety teams resourcing arrangements. Without sustained investment, there is a risk that recent gains could be reversed, potentially increasing organisational and personal risk for senior leaders.
12. **Legal implications** – There are points of exposure in some departments and institutions by virtue of the low maturity of the local safety management systems as reported at our previous meeting.
13. **Risk implications** – There may be some exposure to potential regulatory enforcement from an outside agency where we potentially fail to meet our regulatory requirements as an organisation, especially should an incident occur at this current time.
14. **Equalities implications** – None at this stage.
15. **Climate implications** – None at this stage.
16. **Security implications** – None at this stage.

Conclusion

17. The City of London Corporation is recognised in the closedown review for its commitment and achievements in improving health and safety management. Continued focus on training, governance, and resourcing will be essential to sustain these improvements and ensure a safe and healthy environment for all staff, stakeholders, and the public.
18. Members are asked to note the report.

Oli Sanandres
Director of Health & Safety

E: oliver.sanandres@cityoflondon.gov.uk

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City of London Corporation Committee Report

Committee(s): - Equality, Diversity and Inclusion Sub Committee – for decision - Corporate Services Committee – for information	Dated: 25/09/2025 22/10/2025
Subject: (Draft) Equity, Equality, Diversity & Inclusion (EEDI) Strategic Framework	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Public Sector Equality Duty Corporate Plan People Strategy City Corporation's Equality Objectives
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Dionne Corradine, Chief Strategy Officer
Report author	Sarah Guerra, Equalities Director, with Helena Mattingley, Senior EEDI Change Partner Arfan Bhatti, Senior EEDI Change Partner

Summary

This paper outlines the City of London Corporation's (draft) Equity, Equality, Diversity & Inclusion (EEDI) Strategic Framework, which is shaped by the Corporate Plan 2024-2029, the People Strategy 2024-2029, the 2025 EEDI Review and political priorities.

The (draft) EEDI Strategic Framework aims to enhance accountability and deliver a proactive, transparent EEDI service through the components outlined in this paper.

Designed to be flexible, scalable and adaptable to City of London Corporation's (CoLC) diverse needs, the Framework supports the delivery of City Corporation's Equality Objectives, equipping the organisation with tools for transparency,

accountability and cultural transformation across the City of London Corporation and its Institutions (via a federated model).

The proposed components of the (draft) EEDI Strategic Framework are:

- A) City of London Corporation EEDI Theory of Change.
- B) EEDI Roadmap.
- C) City of London Corporation bespoke EEDI Maturity Matrix.
- D) EEDI Operating Model.
- E) Staff Network operating model.

The finalised EEDI Strategic Framework and accompanying implementation plan will be shared at the November EDI sub-Committee meeting for final agreement.

Thereafter, annual updates will be scheduled for the EDI Sub-Committee to monitor progress and guide its continued implementation.

Recommendation(s)

Members are asked to:

- 1a) Agree the (draft) EEDI Strategic Framework in principle.
- 1b) Suggest feedback on the (draft) EEDI Strategic Framework and its components.
- 1c) Suggest further engagement the Framework requires.

Main Report

Background

1. In late 2023, accountability for EEDI was assigned to the Chief Strategy Officer. An initial evaluation revealed areas requiring immediate action.
2. At that point the EDI Sub-Committee agreed the following EEDI development model to complement the Corporate Plan 2024-2029, which consisted of 'four S's', namely: Stabilise, Strengthen, Sustain, Soar.¹

¹ STABILISE: recruit; agree EEDI Review Terms of reference

3. The EDI Sub-Committee also commissioned a comprehensive independent EEDI Review of City Corporation. The Review was completed in 2025 and provided insight on potential aspirations alongside a high-level diagnostic.
4. The Corporate EEDI function has used the EEDI Review's findings to inform a coherent, diagnostic-driven sustainable yet ambitious framework that defines what 'World Class' EEDI looks like and how it connects across City Corporation.
5. This includes the following three foundational pillars to enable success:
 - Vision: clear direction with strategic insight and measurable objectives.
 - Connection: authentic engagement fostering trust, respect and belonging.
 - Delivery: translating commitments into tangible outcomes and accountability.
6. A dedicated Corporate EEDI function based in Guildhall has been established to lead the implementation of the EEDI Strategic Framework across the City Corporation. This is in addition to EEDI practitioners embedded within three of the Corporation's Institutions. The aim is for the Corporate team to establish strong foundations for inclusive practice through collaboration with institutions and close working on complementary EEDI activities. The various practitioner teams will operate within a federated model, as recommended by the EEDI Review; enabling shared standards, aligned priorities and collaborative implementation of EEDI objectives.

The (draft) EEDI Strategic Framework

7. Overview

The (draft) EEDI Strategic Framework articulates an outcomes led approach and aims to address systemic and cultural EEDI challenges via continuous improvement and long-term change.

The components aim to support City Corporation departments understand their roles at enterprise, unit, and individual levels; clarifying expectations and accountability. The Corporate EEDI function will provide induction and ongoing support to build confidence and capability.

STRENGTHEN: Complete EEDI Review; recruit (and align) remaining team TBC; develop EEDI measures and metrics in conjunction with HR and others, in line with Corporate Plan MI and dashboard development

SUSTAIN: Alignment with and through EEDI reps across the CoLC including the Institutions.

SOAR: *Internal* - colleagues leading on cross-cutting corporate strategies
External to enhance knowledge sharing and boost skills transfer.

The components are outlined below. More detail in relation to three of the components are included in the Appendices of this paper.

8. Component A: City of London Corporation EEDI Theory of Change

This methodology maps how EEDI change is expected to happen across City Corporation by linking activities and outputs to short and long-term outcomes framed around key themes such as culture, strategy, data, leadership and engagement; thereby ensuring resources are focused on what drives meaningful impact. More information is included in Appendix A.

9. Component B: EEDI Roadmap and Delivery Plan

A Delivery Plan which forecasts workstreams between 2025 and 2029 (as well as initial costings) to deliver the EEDI Theory of Change is currently in development. This Component will be shared with the EDI Sub-Committee.

10. Component C: EEDI Maturity Matrix

A structured framework that assesses City Corporation's EEDI capabilities and processes within a specific area to determine its level of maturity or advancement. The Framework also utilises best practice, following successful implementation at the Barbican Centre of a similar approach. More information is included in Appendix B.

11. Component D: EEDI Operating Model

This EEDI Operating Model sets out how City Corporation will strategically deploy its EEDI resources to deliver meaningful impact across the organisation. The Model includes a 3-line service model, a professional competency framework alongside the intended work allocation and distribution across roles. A high-level summary is included in Appendix C.

12. Component E: EEDI Staff Diversity Network Theory of Change

This work seeks to clarify the purpose, role, expectations as well as support for Staff Diversity Network's. The theory of change is being informed by stakeholder engagement. An update will be provided at November's EDI Sub-Committee meeting.

Corporate & Strategic Implications

13. Strategic implications

The EEDI Strategic Framework aligns with Corporate Plan 2024-2029, Equality Objectives 2024-2029 as well as national policy commitments.

14. Resource implications

None – but resource implications will be monitored during the EEDI Strategic Framework implementation phase.

15. Risk implications

Implementation of the EEDI Strategic Framework strengthens our ability to horizon scan and anticipate challenges, helping to mitigate reputational, legal, and operational risks. Any emerging risks will be reported to future EDI Sub-Committees for oversight and action

16. Equalities implications

This framework will enable us to better understand differing needs and more consistently address those needs. It will also enable better assurance across all equalities spheres.

17. Climate and Security implications

None.

Conclusion

18. The (draft) EEDI Strategic Framework marks a shift towards a unified, strategic approach, aligned to the Corporate Plan 2024-2029, City Corporation's Equality Objectives 2024-2029 and People Strategy 2024-2029.

19. It's designed to embed EEDI principles across all functions and aims to provide diagnostic clarity, accountability while offering a credible, flexible and sustainable service model.

20. Members are invited to agree the (draft) EEDI Strategic Framework in principle, recommend any further engagement the Framework requires and provide feedback on the (draft) EEDI Strategic Framework and its components.

21. The final EEDI Strategic Framework will then be shared with the EDI Sub-Committee in November 2025.

Appendices

Document Title	Appendix Reference
City of London Corporation EEDI Theory of Change	A
City of London Corporation EEDI Maturity Matrix	B
EEDI Operating Model Summary	C

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Background Papers

- EEDI Work and Priorities – 26 June 2024 report to
- EEDI Review – Terms of Reference, 4 September 2024 report to
- EEDI Review Update – 22 November 2024
- EEDI Review Update – 5 February 2025
- EEDI Review Update – 16 June 2025

Sarah Guerra

Equalities Director

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Appendix A:

City of London Corporation Equity, Equality, Diversity & Inclusion Theory of Change

Background and Purpose

A Theory of Change is a structured method for explaining how and why change is expected in a specific context. It starts with the long-term desired outcomes and works backwards to identify the necessary activities and inputs. These form a framework that enables planning, resource allocation and strengthens evaluation.

Design Principles

This Equity, Equality, Diversity & Inclusion EEDI (EEDI) Theory of Change for City Corporation therefore outlines how EEDI change is expected to happen by linking activities to outcomes framed around the key themes identified in City Corporation's 2025 EEDI Review: culture, engagement, strategy, data, and leadership.

The short-term outcomes in the Theory of Change are aligned with the 'brilliant basics' as expressed in the Corporate Plan and People Strategy and identified in the EEDI Review, establishing a strong foundation for inclusive practice, while the long-term outcomes reflect the City Corporation's ambition to become a world-class organisation.

Longer term outcomes are also aligned to City Corporation's EEDI Review 2024/2025, direction from the Tackling Racism Taskforce, steers from the EEDI Sub-Committee, stakeholder engagement as well as global best practice.

Future Use and Evolution

While the Theory of Change provides the EEDI Strategic Framework for planning and evaluation, a separate delivery plan will translate the outcomes into concrete actions, timelines, responsibilities and costings to ensure coordinated implementation across the entirety of the City Corporation's remit.

Culture, Mindset & Behaviour			
		2025-2027	2028+
Theme	Activity	Short Term Outcomes	Long Term Outcomes
Culture, Mindset & Behaviour	Systematic, segmented diagnostic reviews of organisational culture and behavioural norms (policies and processes for: leadership behaviours, staff engagement, internal communications and decision-making practices through staff surveys, focus groups and EEDI audits.	<p>Inclusive practices are more systematically integrated at enterprise level through to individual work areas, beginning to enable a more cohesive and inclusive environment.</p> <p>Appropriate enterprise and local governance, accountability and resources are identified and understood</p>	<p>Psychologically safe organisation that is recognised internally and externally as a model of best practice for EEDI in public service and employment.</p> <p>Co-designed cultural change and behaviour approaches.</p>
	Deliver a tiered EEDI curriculum , bespoke learning products, leadership induction, coaching and inclusive performance tools.	<p>The organisation adopts a growth mindset, with stronger trust between staff and leadership, and a clearer, shared understanding of accessibility.</p> <p>Establish a baseline of requirements and assessment of current provision</p>	City Corporation is recognised as an employer of choice, with stronger organisational productivity and enhanced public services across the Square Mile.
	Collaborate with community organisations and local networks to embed lived experience and collective insight into shaping inclusive organisational culture.	<p>Appropriate enterprise and local governance, accountability and resources are identified and understood.</p> <p>Staff and leadership develop a more grounded understanding of community expectations. Engagement with communities begins to influence internal behaviours and decision-making.</p>	<p>City of London Corporation and the Square Mile is seen as an accessible place to live, work and study</p> <p>Businesses choose City of London due to confidence in accessible services and infrastructure</p>

Engagement, Collaboration & Communication			
		2025-2027	2028+
Theme	Activity	Short Term Outcomes	Long Term Outcomes
Engagement, Collaboration & Communication	Implement an EEDI communication and engagement programme to ensure consistent, inclusive messaging across the organisation. This includes project specific communications and engagement.	Transparency, visibility, and alignment of EEDI priorities with internal and external audiences.	<p>Empowered colleagues and stakeholders who feel valued and motivated.</p> <p>Residents, service users, visitors feel anticipated and represented in City Corporation's activities</p> <p>Strength, relevance and value add from staff/stakeholder engagement in co-designing products, policies and approaches</p>
	Develop internal and external engagement forums to support dialogue, collaboration, and shared learning including EEDI informed facilitation and community organisation development.	<p>Inclusive forums enable staff, stakeholders, and communities to actively shape EEDI work, with strengthened capacity to surface and address conflict constructively, fostering open and respectful dialogue.</p> <p>Co-design and co-creation with relevant communities become standard practice, embedding collaboration into everyday processes, particularly around identifying and addressing accessibility barriers.</p>	<p>Organisation that influences sector-wide change through external partnerships</p> <p>FPS is more inclusive, diverse and successful, leading to greater economic impact</p> <p>Organisation that is respected as a thought leader for EEDI influencing Square Mile for innovative EEDI practice</p> <p>Inclusive and accessible comms channels and digital infrastructure</p>

Strategy, Governance & Accountability			
		2025-2027	2028+
Theme	Activity	Short Term Outcomes	Long Term Outcomes
Strategy, Governance & Accountability <div>Page 26</div>	Mapping of the EEDI ecosystem integrated with Governance, Service provider, Educator, Convenor, Trustee (GSECT) perspective.	Consistent approach to EEDI is established through the integration of the GSECT lens with clear definitions and shared understanding across roles. This builds organisational clarity around the EEDI ecosystem, enabling staff to navigate their responsibilities with confidence and purpose.	Clarity supports sustained alignment between EEDI practice and organisational priorities, establishing CoLC's position as a leader in inclusive governance and service delivery.
	Develop and embed a coherent EEDI operating model , supported by service-level agreements, governance pathways and mapped workstreams.	Clear EEDI goals and performance measures are established, providing a consistent framework for tracking progress and impact. Stakeholders can confidently access and engage with EEDI support, embedding it into everyday operations and strategic planning.	Service offers that are fully integrated, trusted and consistently applied. Staff and leaders are empowered to act on EEDI priorities with clarity and confidence.
	Strengthening EEDI capability through the creation of a professional competence framework .	Clear EEDI role expectations are established, reflective practice is embedded, and performance tools begin shaping everyday behaviours thereby building confidence and consistency in applying EEDI across City Corporation.	Mechanisms that enable both consistency and local adaptability across departments Colleagues in all areas provide accessible services, demonstrate inclusive practices and take EEDI into account in everyday business approaches and programmes

	Participate in Social Mobility Index to inform strategic planning, governance frameworks and resource allocation that promote socio-economic inclusion.	Socio-economic inclusion is embedded in governance and accountability structures. Leadership and teams understand how social mobility data informs decision-making.	City Corporation is recognised for advancing socio-economic EEDI through transparent governance and inclusive strategy. Social mobility outcomes improve across the organisation and the communities it serves.
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Data, Insight & Performance			
		2025-2027	2028+
Theme	Activity	Short Term Outcomes	Long Term Outcomes
Data, Insight & Performance	Develop a mutually agreed definition of City Corporation's population through targeted research.	A shared and clearly defined understanding of the population served by the City Corporation is established, enabling more focused and equitable EEDI planning. This clarity supports improved targeting of services, policies, and engagement strategies, ensuring that EEDI efforts are relevant and inclusive from the outset.	The definition becomes embedded in strategic planning, service design, and performance monitoring. This enables more equitable resource allocation, targeted interventions and stronger accountability for meeting the needs of all communities served; especially those historically underrepresented or marginalised.
	Develop fit-for-purpose data collection mechanisms, dashboards alongside campaigns to improve data quality and completeness.	Clarity on projects, workstreams and outcomes. Deep, reliable evidence, knowledge and insight into employee and stakeholder sentiment Organisation wide integrated and intersectional EEDI insight to support decision making.	EEDI approaches that are locally relevant and globally coherent. Ability to evaluate impact, assess performance, complete legal obligations Organisation that is intersectional by default. Predictive and forecasting EEDI capabilities.

Leadership, Capability & Decision-Making

		2025-2027	2028+
Theme	Activity	Short Term Outcomes	Long Term Outcomes
Leadership, Capability & Decision-Making Page 29	Embed EEDI into leadership development by establishing clear Terms of Reference's for officer communication channels. Integrate EEDI principles into 360-degree feedback for leaders and managers, ensuring inclusive behaviours are assessed and developed.	Clarity, consistency, and credibility in how inclusive leadership is developed and assessed. Communication structures support transparency and consistency in EEDI realisation.	Organisation that is representative of the population it serves — at every level. EEDI is visible in decision making, and impacts positively on residents, service users, visitors and City Corporation reputation Succession planning embeds EEDI fluency.
	Deploy tailored EEDI toolkits to support inclusive practice at all levels. Map EEDI workstreams across CoLC. Embed EEDI into procurement through dedicated guidance, ensuring inclusive values are reflected in commissioning and supplier engagement.	Alignment and connection between all EEDI professionals across CoLC Coherence and strategic alignment. Procurement practices that reflect and reinforce EEDI advocacy.	Leadership development embeds EEDI fluency. Members and officers work together towards shared and agreed goals. Improved organisational. productivity.
	Clarify the purpose, role, expectations and support of Staff Diversity Network's .	Staff Diversity Networks operate with clarity and confidence, leading to more focused and impactful activity.	Staff Diversity Networks are embedded as strategic partners in shaping policy and organisational culture.

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Appendix B:

City of London Corporation

Equity, Equality, Diversity & Inclusion Maturity Matrix

Purpose and Application

The Equity, Equality, Diversity & Inclusion (EEDI) Maturity Matrix aims to assess and guide progress across City Corporation.

It does so by evaluating ten thematic factors via five-levels of EEDI maturity, namely: Stagnate, Stabilise, Strengthen, Sustain and Soar.

From these assessments, targeted actions can be developed to address gaps, build on strengths and embed EEDI into planning, performance and decision-making processes; thereby ensuring tailored approaches to specific areas.

Design Principles

This bespoke model draws on external practice, including a maturity index utilised at the Barbican Centre. The five levels of EEDI maturity also align to the levels established in the City Corporation's EEDI Review, which was conducted by an independent external organisation. The fifth and highest level of EEDI maturity is aligned to City Corporation's ambition to be a 'world-class' organisation.

Development Process

The Maturity Matrix was developed by the Corporate EEDI function and strengthened through engagement with: EEDI Practitioners across City Corporation, the Corporate Strategy and Performance Team (CSPT), cross-functional input from specialists in departments including Audit, HR, Health and Safety and Transformation, the Executive Leadership Team as well as local authority peers.

Following engagement with Members at November's EDI Sub-Committee, engagement is also scheduled with Trade Unions and City Corporation's Staff Diversity Networks.

Future Use and Evolution

This EEDI Maturity Matrix is intended to be dynamic; insight gained during implementation will enable further refinement. In the short-term (1-2 years) the Corporate EEDI function will support departments in utilising the matrix, building and embedding the requisite capabilities and approaches. Facilitating the building of capability will enable the longer-term (3 years plus) aim departments developing their EEDI independently.

The below table provides a high-level overview of the Maturity Matrix. The full version is available upon request.

City of London Corporation EEDI Maturity Matrix: An overview

Theme	Static and reactive	Stable & Aware	Strengthen to brilliant basics	Sustain & moving up	Soar to world class
Leadership	Absent leadership commitment to EEDI, low trust relationships	Inconsistent leadership commitment to EEDI, limited trust relationships	Leadership commitment to EEDI has compliance tone, growing trust in relationships	Visible leadership commitment to EEDI, trusting relationships	Strong, believable leadership commitment to EEDI, high trust and empowered teams
Governance	Opaque decision making and governance structures	Basic governance structures	Established governance structures allows productive decisions	Robust governance structures leading to effective decisions	World class governance structures enabling informed, evidence-based decisions
Data, Performance and Reporting	Limited and unreliable EEDI data, kept in silos	Basic EEDI data captured and used	Reliable EEDI data used to inform decisions	Advance data analytics providing EEDI data trends	Predictive data analytics providing data trend models
City Corporation Workforce Engagement (Internal)	Passive workforce, limited engagement, siloed working	Transactional interaction, siloed communication	Growing, multi-channel engagement integrated into major programmes	Influential, collegiate and collaborative engagement informing strategic decisions	Empowered employee engagement, integrated into decision making

Theme	Static and reactive	Stable & Aware	Strengthen to brilliant basics	Sustain & moving up	Soar to world class
Learning & Development	Ineffective, siloed EEDI training without expert input	Siloed training with limited evaluation	Informed, connected and monitored EEDI training offer	Comprehensive, targeted and evaluated EEDI development offer	Continuous development culture, EEDI development interwoven with leadership training and outcomes measured
Policies affecting People	Outdated, inaccessible non-compliant policies	Reactive, inconsistent, partially collaborative policies	Proactive, collaborative, compliant policies	Strategic, collaborative and inclusive policies	Innovative, sector leading, co-created and well implemented policies
Culture	Fragmented culture	Disjointed culture	Unified culture	Inclusive culture	Transformative culture
Service User Engagement	Poor experience for service users	Limited positive/inconsistent experience for service users	Improving but still variable experience for service users	Good, consistent experience for service users	Excellent experience for all service users
City Worker / Corporate Engagement (FPS)	Disengaged business community	Limited engagement with businesses	Growing engagement with businesses and city workers	Good awareness and engagement	Excellent awareness and high engagement
Community Engagement (residents, students, etc)	Disengaged community	Low awareness and limited engagement	Growing awareness and engagement	Good awareness and engagement	Excellent awareness and high engagement

Appendix C: Equity, Equality, Diversity & Inclusion Operating Model Summary

Background

This Equity, Equality, Diversity & Inclusion (EEDI) Operating Model describes how we will organise and utilise our operational resources to deliver City Corporation's EEDI objectives and EEDI Strategic Framework.

The EEDI Operating Model includes:

- a) a 3-line service model;
- b) a professional competency framework;
- c) intended work allocation and distribution across roles.

Design principles

This bespoke Operating Model derives from the insights gained from the City Corporation's EEDI Review 2025, which was conducted by an independent external organisation.

The Operating Model will also align to Ambition 25 to ensure that responsibilities, skills and accountabilities are clearly defined and appropriately matched to the right level of capability and influence.

Development process

Given this Operating Model defines City Corporation's service offer, engagement is scheduled with the Executive Leadership Team for endorsement.

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Committee:	Date:
Corporate Services Committee	22 nd October 2025
Subject: Revenue Outturn 2024-25	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
Report of: The Deputy Town Clerk, The Chief People Officer, The Chamberlain, The Comptroller and City Solicitor	For Information
Report Authors: Mark Jarvis, Head of Finance, Chamberlain's Department Declan Greaves, Finance Business Partner, Chamberlain's Department	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2024-25 with the final budget for the year. It also details the approved carry forward.

The outturn presented in this report are for the services, which are summarised below:

- i) **Deputy Town Clerk** – Town Clerk's Department, Corporate Services and Health and Safety.
- ii) **Comptroller and City Solicitor** – Comptroller and City Solicitor's Office
- iii) **Chief People Officer** – Corporate HR.

Overall total net expenditure during the year was £12.640m whereas the budget was £14.050m representing an overspend of £1.411m as summarised below.

Chief Officer	Final Agreed Budget 24/25 £000's	Revenue Outturn 24/25 £000's	Variance (Worse)/Better against Final Budget £000's
Comptroller and City Solicitors	(1,673)	(2,608)	(0,935)
Deputy Town Clerk	(4,717)	(4,396)	0,321
Executive Director of HR & Chief People Officer	(6,250)	(7,047)	(0,797)
Net Expenditure	(12,640)	(14,051)	(1,411)

Expenditure and unfavourable variances are presented in brackets.

The overall outturn overspends of £1.411m comprises variations across several services which are detailed later in this report. The main variations are:

- **Comptroller and City Solicitor - increased net expenditure of £0.935m-** Overspend by £0.735m this was due to the following unbudgeted pressures, external advice on an employee relations issue £0.085m, an additional pension strain of £0.150m, unfunded external legal fees £0.050K, additional locum staffing costs of 4 FTE's to deal with long-term sickness absences and a significant increase in property work £0.450m (Externalising this work would have an estimated minimum cost of £1.600m even at discounted LBLA rates and significantly higher costs at open market rates). These posts were essential to manage additional work related to property projects including London Museum, Salisbury Square, Barbican, Smithfield development and markets. £200k pressure due to no commercial property transaction related legal fee income being received.
- **Deputy Town Clerk's - decreased net expenditure of £0.321m –** This underspend relates to £0.109m within Health & Safety mainly due to £0.070 carry-forward request related to work on the Health and Safety strategy. Also, Corporate Services had an underspend of £0.241m due to an underspend on Computer Licences and payments to Other Bodies. The Town Clerk's office had a slight pressure of £0.030m due to staffing costs which was offset against above underspends.
- **Chief People Officer- increased net expenditure of £0.797m –** Pressure has arisen due to £0.659m overspend in HR in conjunction with the ongoing restructure with additional agency costs and consulting fees. This should be reduced in 25/26 as an updated, increased, budget to match this new HR structure is implemented. £0.138m overspend on staff training was due to the additional resource needed for the enhanced training offer and will be ongoing through the implementation of the People Strategy.

The Deputy Town Clerk has carry-forward amounts of £0.070m agreed and these are detailed on page 5.

Recommendations

Members are asked to note the:

- Revenue outturn for 2024/25 showing an overall adverse variance to final budget of £1.411m; and
- Agreed carry forward requests of local risk budgets of £0.070m to 2025/26.

In Report

Budget Position for 2024-25

1. The 2024-25 original budget for the services overseen by your Committee was £9.688m as endorsed by the Court of Common Council in March 2025. This has subsequently been increased to a final budget of £12.64m. An analysis of

the increase of £2.952m is provided in Appendix 1. Note: Chief Strategy Officer budgets moved from Corporate Services Committee to Policy and Resources Committee as stated in the Estimates report on the 8th of January 2025.

Revenue Outturn for 2024-25

2. As indicated in the table in the summary, actual net expenditure for your Committee's services during 2024-25 totalled £14.051m compared to a budget of £12.640m, resulting in an overspend of £1.411m. A comparison of the final budget with the revenue outturn by Chief Officer is shown in the Summary and is analysed by risk in the table below.

	Final Budget	Revenue Outturn	Variations Better/(Worse) against Final Budget	Notes
	£000	£000	£000	
Chief Officer				
Local Risk				
The Deputy Town Clerk	(4,386)	(4,210)	176	3i)
The Chief People Officer	(4,830)	(5,633)	(803)	3ii)
The Comptroller and City Solicitor	(1,873)	(2,608)	(735)	3iii)
Total Local Risk	(11,089)	(12,451)	(1,362)	
Central Risk				
The Deputy Town Clerk	(331)	(186)	145	4i)
The Chief People Officer	(1,420)	(1,414)	6	4ii)
The Comptroller and City Solicitor	200	0	(200)	4iii)
Total Central Risk	(1,551)	(1,600)	(49)	
Net Expenditure	(12,640)	(14,051)	(1,411)	

Expenditure and unfavourable variances are presented in brackets.

3. The main reasons for the variation to the **local risk budgets** are:
- i. **The Deputy Town Clerk - £0.176m underspend** - The underspend relates to underspends due to staff vacancies and £0.070m carry-forward request related to the Health and Safety Strategy.
 - ii. **The Chief People Officer - £0.803m overspend** – £665k overspend in HR is in conjunction with the ongoing restructure with additional agency costs and consulting fees, this will be reduced in

25/26 as an updated, increased, budget to match this new HR structure is implemented. £138k overspend on staff training was due to the additional resource needed for the enhanced training offer and will be ongoing through the implementation of the People Strategy.

- iii. **The Comptroller and City Solicitor - £0.735m overspend** – Local Risk Budget was overspent by £0.735m this was due to the following unbudgeted pressures, external advice on an employee relations issue £0.085m, an additional pension strain of £0.150m, unfunded external legal fees £0.050m, additional locum staffing costs of 4 FTE's to deal with long-term sickness absences and a significant increase in property work £0.450m (Externalising this work would have an estimated minimum cost of £1.600m even at discounted LBLA rates and significantly higher costs at open market rates).

4. The main reasons for the variation to the **central risk budgets** are:

- i. **The Deputy Town Clerk - £0.145m underspend** – The drivers of this underspend are: Health and Safety (£0.038m), Corporate Services (£0.102m) related to underspends on Computer Licences and payments to Other Bodies & Town Clerk's Office (0.005m) underspend in relation to staffing.
- ii. **The Chief People Officer - £0.006m underspend** – minimal underspend.
- iii. **The Comptroller and City Solicitor - £0.200m overspend** was a result of no commercial property transaction related legal fee income being received.

Carry Forwards to 2025-26

- 5. . There is one carry-forward request, totalling £0.070m. This relates to local risk budget and falls within the Deputy Town Clerk's area, representing a planned carry-forward to accommodate activity associated with the development of the Health & Safety Strategy.

Year-end position and financial pressure in 2025/26

- 6. Looking forward to 2025/26 there is an identified financial risk.

Appendices

- Appendix 1 – Analysis of movements from 2024-25 Original Budget to 2024-25 Final Budget

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APPENDIX 1

Analysis of movements 2024-25 Original Budget to Final Budget	£'000
Original local risk budget (Deputy Town Clerk)	(4,127)
July '24 Pay Award	(43)
Transfer of Communications Staffing Budgets to Communications Director	185
Contingency Drawdown for Deputy Town Clerk	(210)
London Council Contribution	57
Virement from Innovation & Growth to Deputy Town Clerk	(248)
Final local risk budget (Deputy Town Clerk)	(4,386)
Original local risk budget (Chief People Officer)	(4,081)
July '24 Pay Award	(54)
Allocation for centrally funded apprentices	(98)
Allocation of Apprenticeship Budget	46
Drawdown from Contingencies	(665)
Corporate Volunteering	(40)
Staffing Budget from HR to Communications	62
Final local risk budget (Chief People Officer)	(4,830)
Original local risk budget (Comptroller and City Solicitor)	(1,453)
July '24 Pay Award	(88)
Contingency Drawdown	(332)
Final local risk budget (Comptroller and City Solicitor)	(1,873)
Original central risk budget (Deputy Town Clerk)	(227)
July '24 Pay Award	(1)
Transformation Fund Allocation from contingency	(60)
Transformation Fund Carry Forward to 2024-25	(43)
Final central risk budget (Deputy Town Clerk)	(331)
Original central risk budget (Chief People Officer)	(0)
July 24' Pay Award	(8)
Contingency Drawdown	(1,412)
Apprenticeship Contingency Budget allocated to fund Apprentices	688
Final central risk budget (Chief Operating Officer)	(1,420)
Original central risk budget (Comptroller and City Solicitor)	200
Final central risk budget (Comptroller and City Solicitor)	200
Total original budget	(9,688)
Total increase	(2,952)
Total final budget	(12,640)

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