



Corporate Services Committee

Date: WEDNESDAY, 3 DECEMBER 2025
Time: 1.45 pm
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

Florence Keelson-Anfu (Chair)	Sandra Jenner
Anthony David Fitzpatrick (Deputy Chairman)	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

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Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

<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

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These for information items have been collated into a supplementary agenda pack and circulated separately.

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 held on 22 October 2025. (Pages 5 - 10)
- b) To note the public minutes and non-public summary of the Senior Remuneration Sub-Committee meeting held on 24 September 2025 (Pages 11 - 12)

4. *PROGRAMME SAPPHIRE (ERP) UPDATE REPORT – NOVEMBER 2025

Report of the Chamberlain.

For Information

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

6. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

7. 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

8. NON-PUBLIC MINUTES

To agree the non-public minutes of the Corporate Services Committee meeting held on 22 October 2025.

For Decision
(Pages 13 - 16)

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

10. 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

11. CONFIDENTIAL MINUTES

To consider minutes as follows: -

- a) To agree the Confidential minutes of the Corporate Services Committee meeting held on 22 October 2025.
- b) To note the confidential minutes of the Senior Remuneration Sub-Committee meeting held on 24 September 2025

12. AMBITION 25

Report of the Executive Director of Human Resources and Chief People Officer (REPORT IN SEPARATELY CIRCULATED PACK TO FOLLOW).

For Decision

13. 2026 PAY AWARD

Report of Executive Director of Human Resources and Chief People Officer (REPORT IN SEPARATELY CIRCULATED PACK TO FOLLOW).

For Decision

14. NEW SPITALFIELDS MARKET STAFFING STRUCTURE

Report of the City Surveyor.

For Decision

15. **JOB EVALUATION MAINTENANCE FOR AN EXISTING POST**

Report of the Chief Strategy Officer.

For Decision

16. **REMOVAL OF REDUNDANT POST**

Report of the Interim Chief Executive Officer Barbican Centre.

For Decision

CORPORATE SERVICES COMMITTEE **Wednesday, 22 October 2025**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
Wednesday, 22 October 2025 at 1.45 pm

Present

Members:

Florence Keelson-Anfu (Chair)
Anthony David Fitzpatrick (Deputy Chair)
Alderman Sir Charles Bowman
Simon Burrows
Steve Goodman OBE
Stephen Hodgson
Adam Hogg
Sandra Jenner
Charles Edward Lord, OBE JP
David Sales
James Tumbridge
Philip Woodhouse

In Attendance (Observing online)

Alistair Moss
Benjamin Murphy

Officers:

Ian Thomas, CBE
Gregory Moore
Polly Dunn

Sarah Guerra
David Renshaw
Christopher Rumbles
Tabitha Swann
Caroline Al-Beyerty
Simon Gray
Mark Jarvis
Sonia Virdee
Michael Cogher
Cliff Morton

Tom Kennedy
Rachel Mackay
Cindy Vallance
Berni Stockton
Ian Clements (for item 4)

- Town Clerk and Chief Executive
- Deputy Town Clerk
- Assistant Town Clerk & Executive Director of Governance and Member Services
- Town Clerk's Department
- Town Clerk's Department
- Town Clerk's Department
- Town Clerk's Department
- Chamberlain
- Chamberlain's Department
- Chamberlain's Department
- Chamberlain's Department
- Comptroller and City Solicitor
- Executive Director of Human Resources and Chief People Officer
- People and HR Department
- People and HR Department
- People and HR Department
- Environment Department
- Quadriga Health and Safety Ltd

1. **APOLOGIES**

Apologies for absence were received from Deputy Christopher Hayward, Deputy Henry Colthurst, Alderman Michael Mainelli, Gregory Lawrence and Alistair Moss.

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

There were no declarations of interest.

3. **MINUTES**

Minutes were considered as follows: -

- a. The public minutes and non-public summary of the Corporate Services Committee meeting on 10 September 2025 were approved as an accurate record.
- b. The draft public minutes of the Joint Consultative Committee meeting on 4 September 2025 were noted.

4. **HEALTH & SAFETY UPDATE**

The Committee received a report of the Deputy Town Clerk introducing 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.

Ian Clements, Executive Chairman of Quadriga Health and Safety Ltd, delivered a presentation summarising the findings of the follow up review and highlighting the significant progress that had been made since the 2023 strategic review. The presentation highlighted that the majority of the 19 recommendations from the strategic review had been addressed or were in progress, with particular improvements having been seen in governance, training, policy development and the digitalisation of health and safety arrangements.

During the discussion that followed, Members raised questions relating to the effectiveness of the new governance arrangements, the sufficiency of resources to support health and safety improvements, and the completion rates for mandatory training. In response, it was confirmed that a Strategic Health and Safety Board had been established to provide oversight, and that governance structures were now robust and operational. It was acknowledged that, whilst significant progress had been made, further work was required to ensure all high-risk areas were adequately resourced and that training compliance was fully achieved. A programme of training for managers was ongoing and new digital systems were supporting improved monitoring and reporting, with emphasis on the importance of embedding a positive health and safety culture across the organisation.

RESOLVED: That Members: -

- Received the report and noted its content.

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

The Committee received a report of the Chief Strategy Officer outlining the City of London Corporation's (draft) Equity, Equality, Diversity & Inclusion (EEDI) Strategic Framework, which was shaped by the Corporate Plan 2025-2029, the People Strategy 2024-2029, the 2025 EEDI Review and political priorities.

During discussion of the item, Members raised a number of points including the process for setting and measuring targets, the engagement of different departments and communities, and the relationship between the EEDI framework and other corporate strategies. Members also discussed the importance of avoiding silo working, ensuring the framework reflected the diversity of the City's workforce and population, and the need for clear definitions and aspirations regarding workforce and community engagement.

In response, it was confirmed that the framework had been approved in principle by the EEDI Sub-Committee and it was being shared with Corporate Services Committee for feedback ahead of finalisation. It was explained that measurable outcomes and targets would be developed as part of the implementation plan, and that ongoing engagement with departments, staff, and stakeholders would continue to ensure the framework's relevance and effectiveness. The EEDI Strategic Framework was designed to be inclusive and adaptable, with further updates to be provided to Corporate Services Committee as work progressed.

RESOLVED: That Members: -

- Received the report and noted its content.

6. **REVENUE OUTTURN 2024-25**

The Committee received a joint report of the Deputy Town Clerk, Chief People Officer, Chamberlain and Comptroller and City Solicitor comparing the revenue outturn for the services overseen by Corporate Services Committee in 2024-25 with the final budget for the year and detailing the final approved carry forward.

Members queried the causes of the overspend, with particular reference to the HR budget. It was noted that, despite a number of vacancies, there had been an overspend in HR due to additional agency and consultancy costs. Members asked for clarification on how the original budget had seen an increase and sought an assurance over the process for approving spending over budget, how such spending was managed, and whether contingency funds or reallocations from other departments had been used. Clarity was also sought relating to allocation of project related costs e.g. Salisbury Square Development, London Museum, Smithfield and whether these were being allocated to the right budgets.

In response, it was confirmed that the uplift in expenditure was mainly attributable to HR. Whilst they were carrying a number of vacancies, the use of agency staff and consultants was necessary to cover gaps and deliver on required work and with this resulting in an overspend in the HR budget. Where certain costs related to specific projects there was a need to ensure that these budgets were being properly allocated to reflect where costs were actually being incurred. Budget monitoring was managed at an officer level by the Senior Leadership Team, with additional oversight by Chief Officers and the relevant Service Committees. Overspending in some departments had been offset by better-than-expected

returns on cash balances and investments, with it being important to ensure robust budget monitoring, and with this being scrutinised by the Finance Committee on a quarterly basis.

A Member further questioned the additional HR costs and requested a breakdown of these costs be provided to the Committee. The Chamberlain agreed to provide Members with a breakdown of the additional agency costs and consultant fees relating to the HR overspend.

RESOLVED: That Members: -

- Noted 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.

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

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

The following item of business was raised: –

Corporate Services Committee Strategy Day

The Chair referred to her update at the last meeting confirming her intention to hold a Corporate Services Committee Strategy Day to allow an opportunity to reflect on the Committee's current approach, identify priorities, and shape a collective vision moving forward.

The Chair confirmed that a Corporate Services Committee Strategy Day would be held on Wednesday 7 January and encouraged Members to make a note of the date in their diaries. Members noted that the Town Clerk would follow up after the meeting and issue a calendar invitation as a placeholder for the day in Members' diaries.

9. 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.

10. NON-PUBLIC MINUTES

Non-public minutes were considered as follows: -

- a. The non-public minutes of the Corporate Services Committee meeting on 10 September 2025 were approved as an accurate record.
- b. The non-public minutes of the Joint Consultative Committee meeting on 4 September 2025 were noted.

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

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

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

There were no questions.

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

There were no urgent items of business.

14. **CONFIDENTIAL MINUTES**

Minutes were considered as follows: -

- a. The confidential minutes of the Corporate Services Committee meeting on 10 September 2025 were approved as an accurate record.
- a. The draft confidential minutes of the Joint Consultative Committee meeting on 4 September 2025 were noted.

15. **CITY BUSINESS & INVESTMENT UNIT**

The Committee considered a report of the Executive Director Environment relating to the role of City Business & Investment Unit Director.

16. **EMPLOYMENT CASES AND SETTLEMENTS**

The Committee received a report of the Comptroller and City Solicitor providing details of Employment Tribunal cases received and dealt with by the Comptroller and City Solicitor since July 2024.

ADDITIONAL ITEM OF CONFIDENTIAL BUSINESS

Members noted that there was one additional item of confidential business that was to be taken in advance of the Town Clerk's regular update at the next item.

Pay Award 2025 / 2026

The Chief People Officer provided the Committee with an update on the latest position relating to the 2025/26 pay award.

17. **TOWN CLERK'S UPDATE**

The Town Clerk updated Members on points of interest relevant to the work of the Committee.

The meeting ended at 3.22pm

Chair

Contact Officer: Chris Rumbles
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SENIOR REMUNERATION SUB-COMMITTEE

Wednesday, 24 September 2025

Minutes of the meeting of the Senior Remuneration Sub-Committee held at the Guildhall EC2 at 11.00 am

Present

Members:

Deputy Christopher Hayward (Deputy
Chairman)
Deputy Henry Colthurst
Florence Keelson-Anfu (Chair)
Charles Edward Lord, OBE JP

Alderman Sir William Russell
Philip Woodhouse
Anthony David Fitzpatrick
Deputy James Thomson CBE

Officers:

Ian Thomas CBE
Polly Dunn

- Town Clerk and Chief Executive (except Item 8)
- Assistant Town Clerk and Executive Director of Governance and Member Services
- Interim Chief People Officer

Cliff Morton

1. APOLOGIES

Apologies were received from Adam Hogg and Gregory Lawrence.

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

There were none.

3. MINUTES

RESOLVED, that the public minutes and non-public summary of the meeting held on 17 July 2025, be approved as an accurate record.

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

There were no questions.

5. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

The Chair asked a question on what, if anything, is in place to support succession planning for those in the Senior Management Group. The Interim Chief People Officer confirmed that this was a piece of work that would be brought to the Sub-Committee in the New Year.

It was also confirmed that work was underway on the principle of 'Key Person Insurance' and the context of the City of London Corporation. Members would be updated in due course.

6. **EXCLUSION OF THE PUBLIC**

RESOLVED, That under Section 100 (A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12 A of the Local Government Act.

7. **MINUTES**

RESOLVED, that subject to one minor amendment, the confidential minutes of the meeting held on 17 July 2025, be approved as an accurate record.

8. **TOWN CLERK AND CHIEF EXECUTIVE**

Members considered a report of the Interim Chief People Officer concerning the Town Clerk and Chief Executive's remuneration.

9. **SENIOR OFFICERS - HONORARIUM**

Members considered a report of the Town Clerk and Chief Executive concerning senior officer honorariums.

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

There was one item of urgent business.

The meeting closed at 12.00 pm

Chairman

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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