

CORPORATE SERVICES COMMITTEE
Wednesday, 18 June 2025

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
Wednesday, 18 June 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
Gregory Lawrence
Charles Edward Lord, OBE JP
Alderman Professor Michael Mainelli
Deputy Alastair Moss
David Sales
Philip Woodhouse

Officers:

Ian Thomas CBE	- Town Clerk & Chief Executive
Gregory Moore	- Deputy Town Clerk
Chris Rumbles	- Town Clerk's Department
Alison Littlewood	- Executive Director of Human Resources & Chief People Officer
Cliff Morton	- Interim Executive Director of Human Resources & Chief People Officer
Jacqui Cover	- Human Resources Department
Chris Fagan	- Human Resources Department
Thomas Kennedy	- Human Resources Department
Cindy Vallance	- Human Resources Department
Michael Cogher	- Comptroller and City Solicitor
Dionne Corradine	- Chief Strategy Officer
Damian Nussbaum	- Executive Director of Innovation & Growth
Daniel O'Byrne	- Innovation & Growth Department
Sonia Virdee	- Chamberlain's Department
Gregory Wade	- Community & Children's Services Department

Part 1 - Public Agenda

The Chair took the opportunity to acknowledge that it would be Ali Littlewood's last Corporate Services Committee meeting before she departed the City Corporation at the end of June and to put on record her personal thanks, and those of the Committee, for the outstanding contribution she had made to the work of the City Corporation since joining in 2023, during which time she had demonstrated strategic leadership and a collaborative approach to working with Members whilst working in support of key initiatives such as the organisation's first People Strategy and Ambition 25.

The Chief People Officer responded expressing her gratitude to the Chair, all Committee Members and the Senior Leadership Team for their support and the collaborative approach they had shown throughout her time at the City Corporation, highlighting the energy and resilience that was required to deliver the City Corporation's demanding business-as-usual operations, praising HR colleagues for their dedication and support in driving forward transformation and wishing the organisation continued success in the future.

The Interim Chief People Officer introduced himself to the Committee and provided a summary of his working background, whilst also expressing his gratitude to the Chief People Officer for the warm welcome and support he had received during the transition period. He highlighted his experience in organisational design, workforce strategy and HR transformation and conveyed enthusiasm for continuing to build on the progress that has already been made at the City Corporation and contributing to this work moving forward.

1. **APOLOGIES**

Apologies for absence were received from Deputy Christopher Hayward, James Tumbridge 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. The public minutes and summary of the Corporate Services Committee meeting held on 7 May 2025 were approved as an accurate record.

Matter arising – Committee vacancies

The Town Clerk referred to Committee vacancies that were held over from the last Corporate Services Committee meeting, for which expressions of interest were now sought. The following appointments were approved.

Two remaining vacancies on Joint Consultative Committee for 2025/26: -

- Philip Woodhouse
- Sandra Jenner

One remaining vacancy on Equality, Diversity and Inclusion Sub-Committee

- Gregory Lawrence

One remaining vacancy on Member Development and Standards Sub-Committee.

- With no expressions of interest having been received, the vacancy was held over.

b. The public minutes of the Joint Consultative Committee meeting on Thursday 6 February 2025 were noted.

4. **TEMPORARY AGENCY WORKFORCE USER GUIDE**

The Committee received a report of the Executive Director of HR and Chief People Officer setting out the purpose, background and implementation approach for the City of London Corporation's new Temporary Agency Workforce Contract, awarded to Reed Talent Solutions.

A Member remarked on the importance of ensuring that the City Corporation's approach to agency staffing was aligned to its strategic workforce objectives and requested future reporting to the Committee demonstrating progress against this aim, including sufficient detail to assess performance across departments. The Chief Strategy Officer responded confirming that as data quality improved through the implementation of Project Sapphire, it would be possible to provide more accurate and regular reporting, with this being on a quarterly or bi-annual basis. The Committee noted that an overarching workforce strategy was under development and that this would help shape future workforce planning, including an appropriate use of agency staff.

RESOLVED: That Members: -

- Received the report and noted its content.

5. **GENDER, ETHNICITY AND DISABILITY PAY GAPS (MARCH 2024 SNAPSHOT)**

The Committee received a report of the Executive Director of HR and Chief People Officer providing information on the City Corporation's Gender, Ethnicity and Disability Pay Gaps as of March 2024.

A Member highlighted the importance of considering social mobility data alongside pay gap data, given factors such as educational background may reveal deeper disparities. The Chief Strategy Officer responded and confirmed that a paper on social mobility had been presented to Equality, Diversity and Inclusion Sub-Committee earlier in the week and that the City Corporation continued to participate in the Social Mobility Index. Improvements in declaration rates were essential to enable more robust analysis and accurate reporting in this area. Work was ongoing to improve data quality across all protected characteristics, supported by a new Enterprise Resource Planning (ERP) system. One of the City Corporation's equality objectives was dedicated to social mobility. It was agreed that the Social Mobility report would be shared with the Committee.

RESOLVED: That Members: -

- Received the report and noted its content.

6. **HEALTH & SAFETY UPDATE**

The Committee received a report of the Deputy Town Clerk providing a regular health and safety update.

The Deputy Town Clerk provided an update on key areas, confirming that 96% of actions from the Quadriga health and safety audit had been completed, with the remaining 4% linked to Ambition 25 implementation and would be closed once that programme was in place. A return verification audit by Quadriga was planned, pending completion of an internal audit. The Everyday Safety Management programme had launched successfully, with three sessions delivered so far and the aim being to train all 1125 managers across the organisation in looking to ensure they understand their health and safety responsibilities. A new project had been initiated to improve safety data collection and analysis, with the goal being to support a more mature and proactive safety culture within the City Corporation.

The Committee welcomed the progress outlined, with there being an acknowledgement of the importance of continuing to improve data quality and visibility.

RESOLVED: That Members: -

- Received the report and noted its content.

Performance Management

At this point in the meeting, the Committee received an update from the Chief People Officer on the status of the annual performance appraisal process and the implementation of the new performance management system aligned with the ERP system.

Members noted that approximately 50% of appraisals had been completed by the 31 May 2025 deadline, although this figure was expected to rise as data continued to be submitted. The process of collating and validating completion data remained largely manual due to limitations in the legacy system. Managers had been asked to complete appraisals in the legacy system while setting new goals in the ERP platform. A validated update would be brought to the Committee in September.

Members expressed concern about the low completion rate and emphasised a need to embed performance management as a core managerial responsibility and to ensure a high completion rate. It was suggested that appraisal completion be formally linked to manager objectives and monitored more robustly. In the context of hybrid working, Members also discussed the City Corporation's three-day office attendance policy, and an appropriate method of monitoring in office attendance and proposed that compliance with this requirement be incorporated

into individual performance objectives. The Committee supported continued efforts to improve data quality and reporting and reaffirmed the importance of aligning performance management with broader organisational expectations.

The update was noted.

7. **COMMITTEE'S FORWARD PLAN**

The Committee received a report of the Executive Director of Human Resources and Chief People Officer providing a forward plan relating to work of the Committee.

RESOLVED: That Members: -

- Received the report and noted its content.

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

There were no questions.

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

There were no urgent items.

10. **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.

Part 2 - Non-Public Agenda

11. **NON-PUBLIC MINUTES**

- a. The non-public minutes of the Corporate Services Committee meeting held on Wednesday 7 May 2025 were approved as an accurate record.
- b. The non-public minutes of the Joint Consultative Committee meeting on 6 February 2025 were noted.

12. **VALUES SUPPLIER PROCUREMENT AND NEXT STEPS**

The Committee received a report of the Executive Director of HR & Chief People Officer providing an update on work to establish overarching values and summary behaviours that could be adopted by the City of London Corporation

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

There were no questions.

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

There were no items of urgent business.

Part 3 - Confidential Agenda

15. CONFIDENTIAL MINUTES

The confidential minutes of the Corporate Services Committee meeting on 7 May 2025 were approved as an accurate record.

16. ORGANISATIONAL RESTRUCTURE OF THE MAJOR WORKS TEAM (HRA), DCCS

The Committee considered a report of the Director of Community and Children's Services relating to an organisational restructure of the Major Works Team.

17. CORONERS PAY 2025

The Committee considered a report of the Executive Director of HR & Chief People Officer relating to a recommended pay award for coroners.

18. CITY OF LONDON CORPORATION'S UNITED STATES OFFICE - UPDATE

The Committee considered a report of the Executive Director of Innovation and Growth providing an update on progress in relation to a City of London Corporation office in the United States.

19. AMBITION 25

The Town Clerk provided an update relating to Ambition 25.

20. TOWN CLERK'S UPDATE

The Committee noted that there were no further updates at this time, in addition to the Ambition 25 update given under the previous item.

The meeting ended at 4.24pm

Chairman

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