

City of London Corporation Committee Report

Committee(s): Corporate Services Committee – For Information	Dated: 21/01/2026
Subject: Annual Terms of Reference Review	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	Providing Excellent Services
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:	Deputy Town Clerk
Report author:	Chris Rumbles, Governance and Member Services Manager

Summary

An annual review of a Committee's Terms of Reference enables any proposed changes to be considered in time for the annual Terms of Reference review undertaken by Policy and Resources Committee.

This annual review also affords Members an opportunity to review the frequency of a Committee's meeting cycle and to determine whether the frequency remains appropriate or if it requires any adjustment.

This report reflects on Members' consideration of the Committee's Terms of Reference undertaken at the Corporate Services Committee Strategy day held on Wednesday 7 January 2026. It provides a summary of key areas of focus that had

been proposed for inclusion within the terms of reference and sets out the next steps for taking it forward and seeking the necessary approvals.

Any amendments to a Grand Committee's terms of reference require the approval of the Grand Committee, Policy and Resources Committee and Court of Common Council.

Recommendation(s)

Members are asked to:

- Note the next steps for developing and gaining approval for updated and revised terms of reference for Corporate Services Committee.

Main Report

Background

1. The Court of Common Council considers and re-appoints committees to discharge its various responsibilities on an annual basis each April.
2. In anticipation of this, each Grand Committee (i.e. a committee directly appointed by the Court of Common Council) is invited to consider whether its own terms of reference sufficiently capture and reflect the work of their relevant work areas.
3. This annual review provides an opportunity for officers and Members to suggest any administrative amendments (such as the updates of names of any Departments, or Committees) alongside any more substantial revisions that are considered necessary to facilitate strategic change.

Current Position

4. A Corporate Services Committee Strategy day took place on Wednesday 7 January 2026, during which Members took the opportunity to review Corporate Services Committee's terms of reference and provide feedback thereon.
5. A number of areas were highlighted to improve the Committee's effectiveness and to achieve a more strategic level of focus. The consensus view of Members was that Corporate Services Committee's terms of reference should allow for a strategic rather than operational level of focus.
6. Key areas proposed for inclusion within the terms of reference included clearer expectations around workforce planning, contingent labour oversight, setting thresholds for contingent labour approvals and staffing decisions, making it clear which should be delegated or escalated to Committee for approval.
7. Performance management was considered critical to organisational culture and central to governance and assurance, with oversight and regular reporting required. Employment related risks, strategic workforce risks and cross-cutting

people risks were identified as key areas, with the Committee having a role in ensuring risks are identified and being managed appropriately.

8. The terms of reference should explicitly state responsibility for a workforce strategy, employment strategy, or equivalent. External benchmarking should be reflected, with the Committee having a role in oversight of this through regular external benchmarking of pay and roles elsewhere and gaining an understanding of where the organisation sits in the market.
9. There should be a clear expectation on reporting, with regular people dashboards, insight driven reporting, and clear expectations on reporting frequency.

Proposals

10. As a next step, it was proposed and agreed that feedback and suggestions provided would be collated and included in an amended terms of reference drafted for Members' further consideration and approval. The intention being to produce an updated terms of reference that supports both Corporate Services Committee's strategic objectives whilst ensuring an effective level of governance across the organisation.
11. Any redrafting of wording to a Committee's terms of reference has the potential for unintended consequences or implications in other areas of policy or reporting requirements that may also require updating to reflect these changes. These areas e.g., Managers' Guide, and Scheme of Delegations will need considering alongside any proposed changes to the Committee's Terms to ensure they align in their reporting requirements.
12. As such, given changes proposed to the Committee's terms of reference and, in order to avoid any unintended consequences or implications in other areas, officers will take the time necessary to draft proposed amendments to the terms of reference and report back to the Committee at its next meeting due to be held on 4 March 2026.
13. By bringing this forward to the Committee in January 2026, this allows a good amount of time to ensure amendments are made, that further consultation can be undertaken before coming back to the Committee for formal approval of updated terms of reference. This will also allow time for any final amendments to be settled in time for reporting to Policy and Resources Committee in March 2026 and onward submission to Court of Common Council as part of the annual re-appointment of its Committees in April 2026.

Corporate & Strategic Implications

Strategic implications – Changes to the terms of reference should facilitate efficiencies in the delivery and oversight in key strategic areas of focus under the Committee' remit.

Financial implications - None

Resource implications – Changes proposed to the Committee's terms of reference should provide Members with additional capacity to allow for a more strategic level of focus across its key areas of responsibility.

Legal implications - any changes proposed could result in changes to internal organisational administrative policies and procedures at the City of London Corporation.

Risk implications Risk Implications of impacting on other areas of policy and procedures will need to be considered alongside any amendments.

Equalities implications – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

Climate implications - None

Security implications - None

Conclusion

14. Members are asked to note the process and timeline for producing an updated and revised Corporate Services Committee terms of reference, and looking to ensure these accurately reflect the nature of the Committee's work moving forwards and suitably supports the City Corporation in exercising its strategic workforce and employee related functions.

Appendices

- Appendix 1 – Corporate Services Committee Terms of Reference (as at Court of Common Council May 2025 Court Order)

Background Papers

- None

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