City of London Corporation Committee Report

Committee(s) Corporate Services Committee – For Information	**Dated:** 1 July 2026
Subject: Decisions taken under delegated authority or urgency procedures	**Public**
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	
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: The Town Clerk	For Information
Report author: Chris Rumbles, Governance and Member Services Manager	

Summary

This report advises Members of action taken by the Town Clerk outside of the Committee's meeting schedule, in consultation with the Chair and Deputy Chairman, in accordance with Standing Order Nos. 40(a) and (b).

Recommendation(s)

That Members note the report.

Main Report

Delegated Decision Under Standing Order 40(b)

Draft People & HR Business Plan, 2026-29

BACKGROUND:
At the Corporate Services Committee meeting on 15 April 2026, Members considered a report of the Chief People Officer resubmitting a draft People & HR Business Plan 2026-29 for approval in response to feedback provided at the previous meeting.

During discussion of the item, Members raised a number of additional points where it was suggested that the business plan would benefit from further revision. Members asked for clearer articulation of:

- Value for money.
- HR's role as a customer-service enabling function; and
- The "HR AI transformation" elements, relating specifically to:

a. clarify scope beyond chatbots (for example, hiring modules and other people-facing systems);
b. explain how ethical and strategic adoption will be assured; and
c. make compliance expectations explicit.

An updated Business Plan was subsequently circulated to all Members of Corporate Services Committee, as agreed. Three Members responded with additional comments.

Additional amendments were incorporated into an updated Business Plan in response to the further comments received, particularly strengthening:

- Prioritisation and acceleration of key interventions over the first 12–24 months;
- the emphasis on culture, behaviours and leadership accountability; and
- the strategic narrative around transformation and organisational impact.

An area that remained slightly challenging was the request for a smaller number of headline organisation-wide outcome measures such as productivity improvement, leadership effectiveness and cost to service reduction. While these can be referenced at a high level, they are inherently difficult for HR to measure directly in isolation given the number of organisational variables involved.

It had been proposed positioning these as broader organisational outcomes supported by proxy indicators and workforce measures, for example:

- Staff Survey responses such as:
  - "I have what I need to do my job well"
  - engagement and motivation indicators
  - leadership and change-related measures
- Turnover data, particularly early attrition
- Exit interview themes (e.g. workload, leadership, progression opportunities)
- Agency spend, vacancy rates and time to hire
- Performance management and development uptake

This would demonstrate organisational impact without overstating HR's ability to directly evidence measures such as productivity or organisational effectiveness in isolation.

The People & HR 2026/29 Business Plan had been updated to reflect additional comments received and was presented for final approval accordingly.

Accordingly, the Town Clerk, in consultation with the Chair and Deputy Chairman of Corporate Services Committee:

- Approved the People & HR 2026/29 Business Plan.

Copies of background papers concerning this decision are available on request.

Contact:
Chris Rumbles
Governance and Member Services Manager
christopher.rumbles@cityofondon.gov.uk