

Committee(s): Policy and Resources Committee	Date(s): 4 October 2018
Subject: Ex-Officio Membership on the Policy and Resources Committee	Public
Report of: Town Clerk	For Decision
Report author: Greg Moore – Principal Members' Services & Committee Manager	

Summary

At the 3 May 2018 meeting of the Policy and Resources Committee, it was suggested that thought should be given to the composition of the Committee in respect of ex-officio Membership. This suggestion was made with particular reference to the potential inclusion of the Chairman of the City Bridge Trust Committee, given the increasing profile and strategic importance of this area of the City Corporation's activities. A report was consequently considered at the June 2018 meeting of the Committee, which addressed this suggestion.

Whilst supportive of the general case for the Chairman of the City Bridge Trust Committee's membership of the Policy and Resources Committee, the Committee agreed that it would be prudent to consider the Committee's ex-officio membership in its entirety, rather than add individual Chairmen on an *ad hoc* basis.

This report outlines the current membership of the Committee and seeks a view on the Committee's composition moving forward. Members are asked to consider whether the current membership remains suitable, whether additional Chairmen should be made ex-officio Members, or if there are other mechanisms by which the input of particular service Committee Chairmen might be more appropriately represented to the Policy and Resources Committee.

Recommendation(s)

It is recommended that consideration be given to the composition of the Policy and Resources Committee and the continued and / or prospective membership of various Chairmen in an ex-officio capacity.

Main Report

Background

1. At the May 2018 meeting, Members suggested that consideration should be given to the ex-officio membership of the Committee. This was with reference to the increasing profile of the City Bridge Trust (CBT), with it ventured that it would be sensible for the Chairman of the City Bridge Trust Committee to become an ex-officio Member of the Policy and Resources Committee. A report was subsequently considered at the June 2018 meeting, which put forward that proposal formally.

2. Whilst supportive of the general case for the Chairman of the City Bridge Trust Committee's membership of the Policy and Resources Committee, the Committee agreed that it would be prudent to undertake a more comprehensive review of the Committee's ex-officio membership and consider the position in totality, rather than considering the addition of individual Chairmen on an *ad hoc* basis.
3. Members were also of the view that any review should be mindful of the balance of elected and ex-officio membership of the Committee, with it suggested that inviting Chairmen to be attend and speak when specific items arise on the agenda, rather than be granted standing membership, might be worth exploring.
4. It was consequently agreed that a review of the Committee's ex-officio membership should be considered, taking into account the Committee's view that there was a strong case for the inclusion of the Chairman of the City Bridge Trust. It was also agreed that the CBT Chairman should be invited to attend meetings of the Policy and Resources Committee in the interim.

Current Position

5. The most recent wholesale examination of the Committee's ex-officio appointments was undertaken in 2011, when a thorough review took place to ensure that the ex-officio appointments were the right ones for present day needs. As a consequence of that review, additional places were reserved for the Chairmen of the Investment and Culture, Heritage & Libraries Committees, as well as for the Deputy Chairman of the Investment Committee.
6. The full composition of the Committee is currently as follows, with there being a balance of 24 appointed Members and 14 ex-officio Members:
 - i) 20 Commoners, appointed by the Court of Common Council (at least four of whom must have fewer than 10 years' service on the Court at the time of appointment, and two of whom must be residents)
 - ii) Four Aldermen, appointed by the Court of Aldermen
 - iii) Nine ex-officio Members who serve on by virtue of being Chairman of a particular Committee, viz.:
 - Finance
 - Planning & Transportation
 - Port Health & Environmental Services
 - Police
 - Community & Children's Services
 - Establishment
 - Barbican Centre
 - Investment

- Culture, Heritage and Libraries
- iv) Two Members who serve by virtue of being Deputy Chairman of a particular Committee, viz.:
- Finance
 - Investment
- v) The Rt. Hon. The Lord Mayor
- vi) The Chief Commoner
- vii) Such Members who have seats in Parliament (*N.B. - One Member serves in this capacity at present*).

The Rationale for Ex-Officio Places for Committee Chairmen

7. Ex-officio places for committee Chairmen on the Policy and Resources Committee were introduced to ensure that Committees with strategic remits and responsibilities (and in most cases significant budgets) are able to play a part in the policy setting process.
8. The award of ex-officio places provides a mechanism for key representatives of those committees to influence the City Corporation's policy decisions and strategic direction. All ex-officio Members on the Policy and Resources Committee have full voting rights, including for the election of Chairman and Deputy Chairmen.
9. Nine Committee Chairmen currently have a reserved place on the Policy and Resources Committee and each represent areas of significant strategic or operational importance for the City Corporation.
10. It is prudent to keep under review these ex-officio appointments to ensure that Committees with significant remit and responsibilities are able to play a part in the policy setting process. For example, in 2011, culture had become an area which was becoming increasingly prominent and which also had substantial resource implications – thus, the extension of ex-officio membership at that time to the Chairman of the new Culture Heritage & Libraries Committee.
11. The rationale provided for the award of ex-officio places for each of the current Chairmen serving was as follows:-
 - *Finance* – a central, strategic, Committee which is responsible for the administration of all the City Corporation's financial affairs including the budget.
 - *Planning and Transportation* – a strategic Committee with general responsibility for the City's infrastructure.

- *Port Health and Environmental Services* – has a broad remit covering a number of the City Corporation's key functions such as public health, environmental health, licensing and trading standards.
- *Police* – this Committee oversees one of the City Corporation's key responsibilities, the police authority function, and ensures an efficient and effective police force for the City. It is also responsible for a significant budget and there is a direct link with the Policy Committee's responsibilities in respect of the security of the City and the City of London Corporation's security and emergency planning arrangements.
- *Community and Children's Services* – this strategic Committee is responsible for a wide-range of key services, including the well-being of the City Corporation's residents.
- *Establishment* – this central Committee is responsible for the terms and conditions of employment of City Corporation employees.
- *Barbican Centre Board* – the Board is responsible for the maintenance and operation of the City Corporation's largest cultural offering, the Barbican Centre and Art Gallery.
- *Investment* – with the creation of the Investment Committee, the Chairman of that new body was made an ex-officio Member of the Policy Committee. This was in light of the development and management of the City's investment property portfolio and financial investment portfolio being of great significance and having major resource implications for the City Corporation.
- *Culture, Heritage and Libraries* – with culture becoming a more prominent area of focus for the City Corporation which also has substantial resource implications, a dedicated new Ward Committee was established to provide more focus and ensure that the City Corporation developed appropriate policies and strategies which complement each other. The Chairman of this new Committee was consequently granted ex-officio membership of the Policy Committee.

The Rationale for Other Ex-Officio Places

12. Other ex-officio places are reserved on the following basis:

- The Lord Mayor, as head of the City Corporation (albeit, in practice, the Lord Mayor does not attend meetings).
- The Chief Commoner, as the foremost representative of the Commoners in the Court of Common Council with regard to their rights, requirements and privileges. The Chief Commoner also oversees the areas of hospitality, Members' Privileges and Members' training and development on behalf of the Policy and Resources Committee and is jointly responsible with your Chairman for the arrangements for the Private Members' Meetings in February and November of each year.

- Places are reserved on the Committee for such Members with seats in Parliament on the basis that it is sensible to include these individuals on the body which advises the Court on matters of policy and on relations with government.
- The Deputy Chairman of the Finance Committee has long served as an ex-officio Member of the Policy and Resources Committee, given the Finance Committee's central strategic role.
- The Deputy Chairman of the Investment Committee was also made an ex-officio Member of the Policy Committee. This was due to the custom of the Chairman and Deputy Chairman of the Investment Committee serving as the two Chairmen of the Property and Financial Investment Boards (which, in practice, undertake the Investment Committee's responsibilities in those areas on its behalf). Since that time, the Investment Committee has also taken on responsibility for the newer Social Investment Board.

Considerations

13. The Committee is asked to give consideration to the following issues:
14. **Current Ex-Officio Members:** Members are first asked to consider the current ex-officio membership of the Committee, to determine whether each appointment remains appropriate. These are set out above in paragraphs 11 and 12 and it is suggested that each be considered in turn.
15. **Prospective ex-officio Members:** The Committee previously expressed support for the CBT Chairman being made an ex-officio Member of the Policy Committee. A number of other Committees or Chairmen have, either recently or in years past, also made the case for ex-officio Membership for various Chairmen. For the sake of completeness, the full list of Grand Committees with a brief summary of their areas of activity (in the same style as for current ex-officio Members as per paragraph 11) is attached at Appendix 1.
16. Members are asked to consider each in turn and whether there are any specific Committees where it is felt that the granting of ex-officio Membership to the relevant Chairmen would be beneficial to the conduct of the Policy and Resources Committee's business.
17. In considering this, Members are asked to note the previous agreement that positive consideration should be given to the Chairman of The City Bridge Trust Committee, given the increased strategic significance of that area of the City Corporation's activity.
18. **Size and Balance of the Committee:** At the June 2018 meeting, Members were anxious to stress the need to maintain an appropriate balance in respect of elected and ex-officio membership on the Committee.
19. The Committee is relatively large in terms of membership, both when compared to other non-Ward Committees at the City Corporation and general decision-making Boards or Committees in other organisations. The practicalities of

managing debate and decision-making with a larger Committee should therefore be borne in mind, should the addition of further Members be considered.

20. ***The need for ex-officio Membership:*** One item which Members may wish to consider is the need for all Chairmen to be full ex-officio Members. Whilst membership does confer voting rights, in practice very few items are considered on the basis of a recorded vote. It could therefore be argued that the ability to contribute to debate would confer sufficient weight to influence decision-making and that ex-officio membership is not necessarily always required.
21. There is therefore the possibility for particular Chairmen to be invited to attend and speak when specific items arise on the agenda, rather than be granted standing ex-officio membership. Some Committees currently utilise such a facility; for instance, the Board of Governors of the Guildhall School of Music & Drama invites the Chairmen of the Barbican Centre Board and the Culture Heritage & Libraries Committee to attend meetings as non-voting observers, rather than ex-officio Members.
22. The Committee is asked to consider whether alternative arrangements, such as inviting Chairmen to attend as observers or non-voting participants, might be a more pragmatic solution to ensuring input.

Rotational Membership

23. One suggestion received is that the possibility of rotational membership might be considered, whereby Chairmen of service committees with convergent interests could be represented by one individual.
24. For instance, ex-officio places are currently reserved on Policy and Resources for both the Chairmen of the Culture Heritage & Libraries Committee and Barbican Centre Board; however, the Guildhall School of Music & Drama is not currently represented. Given the close links between the three bodies, it has been suggested that each of the three Chairmen might take turns to serve a year each as an ex-officio Member of Policy, liaising with the other two Chairmen to ensure the interests of all were represented. A similar arrangement could be employed in respect of the Chairmen of the various Open Spaces Committees.
25. However, such an arrangement could cause a number of logistical issues, for instance if the various “grouped” Chairmen were not in agreement on certain matters, or in terms of identifying where sufficient synergy or connectivity between certain Committees might allow such a mechanism to succeed. By way of example, although both Hampstead Heath and Epping Forest are open spaces, their areas of activity are not identical and the issues that the two service committees face are different. Equally, despite close working between the Guildhall School and Barbican Centre, the two institutions are clearly distinct as a conservatoire and a leading arts centre, with different foci, areas of activity, and regulatory arrangements.

Conclusion

26. Members are asked to consider whether the composition of the Policy and Resources Committee should be amended.

27. It should be noted that the final approval of the Court of Common Council would be required in respect of any changes to the Policy and Resources Committee's composition (i.e. the addition or removal of any ex-officio Members).

Greg Moore

Town Clerk's Department

T: 020 7332 1399

E: gregory.moore@cityoflondon.gov.uk

List of Grand Committees and their Remits (excluding those where ex-officio Membership already exists)

Audit and Risk Management Committee

Responsible for overseeing the City of London Corporation's system of internal controls, its risk management strategy, anti-fraud corruption arrangements, and ensuring that the City Corporation's assurance framework reflects the risk environment.

Barbican Residential Committee

Responsible for the Barbican Estate including oversight of the management of residential premises and ancillary accommodation; i.e. commercial premises, launderette, car parks, baggage stores, etc. and, in fulfilling those purposes, it has regard to any representations made to it by the Barbican Estate Residents' Consultation Committee.

Board of Governors of City of London's Freeman's School

Responsible for strategic leadership and oversight of the City of London Freeman's School, a co-educational day and boarding school which is one of three independent schools managed by the City of London Corporation.

Board of Governors of City of London School

Responsible for strategic leadership and oversight of the City of London School, one of three independent schools funded by the City Corporation, teaching around 850 boys aged between 10-18.

Board of Governors of City of London School for Girls

Responsible for strategic leadership and oversight of the City of London School for Girls, one of three independent schools funded by the City Corporation, teaching 700 day pupils aged between 7-18.

Board of Governors of the Guildhall School of Music and Drama

Responsible for strategic leadership and oversight of the Guildhall School of Music & Drama, an internationally renowned conservatoire offering full-time courses in drama, music and stage management, preparing students for a professional career.

Capital Buildings Committee

Responsible for the strategic oversight, direction and co-ordination of major capital building projects, including financial controls and variances within the overall approved budget.

Education Board

Responsible for oversight and implementation of the City of London Corporation's Education, Skills and Cultural and Creative Learning Strategy, in consultation with the appropriate City of London Committees; and strategic oversight of the sponsorship of City academies by the City of London Corporation.

Epping Forest Commons Committee

Responsible for the management of Epping Forest, West Wickham and Coulsdon Commons, Burnham Beeches and Ashted Common, exercising of the powers and duties of the Court of Common Council as Conservators of Epping Forest.

Freedom Applications Committee

Responsible for examining and reporting back on any applications for the Freedom referred to it by the Court of Common Council, as well as any non-Livery nominations prior to their submission to the Court.

Gresham (City Side) Committee

The Gresham (City Side) Committee is jointly responsible, together with the Mercers' Company, for carrying out the directions of the last Will and Testament of Sir Thomas Gresham. This includes the letting and demising of the lands and tenements given to the City in the aforementioned Will, the appointment of Gresham College Lecturers, and the maintenance of the Gresham Almshouses in Brixton.

Hampstead Heath, Highgate Wood and Queen's Park Committee

Responsible for the management of Hampstead Heath, Highgate Wood and Queen's Park, including devising and implementing the City of London Corporation's policies and programmes of work and the exercising of the powers and duties of the Court of Common Council as conferred by relevant legislation.

Health and Social Care Scrutiny Committee

Responsible for fulfilling the City's health and social care scrutiny role in keeping with the aims expounded in the Health and Social Care Act 2001 and Part 14 of the Local Government and Public Health Act 2007 (Patient and Public Involvement in Care and Social Care).

Health and Wellbeing Board

Responsible for carrying out all duties conferred by the Health and Social Care Act 2012 for the City of London Area and providing collective leadership for the general advancement of the health and wellbeing of the people within the City of London.

Licensing Committee

Responsible for exercising the City of London's local authority licensing function under the Licensing Act 2003.

Local Government Pension Board

An Advisory Board for the management of the City of London Corporation's Pension Scheme. The Board is responsible for assisting the Scheme Manager in securing compliance with scheme regulations and relevant legislation.

Markets Committee

Responsible for the oversight of the provision and management of all matters relating to Smithfield Market, Billingsgate Market and New Spitalfields Market and the letting of all premises therein.

Open Spaces and City Gardens

Overarching body responsible for policy, strategy and activities of the City Corporation's Open Spaces Department. Also responsible for the day-to-day management of the gardens, churchyards and green spaces in the City under the control of the Common Council, together with Bunhill Fields Burial Ground.

Standards Appeals Committee

Responsible for determining any appeal from a complainant in relation to a finding of the Hearing Sub (Standards) Committee that there has not been a breach of the Code of Conduct, and any appeal from a subject Member in relation to a finding of the Hearing Sub (Standards) Committee that they have breached the Code of Conduct and/or in relation to the sanction imposed.

Standards Committee

Responsible for promoting and maintaining high standards of conduct by Members, including the preparation, review and monitoring of the City of London's Member Code of Conduct.

The City Bridge Trust Committee

Responsible for oversight and approval of grant making of monies from Bridge House Estates, a fund administered by the City of London Corporation to oversee maintenance of the five bridges which cross the Thames into the Square Mile. The City Bridge Trust uses surplus funds to award grants totalling around £20m per year towards charitable activity benefitting Greater London.