



## Report of the Working Party of the Court of Common Council to undertake a post-implementation review of the governance arrangements

*To be presented on Thursday, 6th December 2012*

*To the Right Honourable The Lord Mayor, Aldermen and Commons of the City of London in Common Council assembled.*

### Summary

1. This report outlines the conclusions and recommendations of the Post-Implementation Review of Governance Working Party following its review of the changes to the City of London Corporation's governance arrangements, as agreed by this Court on 3 March 2011.
2. The findings of the review have been considered and endorsed by the Policy and Resources Committee.
3. The Working Party **recommends** that the proposals set out in this report be approved.

### Background

4. Following a comprehensive review of the City Corporation's governance a number of changes to the arrangements were agreed by the Court of Common Council on 3 March 2011 (Appendix A). In approving the new arrangements the Court also agreed that a post-implementation review should be undertaken after a year of operation to take stock and to ensure that the revised arrangements were operating effectively and that a Working Party should be established to do this.
5. A Post-Implementation Governance Review Working Party was subsequently appointed by the Court to review the operation and effectiveness of the revised arrangements. The Working Party agreed that the most effective and inclusive way of identifying whether there were any issues arising out of the

revised arrangements was to seek the views of the various City Corporation Committees and all Members of the Court individually. A consultation exercise was subsequently carried out over the summer recess. To get a sense of whether Members were generally happy with the revisions, Members were asked to respond regardless of whether they had any comments on specific changes.

6. In total, 18 Members responded to the consultation and 23 Committees considered the revised arrangements. All the responses have been considered in detail by the Working Party and it concluded that overall the new arrangements were operating well. However, there are one or two areas that would benefit from some adjustment and change. This report focuses on the areas which require attention only. Full details of the Working Party's deliberations can be found in the minutes of its September 2012 meeting. In addition, copies of the detailed papers considered by the Working Party are available for inspection on the City Corporation's website or in hard-copy from the Town Clerk's Department.

### **Changes Relating to the Court of Common Council**

7. Three comments were received from Members on the arrangements for the informal or private Members' meetings held each year. The principal concerns were that informal meetings of all Members should not be substitutes for formal Court meetings and that the Court needed to be reminded that no decisions can be taken at the informal meetings.

**The Working Party concluded that while no specific action was needed on this, Members should be reminded of the purpose of the informal meetings of all Members of the Court and that no decisions can be taken at such meetings.**

8. Reference was made to a comment on the value of oral presentations being made in the Court on the Lord Mayor's overseas visits.

**The Working Party acknowledged that this could be dealt with more efficiently and recommend that, as Members already received details of the overseas visits in writing, oral reports should be dispensed with or shortened considerably.**

9. As part of the discussion on matters relating to meetings of the Court of Common Council it was pointed out that there was no mechanism for dealing with matters arising from the minutes. The Town Clerk undertook to look into the matter and report back.

**Recommendation: That the Town Clerk be requested to look into an appropriate mechanism for dealing with matters arising from the minutes at meetings of the Court of Common Council.**

## Committees

10. Ward Committees were generally content with their current status. The Establishment Committee in particular commented on being satisfied that, following the 2011 Review, it had been retained as a stand-alone Committee. Reference was also made to the relatively small size of its membership which could lead to problems in the future. Options for increasing the size of the Establishment Committee were discussed and the Working Party felt that the most straightforward way of doing this would be to increase its membership from 10 Members elected by the Court to 15, at least two of whom should have less than 5 years' service.

**Recommendation: That the constitution of the Establishment Committee be amended to - A Non-Ward Committee consisting of:-**

- **one Alderman nominated by the Court of Aldermen**
- **15 Members elected by the Court of Common Council, at least two of whom shall have fewer than five years' service on the Court at the time of their appointment**
- **a representative of the Finance Committee**

11. The Working Party also thought that the current arrangements for enabling committees to regularly review their terms of reference should be improved.

**Recommendation: That all committees should be requested to review their terms of reference on an annual basis towards the end of the year to enable any proposed changes to be considered in time for the Committees re-appointment in the following year.**

## Culture, Heritage and Libraries Committee

12. Six Members as well as the Culture, Heritage and Libraries Committee (CHLC) commented on how the new Committee was working. The comments and suggestions ranged from the removal of the cultural elements of its work, whether the Committee and its remit was too large, whether to formalise the work of the Members' Cultural Strategy Group and whether the Committee should have oversight of the Museum of London and the Spitalfields Music Festival.

13. With regard to oversight of the Museum and Spitalfields Music Festival, the Working Party noted that such oversight had already been considered as part of the broader consolidation of the CHLC's responsibilities. Grant funding of the Museum of London is now reported in the Committee's budget (although agreeing the amount of the budget would remain with the Finance Committee) and the Committee would be responsible for monitoring the activities of the Museum and its alignment with the City's Cultural Strategy. The Spitalfields Music Festival was however funded by the City Educational Trust Fund and its funding could not be transferred to another body. Nevertheless, earlier this year the Finance Committee agreed that as a condition of the Trust receiving any grant from the City Educational Trust Fund, the views of the Culture,

Heritage and Libraries Committee should be sought formally and reported to the Finance Grants Sub-Committee when funding is being considered.

14. The Working Party also acknowledged the value of the Members' Cultural Strategy Group (an informal group which was set up to monitor the delivery of the Cultural Strategy and facilitate cross-communication between key cultural institutions in the City and the City Corporation and which comprises the Chairmen and Deputy Chairmen of the Barbican Centre, Guildhall School and Museum of London Boards and the Culture, Heritage and Libraries, Finance, and Policy and Resources Committees). Discussion took place on whether the Group should be formalised and on balance, mainly due to its cross cutting remit, it was felt that the Group was working well in ensuring greater collaboration between the CHLC and the relevant Boards and should therefore remain in its current format.

**Recommendation: That the Culture, Heritage and Libraries Committee be advised of the above accordingly.**

### **The Office of Chief Commoner**

15. The election of Chief Commoner is currently held in September of each year, prior to the successful candidate taking office in April, to enable a period of 'lead-in'. One or two Members felt that the 7 month wait was too long and that September was too soon after the summer recess for candidates to get fully organised. In addition Standing Order No 18 (3) states that the Chief Commoner's term of office shall be from 1<sup>st</sup> April following election until 31<sup>st</sup> March in the following year. Recent Chief Commoners have expressed a wish for the handover of office to coincide with the April Court meeting.

**Recommendation: That the election of the Chief Commoner should take place in October in each year and that the term of office of the Chief Commoner should be amended in Standing Orders to "*a period commencing and ending on the date of the first Court of Common Council after the wardmotes each year*".**

16. Reference was made to the current arrangement whereby there is an expectation that Aldermen would not vote in the election of Chief Commoner. On balance, the Working Party thought that there was no reason why Aldermen should not be allowed to vote as the Chief represents the whole of the Court.

**Recommendation: That that the current arrangement whereby Aldermen do not vote in the election of the Chief Commoner should be dispensed with.**

### **Investment Committee**

17. The Working Party supported a suggestion from the Investment Committee that arrangements should be put in place to enable that Committee to play a part in the process undertaken by the Resource Allocation Sub-Committee in

determining the appropriate investment proportions between property and non-property assets. In addition the Working Party was of the view that the Chamberlain should report to the Investment Committee on the respective merits of equity or investment property disposal to generate funds to support the capital programme. It also considered a proposal that for clarity the membership of the Committee's two Boards should be set out in the City Corporation's official Pocket Book.

**Recommendation: That:-**

- i) the terms of reference of the Investment Committee be amended as follows:-**
  - a) To be responsible for the strategic oversight and monitoring of the performance of all of the City of London Corporation's investments, in accordance with the investment strategy determined by the Policy & Resources Committee.**
  - b) To fulfil (a) above by means of the appointment of a Property Investment Board, a Financial Investment Board and a Social Investment Board responsible for property, financial investments and social investments, respectively.**
  - c) To provide the Resource Allocation Sub-Committee with proportions between property and non-property assets as part of the resource allocation process with the final decision remaining with the Resource Allocation Sub-Committee.**
- ii) the Investment Committee be consulted on the respective merits of equity or investment property disposal to generate funds to support the capital programme. The outcome of which should be reported to the Resource Allocation Sub-Committee and the Policy and Resources Committee;**
- iii) the Investment Committee be advised accordingly; and**
- iv) the Culture, Heritage and Libraries Committee be requested to consider whether the membership of the Investment Committee's three Boards should be set out in the Pocket Book.**

**Audit and Risk Management Committee (A&RM)**

18. The issue of whether the Chairman and Deputy Chairman of the A&RM Committee should be prohibited from being Chairman or Deputy Chairman of any other City Corporation Committee or from serving on the Policy and Finance Committees was raised. It was noted that the Chamberlain had

confirmed that the A&RM Committee adopted CIPFA best practice where applicable and that the Chairman and Deputy Chairman were already prohibited from serving as Chairman of other City Corporation committees. It was also noted that the appointment of the City Corporation's external auditors was not included in any committee terms of reference and the Working Party felt that this needed to be rectified.

**Recommendation: That:-**

- i) based on the guidance received, the Finance and the A&RM Committees be advised that the Chairman and the Deputy Chairman of the A&RM Committee should retain the ability to be able to serve on other committees including the Policy and Resources and Finance Committees;**
- ii) subject to the provisions in Standing Orders no action be taken with regard to the Chairman and Deputy Chairman being able to serve as Chairman or Deputy Chairman of any other City Corporation Committee; and**
- iii) the A&RM Committee be requested to consider incorporating within its terms of reference responsibility for making recommendations to the Court of Common Council for the appointment of external auditors within its terms of reference.**

**Open Spaces Committees**

19. The management of the City Corporation's open spaces is now maintained by three Non-Ward Committees, namely, the Open Spaces, City Gardens and West Ham Park Committee; Hampstead Heath, Highgate Wood and Queen's Park Committee; and the Epping Forest and Commons Committee.
20. Since the new arrangements were introduced in 2011, the Open Spaces, City Gardens and West Ham Park Committee has been concerned over the operation of the Committee in terms of its governance, particularly the speaking and voting rights of various constituent groups, eligibility for Chairmanship, quorum and local observer members. These issues arise in part from the need to comply with the terms of the 1874 Conveyance relating to the management of West Ham Park. Whilst officers have presented potential resolutions to these issues the Committee feels that proposed solutions are overly complex and do not really address the difficulties.
21. In light of this the Committee proposed that its business should be spilt and a separate West Ham Park Committee established. Further, to ensure a continued link with the Open Spaces & City Gardens Committee, it proposed that the same eight Court of Common Council Members be elected by the Court to serve on both Committees.
22. The Working Party considered this matter in detail and was mindful of the Open Spaces, City Gardens and West Ham Park Committee's dissatisfaction

with the current situation. On balance it was felt that the work of the Committee should be split and two separate committees with the same Court of Common Council membership be established.

23. In addition, the Open Spaces, City Gardens and West Ham Park Committee raised the issue of responsibility for future management of the City of London Cemetery and Crematorium. The Working Party noted that the management arrangements would be reviewed in twelve months' time.

**Recommendation: That:-**

i) **the work currently undertaken by the Open Spaces, City Gardens and West Ham Park Committee be split and a new committee be established for the purposes of the management of West Ham Park to be known as the West Ham Park Committee; that Committee to have the following terms of reference:-**

a) **to have regard to the overall policy laid down by the Open Spaces and City Gardens Committee;**

b) **to be responsible for the ownership and management of West Ham Park (registered charity no. 206948) in accordance with the terms of the conveyance of the Park by John Gurney, Esq., to the City of London Corporation dated 20<sup>th</sup> July 1874 and in accordance with the Licence in Mortmain dated 22<sup>nd</sup> May 1874 and the management of a Nursery; and**

c) **authorising the institution of any criminal or civil proceedings arising out of the exercise of its functions.**

ii) **the remaining elements of the work of the Open Spaces, City Gardens and West Ham Park Committee be undertaken by an Open Spaces and City Gardens Committee; that Committee to have the following terms of reference:-**

***Open Spaces***

a) **dealing with, or making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (eg. policy, financial and staffing) of the City of London Corporation's open spaces where such matters are not specifically the responsibility of another Committee; and**

b) **the appointment of the Director of Open Spaces.**

***City Open Spaces***

c) **the management and day-to-day administration of the gardens, churchyards and open spaces in the City under**

**the control of the Common Council, together with Bunhill Fields Burial Ground;**

- d) arrangements for the planting and maintenance of trees and other plants and shrubs in open spaces and in footpaths adjacent to highways in the City;**
  - e) advising on applications for planning permission relating in whole or in part to the gardens, churchyards or open spaces in the City under the control of the Common Council; and**
  - f) the functions of the Common Council under the Local Government (Miscellaneous Provisions) Act 1976 to make safe by felling, or otherwise, dangerous trees in the City generally on receipt of notices served on the City of London Corporation in the circumstances set out in Section 23 of the Act and where trees are in danger of damaging property.**
- iii) the same eight, elected, Court of Common Council Members should serve on the two Committees.**
  - iv) that Standing Order No 22 be amended to ensure that the service of any Member on the Open Spaces and City Gardens Committee and the West Ham Park Committee should count as one Committee.**
  - v) that Standing Order No 29 (3)(b) be amended to include the Open Spaces and City Gardens Committee, and the West Ham Park Committee. This is so that Members are eligible to chair both Committees at the same time.**

24. The Epping Forest & Commons Committee highlighted that at its meeting a Verderer advised that he believed that the Epping Forest Act 1878 gave Verderers equal rights to Common Council Members regardless of the City Corporation asset being discussed i.e. Burnham Beaches and City Commons. The Verderer believed that the wording "for the consideration of business relating to Epping Forest only" listed in the Committee's terms of reference contravened the Epping Forest Act 1878.

25. The Working Party received legal advice that this was not the case and the provisions in the Epping Forest Act relate only to the Committee's function in managing Epping Forest and not to the management of the City Commons and Burnham Beaches Estates. The Verderers are full Members of the statutory Epping Forest Committee, the functions of which are subsumed into the Epping Forest & Commons Committee. Therefore there is no statutory basis on which to make the Verderers voting Members in respect of the Committee's non-Epping Forest business. Furthermore, the Comptroller & City Solicitor has advised that due to the provisions of the Local Government



and Housing Act 1989, the Verderers cannot be voting members in respect of the City Commons business.

**Recommendation: That, in light of the legal advice, the current position should be upheld and the Epping Forest & Commons Committee be advised accordingly.**

### **Policy and Resources Committee**

26. Two comments had been received in relation to the operation of the Policy and Resources Committee. One called for a separate review of the Committee and the other questioned the remit of the Projects Sub-Committee. The Streets and Walkways Sub-Committee also asked for consideration to be given to altering the Project Approval Procedures to allow Gateway 2 reports to be submitted to the Spending Committee.
27. The Working Party noted that the issue of the remit of the Projects Sub-Committee had been considered by the Policy Committee at its meeting in July 2012. This followed concerns raised by the Board of Governors of the City of London School over the way in which the Sub-Committee had dealt with a particular project. It was also accepted that this was a new sub-committee and that certain aspects of how it was working were still being developed and would need time to bed-in.
28. With regard to how Gateway 2 reports are currently considered, a review of the Project Approval Procedure has already been undertaken and is the subject of a separate paper on the agenda for today's meeting. The Chairmen of the Planning and Transportation Committee and the Projects Sub-Committee have already met to discuss ways in which the process can be fine-tuned to reflect the concerns expressed by Streets and Walkways Sub-Committee whilst ensuring that all projects follow a consistent approvals route.

**Recommendation: That the comments with regard to the Projects Sub-Committee and the Projects Procedure be noted and that the Streets and Walkways Sub-Committee be advised accordingly.**

29. The Licensing Committee requested that consideration be given to the Chairman of the Licensing Committee becoming an ex-officio Member of the Policy Committee on the basis that licensing was a major policy area which affects the City, workers and residents.
30. The Working Party noted that a review of the ex-officio appointments on the Policy and Resources Committee had been considered by the Committee in June 2011 as directed by the Court and that the possibility of the Chairman of the Licensing Committee becoming an ex-officio Member had also been considered in 2008. At that time the request had been declined on the basis that the Policy Committee had no specific involvement with, or influence over, the City Corporation's licensing policy and that the Licensing Committee reported directly to the Court. Changes were however made to the ex-officio

appointments on the Committee in 2011 with the addition of the Chairman of the Culture, Heritage and Libraries Committee and the Chairman and Deputy Chairman of the Investment Committee. This increased the number of ex-officio places from 10 to 13. Licensing is one of 14 committees/boards which do not hold an ex-officio place on the Policy Committee and the Working Party was content with the current arrangement.

**Recommendation: that no change be made to the Policy Committee's current ex-officio membership and that the Licensing Committee be advised accordingly.**

31. Detailed consideration was also given to the proposals presented by the Policy and Resources Committee in respect of its governance. The Working Party supported the proposal for the Committee's operational property management responsibilities, currently undertaken by the Corporate Asset Sub-Committee to be transferred to the Finance Committee.

**Recommendation: That the Policy and Resources Committee's operational property management responsibilities, currently undertaken by the Corporate Asset Sub-Committee, be transferred to the Finance Committee subject to the Policy Committee retaining the ability to decide how the Guildhall Complex should be utilised.**

32. The Policy Committee also proposed transferring its responsibilities for the Energy and Sustainability Sub-Committee to the Planning and Transportation and Finance Committees. The Chairman of the Energy and Sustainability Sub-Committee advanced a case on behalf of that Sub-Committee for this area of work to remain with the Policy Committee. This was based broadly on the need for sustainability to be at the heart of the policy of the City Corporation and on the problems that might be caused by dividing important areas such as the cost of energy and compliance with carbon reduction commitments between two committees. The Working Party considered carefully the Chairman of the Energy and Sustainability Sub-Committee's argument and accepted that these areas of responsibility should not be divided but, on balance, still believed it appropriate for responsibility for that work to be transferred to another Committee.

**Recommendation: that:-**

- i) the areas of responsibility of the Energy and Sustainability Sub-Committee should not be divided and that responsibility for the Energy and Sustainability Sub-Committee's work be transferred to the Planning and Transportation Committee only, subject to the Policy and Resources Committee continuing to exercise its overarching role and responsibility for coordinating and approving strategy and policy; and**
- ii) an annual report on the work of energy and sustainability be submitted to the Policy Committee for information.**

33. The Working Party considered the Policy Committee's proposals for the work of the Hospitality Working Party and the Members' Privileges Sub-Committee to be merged into a new Sub-Committee or Board answerable to the Grand Committee but with a direct reporting line to the Court of Common Council. The Working Party discussed the merger in detail and on balance, felt that the two areas were very different and should therefore be kept separate. It agreed that the two bodies, chaired by the Chief Commoner, should be able to submit reports directly to the Court and that the Chairman should continue to be able to speak and respond to questions at the Court.

**Recommendation: That both the Hospitality Working Party and the Members Privileges Sub-Committee remain under the auspices of the Policy and Resources Committee and that they should be able to report directly to the Court of Common Council and that the Chief Commoner continue to be entitled to speak and respond to questions as necessary.**

34. Consideration was given to the proposal that, in order to provide greater focus to the areas of public relations and economic development, a Public Relations and Economic Development Sub-Committee be created to report to the Grand Committee where necessary.

**Recommendation: That a Public Relations and Economic Development Sub-Committee be created.**

35. The Working Party considered carefully the Policy Committee's proposal that in order to support and assist the Chairman on matters of policy and strategy, in addition to the Deputy Chairman, the Committee should also elect two Vice Chairmen with effect from 2013. It recognised that the volume of the Chairman's work in promoting the City was increasing, especially externally and that this was an area that would benefit from additional support. It would also enable more Members to play an active part in promoting the City. However, the Working Party felt that three **Deputy** Chairmen (rather than Vice-Chairmen) should be elected so that they would be seen to be equal. A protocol should then be created to establish which of the three would have the "statutory deputy chairman" role, i.e. to approve decisions under urgency and to act in place of the Chairman if the Chairman was unavailable.

36. The Working Party also accepted that four years "in waiting" was excessive for an incoming Chairman. It therefore supported the Policy Committee's proposal for the lead-in time for the "Chairman in waiting" to be reduced to one year. This would also be achieved by a protocol.

**Recommendation: that the following principle be agreed:-**

- i) from 2013 the Policy Committee elect three Deputy Chairmen; and**
- ii) the lead-in time for the 'Chairman in-waiting' be reduced to one year, this being achieved by establishing a protocol.**

37. In order to provide greater clarity of the Policy and Resources Committee's duties and responsibilities, and to address how the role of the Committee had developed since its inception in 1978, the Working Party also requested and considered a report which analysed the Policy and Resources Committee's current terms of reference. The Working Party requested that a copy be appended to this report for information (see Appendix B).

### **Boards of Governors of the City of London School, the City of London School for Girls and the City of London Freemen's School**

38. The Board of Governors of the City of London School praised the work of the three City Schools' Joint Working Party and welcomed the removal of the restriction of the number of School Boards that Members could sit on. It acknowledged that it had been beneficial for the Chairmen of each Board to sit on the other two Boards as ex-officio Governors and share their experiences. The City of London School for Girls warned against too much cross representation as it did not want to move towards one Board covering all three City schools, and suggested that a sensible limit be placed on the number of Governors permitted to serve on more than one Board at any one time.

39. The Working Party considered this and concluded that there should be no change.

**Recommendation: That no action be taken to limit the number of governors who can serve on each Board and that the three School Boards be advised accordingly.**

### **Service on City Corporation Committees**

40. The Working Party considered the restrictions on the number of committees on which Members can serve (currently 8) and supported the Policy and Resources Committee's suggestion that the restriction in respect of service on Grand Committees should be waived if a vacancy persisted in any particular year but that the principle of the restriction should be re-instated in the following year.

**Recommendation: That the restriction in respect of service on Grand Committees should be waived if a vacancy persists in any particular year and has been advertised on at least two occasions on the basis that the restriction is reinstated in the following year.**

### **Other Committee Issues**

41. The Working Party considered the publication of Members' attendance at committee, sub-committee and Court meetings on the City Corporation's website. Given that details of Members' attendance are already set out in the minutes of meetings and that public minutes are available on the website, the Working Party felt that further publication of attendance details on the website was unnecessary.

**Recommendation: That, given that details of Members attendance are already set out in the minutes of meetings which are already available on the City Corporation's website, it is recommended that no further action be taken with regard to the publication of attendances and that Members be advised accordingly.**

42. Consideration was given to the frequency of meetings. It was agreed that Committees should be reminded of the need to review the frequency of their meetings annually.

**Recommendation: That Committees be reminded of the need to review the frequency of their meetings on an annual basis.**

43. The Planning and Transportation Committee raised the issue of the production of more detailed committee minutes. The Working Party noted that, as part of the governance changes, the Court had agreed Committee reports and papers should be concise and to the point. It was nevertheless felt that where it was deemed legal necessary appropriate fuller committee minutes should be produced.

**Recommendation: That whilst the principle of the production of minutes, which were concise and to the point should be maintained, where appropriate particularly for legal necessity, fuller committee minutes should be produced and that the Planning and Transportation Committee be informed accordingly.**

#### **Comments and other matters not covered by the new governance arrangements**

44. The Licensing Committee asked the Working Party to consider the overlap of work with other committees which are quasi-judicial or regulatory i.e. the Planning & Transportation, Port Health & Environmental Services and Licensing Committees to ensure that issues such as tables and chairs are overseen by one committee. The Working Party felt that this was not a matter for the post-implementation review of the new governance arrangements. However, it did acknowledge that the issue would benefit from some clarification and suggested that the issue of more joined up working be referred to the Directors of the Built Environment and Markets and Consumer Protection and that they report back to the relevant Committees.

**Recommendation: That the Directors of the Built Environment and Markets and Consumer Protection be requested to look into the issue of more joined-up working and report back to the relevant Committees.**

45. The issue of non-attendance at meetings was raised and it was noted that this was governed by separate legislation. The Working Party felt that this was a matter which should be addressed in the first instance at ward level by Ward Deputies and that they should be encouraged to be more pro-active in this area.

**Recommendation: That Ward Deputies be advised that issues of non-attendance at committee meetings should be addressed in the first instance at ward level by them, and that Ward Deputies should be encouraged to be more pro-active in dealing with such matters.**

46. The Working Party discussed the difficulties which had been caused recently by Members not being eligible to seek election as Chairman of a Ward or non-Ward Committee unless they had served on that Committee in the previous year. Reference was made particularly to the chairmanship of the Board of Governors of the City of London Freemen's School where the tenure of the Chairman had to be extended. The Working Party concluded that the restriction should now be dispensed with and that Standing Order No. 29 (3) should be amended accordingly.

**Recommendation: That the rule whereby Members are not able to seek election as Chairman of a Ward or non-Ward Committee (other than a specially appointed Reception Committee) unless they have served on that Committee (in any capacity) in the previous year be dispensed with and that Standing Order No. 29 (3)(a) be deleted.**

## **Conclusion**

47. Having considered the views of both Committees and Members, the Working Party recommends the changes set out in this report to the City Corporation's governance arrangements.

All of which we submit to the judgement of this Honourable Court.

DATED this 26<sup>th</sup> day of September and this 4<sup>th</sup> day of October 2012.

SIGNED on behalf of the Working Party.

Mark Boleat  
Chairman, Post-Implementation Review of the Governance Arrangements Working Party