

Committee(s):	Date:
Policy & Resources	8 th April 2021
Subject: IGAB Membership and Competitiveness Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 5, 7, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	NA
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Summary

This paper outlines the how drawing on industry expertise from internal Members and external co-opted Members into the proposed Membership for the new Innovation and Growth Advisory Board (IGAB). It also outlines the next steps on the development of the Competitiveness Strategy.

Recommendations

Members are asked to:

1. Confirm the proposed internal Members (see paragraph 12) as well as the approach to securing the external Members (paragraphs 13 – 16).
2. Confirm the addition of up to 8 external Members of the Steering Committee of IGAB.
3. Note the next steps in the development of the Strategy.

Main Report

Background

1. On 18th February 2021 the Policy and Resources adopted the recommendations of the Fraser 2.0 report including the creation of the IGAB.
2. Members were asked to submit expressions of interest as set against the criteria and the Innovation and Growth (IG) directorate was instructed to compile a short list of external members set against the same criteria.
3. The role of the Advisory Board is:

- a. To provide informal guidance or direction to Innovation & Growth on the implementation of the Competitiveness strategy (whilst being clear that formal oversight would be held by Policy & Resources, with this group reporting in on an advisory basis).
- b. To provide expertise and insight to officers and Policy & Resources on the ingredients of global success of UK Financial and Professional Services, acting as an internal forum for the testing of ideas and prioritisation in the work of promotion and policy of the sector.
- c. To offer additional support to the Lord Mayor and Chair of Policy and Resources as Ambassadors on the Innovation and Growth agenda.
- d. To provide advice on the strategic deployment of hospitality as required.

Composition and Criteria

- 4. The IGAB is led by a Steering Committee. Expert groups may be used in addition and utilised in an agile and targeted way to provide insight for specific areas sectors or campaigns. This paper focuses on the mobilisation of the Steering Committee who will then work together to deploy other expertise on an as needs basis.
- 5. The composition of the Steering Committee as previously agreed by Policy and Resources was as follows:
 - a. Chair of the Policy & Resources Committee (Chair)
 - b. Chair of the General Purposes Committee of Aldermen (Deputy Chair)
 - c. Deputy Chairman of the Policy & Resources Committee
 - d. Deputy Chairman of the General Purposes Committee of Aldermen
 - e. Four Members of the Court of Common Council with relevant expertise
 - f. Four co-opted external members with relevant expertise.
- 6. There has been further reflection since Policy and Resources that the Advisory Board might be more impactful if an additional four external Members were added (i.e. 8 internal + 8 external). This allow for sufficient capacity to ensure full breadth and balance of perspectives, including sectors, markets, and diversity.
- 7. Criteria for membership of the Steering Committee agreed by Policy and Resources were as follows:
 - a. The Steering Committee would best benefit from broad and deep expertise across a number of markets and sub-sectors relevant to FPS. Expertise that is deep to one sector or market will be utilised in the ad hoc aspect to the Board's work. Preference for the Steering Group will

be given to those with senior level experience and expertise on 2 or more sectors and/or markets.

- b. Expertise and experience should be based on direct market participation.
 - c. Composition of the Steering Group should balance diversity of perspective, thought, expertise and experience.
 - d. The Steering Group will also benefit from members who: 1. have experience and expertise within new and emerging sub-sectors and themes of FPS and 2. in managing FPS businesses located in London with headquarters in foreign jurisdictions.
8. It is proposed that appointments are renewed yearly with the expectation of 3-4 years of service.
 9. It is proposed that a quarterly meeting of the full Steering Committee is the regular sequence. Core Members of the Steering Committee or Expert Groups could meet on an as needed and more frequent basis.
 10. Perspectives sought need to balance cover across the following:

Markets	Sectors	Perspectives
US	Banking	Sustainability
Europe	Asset Management	New FPS/Tech
China	Professional Services	Regulatory
India	Legal	Customer
Japan	Insurance	Cross UK
	Market Infrastructure	

Core Members of the Steering Committee

11. The core Members of the Steering Group are listed below. They serve in a governance capacity, but the current post holders also bring specific expertise on Competitiveness as listed.

Position	Current Holder	Relevant Expertise of Current Holder
Chair of Policy and Resources	Catherine McGuinness	Legal, Europe, US, India, China
Deputy Chair of Policy and Resources	Chris Hayward	Aviation, Infra, Services, Gulf
Chair of General Purposes Committee of Alderman	Sir David Wootton	Legal, Cross UK, USA, Saudi Arabia, Asia, Canada, Australia, New Zealand
Deputy Chair of General Purposes Committee of Alderman	Sir Roger Gifford	Banking, Green Finance, Japan, Sweden

Internal Members of the Steering Committee

12. Fourteen members of the Court submitted expression of interest. It is recommended to appoint the names below and use the excellent breadth of expertise in the remaining 10 members in the work of the Competitiveness agenda

Name	Position	Relevant Expertise
Sue Langley	Alderman	Insurance, Banking, US, Asia, Europe
Shravan Joshi	Common Councillor	GreenTech, FinTech, AI, Energy, Trade Finance, Asia, Middle East, US, Canada
Nicolas Lyons	Alderman	Banking, Insurance, Asset Management, PE, US
Dominic Christian	Common Councillor	Insurance, Asia, Green Finance

External Members of the Steering Committee

13. The areas of Legal and Insurance are well covered with the various appointments above as are most of the key markets. Asset Management and Banking are also covered as is the sustainability agenda, although more coverage on these would be beneficial.
14. There is then a need to use the external appointments to focus in on balancing out the intellectual and demographic diversity of the Committee as well as bring in more international and 'new FPS' perspectives. There is a particular need to bring in the operational or risk view from a US or EU firm. It would also be beneficial to ensure representation from a current consultant from one of the Big 4 and/or a Chief Economist for the comprehensive strategic view.
15. It has been suggested that the Steering Committee would also be strengthened by the appointment of the Chairs/senior industry figures from our key partners.
16. It is proposed that following confirmation by Policy and Resources, the Steering Committee will work through the list to ascertain the exact balance on the committee for the remaining eight members and do early scoping on availability. Conversations could then be had with individuals to confirm their interest before bringing the final list for confirmation at the first meeting of the IGAB.

Strategy Development

17. The strategy, which is currently in development will anchor programmes in an overarching narrative of the additive role for the City Corporation to play in driving the competitiveness for UK FPS. It would build upon the existing market strategies, engagement with international bodies and benchmarking work currently underway in IG.

18. It will also describe:

- a. The current position and the future of both longstanding and new competitive elements of UK FPS against those most relevant for understanding our position globally.
- b. The range of global indexes benchmarks and comparators against which these elements should be measured.
- c. The implications of emerging and future opportunities and challenges to leverage or embrace to remain competitive. This would cover trends affecting financial services and its regulation as well as wider political, geopolitical and trade influences.
- d. A proactive approach to collaboration with the UK Government, regulators and financial services trade associations.
- e. An impactful and proactive approach to political engagement and communications on the competitiveness agenda

Next Steps

19. Assuming confirmation of the above, invitations to first Board Meeting 20 April will be issued to internal Members to confirm external Members by name. Initial content of strategy to be discussed.
20. A full inaugural meeting of the IGAB to be scheduled for May to discuss initial content of strategy.
21. During May – July strategy comes back to P and R and then on to Court for adoption and a Breakfast for all Members is held. The Competitiveness Breakfast is currently scheduled for 10th May so that all Members may be consulted on its evolution.
22. Rolling introduction of agile and targeted Expert Groups based on identified priorities in the strategy to follow first full meeting of IGAB on as needed basis.

Corporate and strategic implications

23. The approach outlined supports the commitments set out in the Corporate Plan, 2018-23, and the strategy itself is being designed to impact upon the following outcomes and high-level actions:

Outcome 5: Businesses are trusted and socially and environmentally responsible

- Champion the ease, reliability and cost-effectiveness of doing business here.
- Model new ways of delivering inclusive and sustainable growth.
- Support, celebrate and advocate responsible practices and investments.

Outcome 6: We have the best legal and regulatory framework and access to global markets.

- Promote regulatory confidence founded on the rule of law.
- Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- Attract and retain investment and promote exports of goods and services across multiple global markets.

Outcome 7: We are a global hub for innovation in financial and professional services, commerce and culture

- Support organisations in pioneering preparing for a responding to changes in regulations, markets, products and ways of working.
- Promote London for its creative energy and competitive strengths

Outcome 8: We have access to the skills and talent we need.

- Promote the City, London and the UK as attractive places to live, learn, work and visit.
- Champion access to global talent
- Identify future skills needs shortages and saturations

24. No legal, security, financial, climate or resourcing implications arise from the recommendations in this report. Activities to support the initial development of a Competitiveness Strategy will be met from existing IG budgets and resources. Any implications associated with the implementation of the Strategy itself will be included in the submission to P & R.

Conclusion

25. It is within the Corporation's core purpose to steward the UK's financial centre and financial, tech, and professional services sectors through current and future challenges and opportunities. Establishment of the IGAB will allow us to fulfil this important role by combining the deep industry expertise that exists in the Membership with external industry voices.