

### **Appendix 3 - Governance Review Recommendations: Summary Table**

	<b>Summarised Recommendation</b>
<b>General Principles</b>	
1.	Number of Committees: creation of any sub-committee or working party be subject to the submission of a business case to the Policy & Resources Committee, outlining the justification, resourcing requirements, life expectancy / sunseting arrangements, and clear terms of reference
2.	Greater control over Terms of Reference: annual cycle of the review of Terms of Reference be revised to provide more time for review. Changes to require written submissions making the case for changes.
3.	Limits on numbers of Committees considering items: other than in exceptional circumstances, all reports be subject to approval by a maximum of one 'corporate' committee, one 'service' or 'institutional' committee, and one relevant sub-committee (together with the Court of Common Council if the matter is of significance enough to breach the thresholds specified by Standing Orders)
4.	Sub-Committees: sub-committees to be given greater decision-making powers
5.	Sequencing: a more fixed committee cycle, set several years ahead and with firmer rules on meeting dates
6.	Delegated Authority arrangements: if the Committee is aware of an imminent report which cannot await the next meeting, there should be a greater use of e-mail to provide sight of such items to Committee Members and seek comments, so as to inform the Chair and Deputy Chair's final view via the consultation arrangements (and the subsequent decision)
7.	Agenda and 'information' items: committees move to a three-tiered arrangement for reports: For Decision, For Discussion (i.e. those information items where debate should be focused), and For Information (i.e. those which are simply to be noted or received in accordance with requirements and where there is to be no discussion at the meeting unless prior notice is provided or the leave of the committee is sought). For information items should also be removed from the primary agenda pack and created as a supplementary agenda
8.	Workplans: forward agenda plans be implemented as a matter of course for every Grand Committee
9.	Minutes and reports: committee minutes to be streamlined where possible, although still capturing the balance of discussion where appropriate. Court minutes to remain in their current format.
10.	Scheme of Delegations: introduction of standardised reporting on actions taken under enhanced delegations, once / if implemented

11.	Standing Orders: a thorough review be undertaken
12.	Term limits: individual committees to be asked to review introduction of term limits
13.	Multiple memberships: limit on memberships be decreased from 8 to 6; however, the existing practice whereby this limit be waived when a vacancy is re-advertised should be continued
14.	Chair and Deputy Chair arrangements: for outgoing Chairs, removal of the automatic right to Deputy Chairmanship as currently conferred by SO30(3)(a). (The individual remains eligible to serve as Deputy Chair but by election only)
15.	Reference Sub-Committees: all standing Reference Sub-Committees be abolished
16.	Committee size: all non-Ward committees be asked to consider their compositions with a view to reducing numbers
17.	Ward Committees: with the exception of Markets Committee, all Ward Committees to retain this status
18.	Lead Members: Use of lead Members to be encouraged
19.	Governance & Nominations: such a committee should not be established, but instead a central skills and experience register be created, which would be available for Members to review in advance of any committee election. All committees also be asked to provide the Court with an indication of any particular skills, expertise, or background where expressions of interest from applicants would be particularly welcome, informed by such skills audits as deemed appropriate by the relevant committee.
<b>Corporate Committees</b>	
Policy & Resources	
20.	Review of ex-officio membership, although avoiding reducing the number of Members elected directly by the Court
21.	Current arrangement whereby there are three Deputy Chairs, should be dispensed with and the Committee should revert to having one designated Deputy Chair (although not to be seen as confirmation of successor until the final year of that term, as present). A greater use of Lead Members to be employed.
22.	Resource Allocation Sub-Committee: retain as is, but with greater power to act
23.	Capital Buildings Board: to replace Capital Buildings Committee with continuation of existing composition, and ability to establish small dedicated task and finish groups as it deems appropriate

24.	Public Relations Sub-Committee: change of name to Communications Sub-Committee and shifting of wider responsibility for co-ordinating the delivery and commercial aspects of the sport agenda to the Culture Committee
25.	Civic Affairs Sub-Committee: a new committee replacing HWP, Members' Privileges Sub, Outside Bodies Sub, Ceremonials WP, and the MFAWP. Consideration to be given to also including the remits of the Freedom Applications Committee and Benefices Sub-Committee within this
26.	Operational Property and Projects Sub-Committee: combining the Corporate Asset Sub-Committee with Project Sub-Committee as a joint Sub-Committee of Policy & Resources and Finance. Consideration also given to merging with the Procurement Sub-Committee
27.	Equity, Diversity & Inclusion Sub-Committee: a new committee replacing MDWP and TRT, possibly as a joint Sub-Committee of Establishment and Policy & Resources
28.	Culture Mile Working Party: to be abolished, with the Culture Committee absorbing its remit
29.	All Sub-Committees to be chaired by the Policy Chair directly or their nominee
Finance Committee	
30.	Virtual access to meetings for officers and the public
31.	Corporate Asset Sub-Committee: merger with Projects Sub-Committee to form joint Sub-Committee
32.	Digital Services Sub-Committee: to become a standalone service committee with additional responsibility for information governance
33.	Finance Grants Oversight and Performance: to be abolished, with annual reporting of Benefits-in-Kind and the Central Grant Programme being taken to the Finance Committee
34.	Procurement: consideration be given to merger with Projects Sub and Corporate Asset Sub Committees
Investment Committee	
35.	Abolishment of Investment Committee
36.	Property Investment Board and Financial Investment Board to continue as joint Sub-Committees of Policy & Resources, Finance and the Bridge House Estates Board, with each nominating representatives and a number of places reserved for direct election by the Court

Pensions Committee	
37.	Creation of a new body to have responsibility for the management, administration, and investments of the City's Pension Fund
Capital Buildings Committee	
38.	To cease as a Grand Committee and become a sub-committee of Policy & Resources, with delegated powers to act
39.	Small number of joint meetings of (or briefings to) the Policy & Resources Committee, Capital Buildings Sub-Committee, Projects & Operational Property Sub-Committee, Bridge House Estates Board, and Property Investment Board be held (with Chairs of other Committees invited as relevant or appropriate), at which the City Surveyor and Chamberlain shall be asked to present overarching analyses of the City Corporation's activities across all property-related workstreams
Establishment Committee	
40.	Consider changing name to reflect Corporate Services functions
<b>Service Committees</b>	
Markets Committee	
41.	To be changes from a Ward to a non-Ward committee
42.	Reduction in membership to a maximum of 15 Members, all to be elected directly from the Court, although any Members with tenancies at any of the markets be ineligible from serving
43.	Future of the committee be subject to review upon delivery of the new Markets site
Culture, Heritage & Libraries Committee	
44.	Consider Benefices Sub-Committee being included in agglomerated sub-committee of Policy & Resources (Civic Affairs Sub-Committee)
45.	LMA Board to be established and therefore removal of relevant responsibilities of Culture, Heritage & Libraries
46.	Transfer of responsibilities for sport matters
Community & Children's Services Committee	
47.	Move housing functions into standalone committee incorporating both the housing-related responsibilities of this committee together with those of the Barbican Residential Committee

<b>Barbican Residential Committee</b>	
48.	Establish a dedicated Consultation Group where representatives of all key stakeholders can meet regularly to discuss and help monitor ongoing and emerging developments across the Estate
49.	Similar arrangements to be established across the other Corporation Estates
50.	Formal remit of the committee to be relocated to a new Housing Committee, with meetings arranged such as to provide dedicated scrutiny for Barbican matters
51.	Newly constituted Committee asked to present formal proposals relating to resident involvement in service charge
<b>Housing Committee</b>	
52.	New committee be established absorbing both the housing responsibilities of Community & Children's Services Committee (and its Housing Management and Almshouses Sub-Committee) and the remit of the Barbican Residential Committee
53.	The new committee to meet on a monthly basis, with agendas arranged such as to allow for consideration of Barbican Residential business and current Housing Management business on an alternate meeting basis
54.	Membership of 12-15 and ensuring sufficient representation at meetings by Members of Wards within which relevant housing estates are located
<b>Statutory Bodies and Others</b>	
<b>Crime &amp; Disorder Scrutiny Committee</b>	
55.	Be required to resume activity and meet on at least an annual basis
56.	A report proposing refreshed arrangements – both in respect of the Crime & Disorder Scrutiny Committee and the Safer City Partnership Strategy Group – to be submitted
<b>Freedom Applications Committee</b>	
57.	To be absorbed within the new Civic Affairs Sub-Committee of Policy & Resources
<b>Education and Cultural Institutions</b>	
<b>Independent Schools</b>	
58.	School Boards be asked to review and propose revised Board composition and appointment arrangements which they feel would best meet with their requirements in providing strategic oversight moving forwards
59.	Clerking responsibility to move to the Boards, with a joint Clerk for both the Boys' and Girls' Schools

60.	Replication of the voluntary application of rules based upon Local Government regulations (as required for all current Grand Committees) to be dispensed with
Guildhall School of Music & Drama	
61.	Board of Governors be asked to review and propose a revised Board composition which it feels would best meet with the conservatoire's requirements, possibly including the disapplication of Local Government-based regulations around access to meetings
<b>Open Spaces</b>	
62.	Existing consultative bodies continue to operate but cease to be maintained by the Committee & Member Services Section; instead, being operated on a more informal basis administered by the local service area
63.	Wanstead Park Working Party to be abolished
64.	Epping Forest Management Plan Steering Group should be dissolved for the time-being (noting it may be re-established on request if and when it is required)