

Committee	Date
Policy and Resources Committee	7 July 2022
Subject: Lead Members (Policy Areas)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 - 12
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: Town Clerk	For Decision
Report author: Greg Moore	

Summary

One of the outcomes of the recent Governance Review process was endorsement for the principle of a greater use of Lead Members (or 'rapporteurs') on the Policy & Resources Committee in particular. This was intended to help spread the burden of office placed upon the Chairman amongst the wider committee (particularly in the context of the then-intended transition from three to one Deputy Chairs), whilst also making best use of talent available on the Committee. The creation of Lead Member portfolios would also give a wider array of Members the opportunity to develop in-depth knowledge of certain areas and prepare them for, potentially, standing as Chair of the Committee in due course.

Further, the Lead Member roles would allow for greater corporate endeavour, as more Members would be involved more closely in key areas of the Corporation's strategic direction and work in greater concert with officers as the organisation strives to deliver its policy goals with greater efficacy.

This report sets out a generic job description for the proposed Policy Lead roles (Appendix 1) and identifies those initial areas where it is suggested that Policy Leads should be appointed, namely, Climate Action, Emerging Markets, Advanced Markets, Sustainability, Innovation in Technology, and SMEs.

Should Members support the proposal and indicative job description, then expressions of interests will be sought and presented for appointment at the next meeting.

Recommendation

The Policy & Resources Committee is recommended to:

1. Endorse the creation of Policy Lead Roles for the areas set out in paragraph 10.
2. Approve the proposed job description for Policy Leads set out at Appendix 1 and draft eligibility criteria for appointment at Appendix 2.
3. Approve the appointments process set out in paragraph 20.

Main Report

Background

1. During 2020, a comprehensive Governance Review of the City Corporation was undertaken by Robert Rodgers, The Lord Lisvane. His proposals were subsequently reviewed and debated by Members through a detailed engagement process, culminating in a set of final decisions being taken in December 2021.
2. One of the recommendations made by Lord Lisvane, and endorsed by the Court of Common Council, was the use of Members in a “rapporteur” role.
3. This proposal was made in the context of the considerable workload that will continue to fall upon Chairs of Committees, with the suggestion being that a number of general Committee Members be asked to take the lead on particular subjects within a Committee’s area of responsibility. It was noted that this happened to some extent already but, in the context of smaller Committees, might benefit from being used more extensively.
4. Members were supportive of this proposal with particular respect to the Policy and Resources Committee, with it observed that this was a constructive mechanism to not only help “share the burden” of the workload (particularly given the move to one Deputy Chairman, away from the three previously utilised), but also in affording the opportunity to utilise the diverse talents and expertise of different Members in a more effective way.
5. One particular example has been the role played by Deputy Keith Bottomley in respect of the Climate Action Strategy where, at the behest of the Committee, he has acted to assist officers in realising the Committee’s ambitions in respect of the Strategy’s design, implementation, and monitoring, whilst not becoming involved at the operational level and respecting the “executive” boundaries inherent in the Member / Officer relationship.

Current Position and Proposal: Policy Lead Roles

6. While the Court subsequently determined to retain the practice of having three Deputy / Vice Chairs for the Policy & Resources Committee, there remained firm support for the principle of employing the “Lead Member” proposal, given the significant responsibilities of the Committee and the growing expectations and time demands on the Chairman and his Deputies, who (as unremunerated volunteers) might not always be available to offer the informal guidance and expertise that technical officers might seek when developing certain proposals.
7. It is also recognised that the considerable experience and diverse skill-sets of all Members could be employed to much greater effect in order to sharpen the City Corporation’s focus or delivery in certain areas, with this proposal providing one mechanism to allow for this to be achieved.
8. Further, the creation of Lead Member portfolios will also give a wider array of Members the opportunity to develop in-depth knowledge of certain areas and prepare them for, potentially, standing as Chair of the Committee in due course.

9. Clearly, the nature and number of Lead Members (and associated remits) will fluctuate over time, as learning emerges from implementation and particular corporate or strategic goals / activities evolve.
10. However, having considered the current area of focus of the Committee and their own respective portfolios, the Chairman, in consultation with the Deputy and Vice Chairmen, would propose that Lead Members be appointed for the following policy areas in the first instance:
 - **Sustainability** – the extremely important area of Climate Action acted as a forerunner of the Policy Lead role, with Deputy Keith Bottomley appointed by the Committee to act on its behalf in supporting officers in the design, delivery, and monitoring of its Climate Action Strategy. This significant piece of activity remains a cornerstone of the Committee and Corporation’s policy agenda and it is, therefore, important that appropriate focus be retained. However, as the Strategy becomes embedded as a key cross-cutting area of activity, it is perhaps now time to look to broaden out the Policy Lead role such that it focuses on the matter of sustainability across the Corporation more generally (whilst still incorporating the Climate Action piece). This would incorporate a focus on sustainability within the Financial and Professional Services sector, where ESG has quickly become a fundamental part of how businesses conduct their activity and where the Corporation can add significant value in supporting firms in the City and beyond in meeting their Net Zero targets.
 - **Emerging or ‘High Growth’ Markets** – the operating model of this Committee’s competitiveness strategy outlines a repeatable approach to target intelligently its activities in engaging with markets which represent future business with the UK.
 - **Advanced Markets** – equally, the Committee must maintain focus on those markets where current market activity is highest in support of the promotion of the City as the best place to invest and do business.
 - **Innovation in Technology** – the growth of the tech sector and the many innovations being delivered to the FPS sector through digital technology mean that this is an area of inescapable focus for the City and the Corporation.
 - **SMEs** – small and medium enterprises are an integral and growing part of the City’s ecosystem and an area where the City’s support has, historically, been under-developed. A new SME Strategy is being developed to re-energise, draw together, and strengthen the City’s offering in this area, and the appointment of a Policy Lead in support of the delivery of this Strategy is expected to provide similar benefits to those achieved through the Climate Action role (which was similarly cross-cutting in nature).
11. As with all Member roles, there can be no legal executive or decision-making power vested in these posts, nor would the removal of responsibility from the Committee be appropriate in any event.
12. Rather, the roles are intended to act in a more advisory and facilitative capacity, strengthening the collaborative approach between Members and Officers at an

early stage as well as during the delivery phase, so as to provide for greater advice, guidance and scrutiny in between meetings.

13. Lead Members would act as a “sounding board” for relevant officers, to expedite and strengthen proposals coming to Committee; they would also act as a champion of the policy area amongst fellow Members and (where appropriate) externally. This might involve communicating or clarifying policies and implications to colleagues, facilitating greater corporate awareness of activities; or helping to identify and resolve issues or queries in a timely fashion in advance of meetings (thereby minimising delay or confusion in implementation), amongst other things.
14. They would also be expected to report to the Chairman regularly, ensuring he and the wider leadership team are kept apprised of developments and progress and that their wider political steer can be communicated back to officers, as well as to test and ensure coherency with wider policy positions and activities.
15. There would be an expectation that each Lead Member would update the Committee regularly, certainly on no less than an annual basis, on their activities and delivery.
16. Lead Members would also be expected to operate within the normal confines of the Member / Officer relationship and work closely with relevant technical officers to ensure consistency of approach and corporate endeavour. For instance, the utilisation of briefings provided by technical officers for meetings, using appropriate officer channels to arrange meetings and follow-ups, ensuring agreed actions are recorded in writing, and so on. This will be essential in ensuring that activity, communication and messaging can be managed and co-ordinated effectively and efficiently.
17. A proposed high-level job description, articulating the nature of the role, is set out at Appendix 1.

Appointment Process

18. Should Members be supportive of the creation of these positions, expressions of interest would be sought, with the Committee asked to make appointments at its September meeting.
19. Given the range of skills and expertise across the wider Court, and in the interest of leveraging this for the maximum benefit of the Corporation, it is recommended that the Policy Lead posts be open to the full membership of the Court and advertised to all Members accordingly. This would also have the benefit of involving a wider pool of Members in the day-to-day work of the Committee.
20. It is suggested that the process used for appointments to the Competitiveness Advisory Board be adopted; i.e.:-
 - the roles are advertised to the Court with specific criteria for each Lead area set out;

- those wishing to apply are asked to submit expressions of interest, setting out relevant experience / skills against the relevant criteria;
- applications are reviewed by an assessment panel (comprised of the Chairman, Deputy Chairman, and Vice Chairs) supported with advice from technical officers, to identify a shortlist and optimal candidate;
- the panel's recommendations for the roles are submitted to the Committee for consideration and appointment.

21. Draft criteria for each of the Policy Lead areas are set out in Appendix 2.

Corporate and Strategic Implications

22. *Financial and Resource implications* – There would be no direct financial or resource implications associated with the adoption of these posts.

Climate Implications – The proposals included in this paper would support the delivery of the Climate Action and Sustainability programme through additional strategic support and focus helping to drive positive outcomes.

Equalities implications – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

Risk implications – There is always an inherent risk that, despite the individual Lead Member's best intentions, their interpretation of the Committee's wishes might not reflect accurately the majority view. However, the absence of any executive decision-making powers and the requirement for any and all Member decisions to continue to come to Committee in the usual way will mitigate against this risk and provide no greater risk than officers operating with lesser Member guidance or advice.

Security implications – none.

Conclusion

23. The creation of Lead Member roles was supported as an outcome of the Governance Review and this report proposes a number of roles for appointment to. The roles are intended to enhance not only the efficacy of the Committee by utilising Members' skills and time more effectively, but also provide for greater corporate endeavour and development opportunities amongst the membership. The roles will be subject to annual review and re-appointment, but in-year changes can also be made to allow for as much flexibility and pragmatism as required.

Appendices

- Appendix 1 – Draft Job Description
- Appendix 2 – Draft Eligibility Criteria for Policy Leads

Policy Leads - Job Description

Appointment

- Appointed annually by the Committee from amongst the membership of a full Court. Appointments shall be considered on the basis of recommendations from a selection panel, which will review expressions of interest from the Court against specified criteria.

Overall Responsibilities

- To act as a senior spokesperson for, and represent the views of, the Committee in respect of the relevant policy area for which they have been appointed Lead.

Main Tasks and Responsibilities

- To support the Chairman in the formation and delivery of the Committee and Corporation's policy goals (within the relevant policy area).
- To deputise for the Chairman at relevant engagements or hospitality events (in the absence of the Deputy / Vice Chairmen).
- To act as spokesman on behalf of the Chairman in their absence (and the absence of the Deputy / Vice Chairmen).
- To act as a point of contact or "sounding board" for relevant officers, providing political steers in relaying the Committee's views, so as to inform implementation and prioritisation at the operational level.
- To act as the Member point of contact for colleagues interested in the policy area, assisting with information sharing and triaging of questions to relevant technical officers.
- To support and co-ordinate political decision making between and for relevant Committee Chairs.
- To lead on the collation of insight and expertise from Members across the wider Court with relevant knowledge or experience of the policy area.
- To work with colleagues outside of the formal meeting setting to share information / understanding, enabling Members to coalesce around the agreed policy decisions and implementation plans.

NB - these posts have no decision-making responsibility or powers and are purely advisory; post holders are expected to operate within the boundaries of the Member / Officer Protocol at all times and not be unduly involved in the operational aspects or delivery of the policy areas.

Policy Areas: Draft Eligibility Requirements / Criteria

Policy Area	Eligibility Requirements / Criteria
Sustainability	<ul style="list-style-type: none"> • Experience in Sustainability within Financial or Professional Services and/or Communications • Committee experience in Port Health, Planning and Transport, Financial Investment Board, Open Spaces or PIB / or OPPSC • Understanding of Sustainable Finance or Infrastructure with or in COLC target markets of US/Canada, Europe, China or Japan
SMEs	<ul style="list-style-type: none"> • Experience in working in or with SMEs, investing in SMEs and/or Communications
Emerging/ High Growth Markets	<ul style="list-style-type: none"> • Experience in working in Financial and Professional Services in any emerging or high growth market
Innovation in Technology	<ul style="list-style-type: none"> • Experience in working in Innovation in Financial and Professional Services and/or as an investor in any Tech sector
Advanced Markets	<ul style="list-style-type: none"> • Senior experience of working in Financial and Professional services with or in COLC target markets of US/Canada, Europe, China or Japan