

Committee(s) Policy & Resources Committee – for information	Dated: 04/10/2022
Subject: Decisions taken under delegated authority or urgency powers.	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	See Background Report
Does this proposal require extra revenue and/or capital spending?	See Background Report
If so, how much?	See Background Report
What is the source of Funding?	See Background Report
Has this Funding Source been agreed with the Chamberlain’s Department?	See Background Report
Report of: Town Clerk	For Information
Report author: Chris Rumbles, Town Clerk’s Department	

Summary

This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b) since the last meeting.

Recommendation

That Members note the action taken since the last meeting of the Committee.

Main Report

- Since the last meeting of the Committee, approval has been given under urgency procedures or delegated authority arrangements, pursuant to Standing Order No. 41, as follows: -

Urgent Decision: Amendment to Instrument & Articles (I&A) of Government in respect of the appointment of 2 new Co-opted Governors for the Guildhall School of Music and Drama (GSMD)

BACKGROUND:

In January 2022, the Establishment Committee and the Policy & Resources Committee approved the Guildhall School of Music and Drama’s proposals for a governance restructure under the Target Operating Model (TOM) process. This included the provision of a second Deputy Chair, drawn from the Co-opted Governors of the GSMD Board, and a rebalancing of Governors from 11 Court of Common Council (CoCo) plus 6 Co-opted to 8 CoCo plus 6 Co-opted, respectively. Quoracy arrangements were also amended from 7 CoCo plus 3 Co-opted to 4 CoCo plus 3 Co-opted. *NB. Staff and ex-officio Governors are disregarded for the purpose of establishing quoracy.*

Since this was established, the Board of Governors of the GSMD has been reviewing the School’s Strategic Plan and the Governance resources required to support it. Over

the last ten years, there has been a growing need for expert support from Governors to meet the ever-increasing demands on the School. These areas are in Higher Education compliance, Safeguarding and Equality, Diversity and Inclusion. The Board has recruited new Co-opted Governors to meet these challenges. These new Governors have come under increasing pressure, as the regulatory requirements imposed on the School by the Office for Students have continued to grow.

To enable the School to continue to flourish and develop, two more specialist areas have been identified, i.e. - (i) fundraising and (ii) artistic practice and industry representation, neither of which are represented within the skills sets of the current Board membership. The Board's existing Co-opted Governors represent essential areas of specialism and cannot be replaced to make room for further requirements. As this position is not likely to change in the foreseeable future, the most obvious remedy is to appoint two additional Co-opted Governors. There are no financial implications in the proposals beyond officer time in posting an advertisement and arranging interviews with candidates.

The proposal will change the balance of Court and External Members, so that there is an equal number of each and therefore the quoracy, agreed under the TOM, ie -. - a requirement of 4 Co-Co plus 3 Co-opted Governors, with the Chair retaining the casting vote.

The use of hybrid meetings should minimise the likelihood of non-attendance. The requirement set out in the I&A, to circulate agendas 6 clear days in advance of Board Meetings, will provide sufficient time for all Governors to read the reports, and submit comments in advance of meetings, if they are unable to attend

Reason for urgency:

Having determined their proposed course of action, the Board requesting Policy and Resources Committee urgent approval be sought, in order that the final approval of the full Court of Common Council can be sought at the meeting on 8 September 2022.

This would allow for recruitment to commence in September and new Governors being recommended for appointment at the November 2022 Board meeting. The Board does not meet thereafter until February 2023 and so, should Court approval be delayed until October 2022, recruitment timetables would mean that the Board was not able to benefit from new Governors until that time, adding considerable delay in bringing in the desired skills and expertise.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chairman and Deputy Chairman that: -

The Town Clerk, in consultation with the Chair and Deputy Chair of the Policy and Resources Committee agreed to: -

- Recommend to the Court of Common Council endorsement of the appointment of two new Co-opted Governors of the Board of Governors of the Guildhall School of Music and Drama (increasing the total of permitted co-optees from 6 to 8), to allow for requisite specialisms in fundraising, artistic practice and industry representation

- Note that fundraising is essential if the School is to meet its ambitions in launching a £50m fundraising campaign, and artistic practice and industry support in acting or music will enable the School to keep pace with a fast-changing industry; ensuring that it is fit for purpose and keeps pace with cultural and technical developments within the performing arts industry.
- Note that the Board of Governors of the GSMD will review their quorum arrangements at their October Board Meeting, under a 'Report of Action Taken' which will then allow revised proposals to either be considered under a Delegated Authority, or at the November Board meeting, to coincide with the proposals to appoint new Governors, and subsequently report back to Policy and Resources Committee and the Court of Common Council. NB. *For the time being, the quoracy arrangements are to remain as agreed under the TOM: i.e., a requirement of 4 Co-Co plus 3 Co-opted Governors and with the Chair retaining the casting vote.*
- Note that, if approved by the Court, the revised Instrument and Articles will be presented to the Office for Students as a reportable event.

Urgent Decision: Town Clerk & Chief Executive Recruitment

BACKGROUND:

Following notice of the current Town Clerk & Chief Executive's notice of retirement effective from 31 December 2022, recruitment for the successor has commenced. A proposed process for the recruitment to the Town Clerk & Chief Executive post was been presented for Members' consideration and approval sought on this and a number of associated matters, including detail on the recruitment timetable, Assessment Centre Process, Interview Panel, Job Description and Person Specification.

The following timetable had been proposed:

- a. Longlisting meeting with Hays: 22nd September
- b. Technical interviews undertaken by Hays: 23rd – 30th September
- c. Shortlisting meeting with Hays: 5th October
- d. Personal Profiling Assessments: 6th – 10th October
- e. Officer led Assessment Centre: 13th October
- f. Member Panel Interviews: 17th October
- g. Court of Common Council appointment: 8th December

An Officer led Assessment Centre will be undertaken. Noting that that the Chair and Deputy Chair of the Equality, Diversity & Inclusion Sub-Committee will not be appointed until 26th September, it had been proposed that the Chairman and Deputy Chairman of the Panel (Chris Hayward and Alastair Moss) be authorised to make the choice of its nominated representative, subject to availability and with the diversity of the panel in mind.

The Chief People Officer will attend the Officer Assessment Centre to conduct the Fireside Chat assessing their leadership capabilities and provide feedback to

candidates on the Personal Profiling Assessment. They will also attend the Panel Interviews acting in an advisory capacity to Members.

REASON FOR URGENCY: Matters contained within the report were due to be considered by the Policy & Resources Committee on 15 September 2022. Following the death of the late Her Majesty, out of respect, the Chairman of the Committee agreed to adjourn the meeting, with matters to be deferred to the 4 and 20 October meetings.

Unfortunately, as captured in the timetable, a final decision on arrangements (which have already been publicly advertised) needed to be taken by Policy & Resources Committee in time for the long-listing date – 22 September 2022.

Not doing so presented reputational implications. It also had cost implications if the timeline is delayed and/or a new recruitment exercise is commenced with head hunters. It also ultimately may have significant impact on the wider organisation if the appointment is delayed, leaving us without a Town Clerk & Chief Exec in post. The role is imperative to the delivery of the Corporate Plan.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chairman and Deputy Chairman to: -

- Agree to the recruitment timetable.
- Agree to the Assessment Centre process.
- Agree to the Interview Panel.
- Agree the job description and person specification.
- Delegate minor changes to the Assessment Centre process and Interview Panel where necessary to the Chair and Deputy Chair of the proposed Interview Panel
- Delegate minor changes to the Job Description and Person Specification where necessary to the Chair and Deputy Chair of the proposed Interview Panel

Urgent Decision: Residents Survey

At its meeting in June 2022, the Communications and Corporate Affairs Sub-Committee (CCAS) considered proposals for a residents' survey.

The City of London Corporation previously carried out surveys of its main stakeholders to determine knowledge of, and attitudes to, the organisation and its work, as well as the City as an area in which to live, learn, work and run a business.

Members of this Sub-Committee agreed that commissioning another survey now would help to gauge satisfaction levels with the City Corporation's work and the services it provides. It would also help to measure how well we are delivering against our current Corporate Plan and help shape future versions.

In order to procure the survey, an approximate cost was detailed at no more than £60k, to be met from the Policy Contingency Fund. The current uncommitted balance available within the P&R Contingency Fund (PCF) is £385,492 for 2022/23 and therefore should this be approved under Urgency, there is sufficient funding to meet this £60k request.

CCAS approval was recorded and reported to Policy & Resources at its meeting on 7 July 2022, for information. Unfortunately, due to officer oversight, explicit approval for the cost, and plans for this to be met from the PCF, was not sought.

Work had commenced to procure a supplier for the survey and meetings are scheduled to take this work forward. In order to progress the commission of the survey, approval is for the

REASON FOR URGENCY: On the misunderstanding that the funding source had been approved, work commenced to procure a supplier for the survey and meetings are scheduled to take this work forward. If not considered before the next P&R meeting on 20 October, we will fall behind the planned timeline for the survey agreed with Members for completing the survey by December; we risk losing the selected supplier; and we risk paying more for the survey due to the current economic climate.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chairman and Deputy Chairman to: -

- A reputable polling organisation being commissioned to carry out a survey of 500 City residents and 1,000 workers at an estimated cost not to exceed £60,000, to be met from your Committee's 2022/23 Policy & Resources Contingency Fund.

In accordance with Standing Order 41 (a) and 41 (b), Members are asked to note the recent decisions taken by the Town Clerk in consultation with the Chairman and Deputy Chairman.

Copies of background papers concerning these decisions are available from Chris Rumbles on request.

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