

Committee	Date
Policy and Resources Committee	4 October 2022
Subject: Appointment of 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 & Chief Executive	For Decision
Report author: Polly Dunn, Principal Governance and Member Services Manager	

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, whilst also making best use of talent available on the Committee.

At its July meeting, the Policy & Resources Committee agreed that the creation of Lead Member portfolios gives a wider array of Members the opportunity to develop in-depth knowledge of certain areas.

On this basis, a generic job description (Appendix 1) and criteria (Appendix 2) were approved. Proposals included five initial areas for leads: Emerging 'High Growth' Markets, Advanced Markets, Sustainability, Innovation in Technology, and SMEs. Delegated authority was also granted for the Town Clerk to consider the development of a similar set of criteria for a "Sports Engagement" lead, and this was approved under urgency procedures shortly thereafter and are also featured on appendix 2.

Expressions of interests for the six roles were sought from the Court. These have been collated and presented to a panel comprised of the Chairman, Deputy Chairman and Vice Chairmen who have considered all nominations advised by Officers based upon the statements submitted by the candidates'. This report presents the outcome of those deliberations for the Committee's final approval.

Recommendation

Following an application process endorsed by the Committee at its meeting in July 2022, Members are asked to review and appoint the recommended candidates to the various Lead Policy roles, as detailed in the report, for a term ending in May 2023.

Main Report

Background

1. With general proposals for Lead Members firmly established within a comprehensive Governance Review of the City Corporation, undertaken by Robert Rodgers, The Lord Lisvane, a detailed proposal on how this concept would work was brought forward for the Policy & Resources Committee in July 2022.
2. Members were informed that there were five initial areas that could benefit from the support of a designated Lead Member. These were: Emerging 'High Growth' Markets, Advanced Markets, Sustainability, Innovation in Technology, and SMEs. At the meeting, Members felt that a further portfolio should be trialled for Sports Engagement and as such a Delegated Authority was granted to the Town Clerk to consider and approve criteria for this role. Once the Sports Engagement lead criteria was approved, officers then progressed with advertising the roles as requested by the Committee.
3. On 25 July 2022, an email went to the entire membership of the Court of Common Council advertising the positions. The email included a summary of the roles available, with the job description, set of criteria and links to the original reports. Members were encouraged to speak to contact the Town Clerk or the Chairman for more information about the various vacancies. Members were asked to submit a supporting statement of no more than 300 words, with a deadline for responses set at 19 August 2022. This allowed more than three weeks to respond and a reminder was issued on 16 August 2022.

Current Position

4. A total of 18 Members applied for the six roles. Nominations were received as follows:

Innovation in Technology

Deputy Madush Gupta
Alderman Tim Levene

Emerging/High Growth Markets

Deputy Shravan Joshi

Advanced Markets

Alderman Prem Goyal
Alderwoman Susan Langley
Alderman Bronek Masojada

SMEs

Deputy Rehana Ameer
Aaron D'Souza
Paul Singh

Sports Engagement

Aaron D'Souza
John Griffiths
Deputy Edward Lord
Alpa Raja
Deputy Philip Woodhouse

Sustainability

Deputy Keith Bottomley
Alderman & Sheriff Alison Gowman
Alderman Prem Goyal
Irem Yerdelen

5. As agreed by the Committee, the next stage was for the Panel (comprised of the Chairman, Deputy Chairman and Vice Chairmen) to review the various supporting statements in consultation with officers in the relevant specialist areas. A meeting was convened on Friday 2 September 2022 for this purpose and this report sets out the Panel's final recommendations for the appointments, which are ultimately to be made by this Committee.
6. At the meeting, the Chairman reminded colleagues of the job descriptions and provided an overview of how the Leads would contribute to advancing and promoting the work of the City of London Corporation. He noted that the newly recruited Head of Policy Unit within the Policy Chairman's Office would work closely with the Policy Leads in order to facilitate this but, as new positions, in practice there would be clarification regarding the scope of these particular roles. For each portfolio it will be key that there is a strategy articulated which will inform our policy/policies.
7. 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. 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.
8. The Chairman agreed to convene an initial meeting of those appointed to formally agree the scope and expectations of those appointed to these roles.
9. In their deliberations, Members were asked to consider equitable representation between Alderman/Common Council representatives, BAME representation, and gender.
10. The following candidates are consequently recommended for appointment:

Innovation in Technology

Criteria: Experience in working in Innovation in Financial and Professional Services and/or as an investor in any Tech sector.

Recommended candidate: Deputy Madush Gupta

Deputy Gupta has first-hand experience in innovation in the FPS sector and his statement demonstrated that he is familiar with newly emerging regulatory challenges within the sector (i.e. blockchain).

Emerging/High Growth Markets

Criteria: Experience in working in Financial and Professional Services in any emerging or high growth market.

Recommended candidate: Deputy Shravan Joshi
Deputy Joshi fulfils the appointment criteria.

Advanced Markets

Criteria: Senior experience of working in Financial and Professional services with or in COLC target markets of US/Canada, Europe, China or Japan

Recommended candidate: Alderwoman Susan Langley
Alderwoman Langley demonstrated significant senior level experience in FPS, coupled with strong experience working alongside HMG

SMEs

Criteria: Experience in working in or with SMEs, investing in SMEs and/or Communications

Recommended candidate: Paul Singh
A serial entrepreneur, Mr. Singh demonstrates a broad understanding of the challenges affecting SMEs

Sports Engagement

Criteria: Experience of working in elite or grassroots sport governance, preferably at board level, and a general interest in a diverse range of sports at all levels

Recommended candidate: Deputy Edward Lord
Deputy Lord demonstrated more than 10 years of experience at Board and working level within the amateur and elite sport level

Sustainability⁺

Criteria: 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 Property Investment Board or Operational Property and Projects Sub Committee. Understanding of Sustainable Finance or Infrastructure with or in CoLC target markets of US/Canada, Europe, China or Japan

Recommended candidate: Deputy Keith Bottomley
Deputy Bottomley has extensive experience building coalitions and advocating sustainability policy on behalf of the CoLC.

⁺Deputy Keith Bottomley recused himself from the Panel for this discussion.

11. If appointed, these Lead Members will 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.
12. The Committee has agreed that these individuals will 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.
13. It was also agreed that each Lead Member would update the Committee regularly, certainly on no less than an annual basis, on their activities and delivery.
14. These Members are 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.

Corporate and Strategic Implications

15. *Financial and Resource implications* – There would be no direct financial implications, however there may be additional resource implications in terms of administrative and briefing support for these Members.

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

16. The creation of Lead Member roles was supported as an outcome of the Governance Review and this report recommends the appointment of Members to these roles following an appointments process agreed by this Committee.
17. 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.
18. 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 – Policy Leads Job Description
- Appendix 2 – Policy Leads Criteria

Background Report:

[Lead Members \(Policy Areas\)](#) – Policy & Resources Committee (July 2022)

[Governance Review](#) – Court of Common Council (December 2021)

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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: 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
Sports Engagement	<ul style="list-style-type: none"> • Experience of working in elite or grassroots sport governance, preferably at board level, and a general interest in a diverse range of sports at all levels