

Appendix A: Summary of Feedback and Proposed actions

Table 1: Committees	Proposed action:
Policy & Resources Committee	
<ol style="list-style-type: none"> 1. Consider constitution to be more like a Ward Committee, to ensure adequate representation (<i>see also comments relating to Committee Size</i>) 2. Consider constitution to include all Chairs of Grand Committees to prevent silo working – with remaining places to be allocated by Wards 3. Review roles of Vice Chairs 4. Streamline Governance on Destination City (currently residing between Culture Heritage and Libraries and Policy & Resources Committee) 	<ol style="list-style-type: none"> 1-2. Members to consider and determine a response to a review of the composition of the Policy & Resources Committee 3. The addition of an explanatory footnote to be developed on the role of Vice-Chairs in Standing Orders 4. Consideration on how governance surrounding Destination City may be streamlined
Property Investment Board/Financial Investment Board	
<ol style="list-style-type: none"> 1. Consider a merge of the two boards and re-establish as a Grand Committee – retain Membership for remaining three years of the term to ensure knowledge established over the last year is retained. 2. Delete reporting line to Finance – maintain at least two or three representatives from both Policy and Finance 3. Add ability to co-opt external Members 4. Reconsider recommendation for increased working/joint meetings between PIB/FIB and Resource Allocation Sub Committee 	<ol style="list-style-type: none"> 1-4. Develop options for a 'combined' Investment Committee or Sub-Committee, which merges the functions of both FIB and PIB.
Equality Diversity and Inclusion	
<ol style="list-style-type: none"> 1. Confusion over joint reporting to two grand committees. 2. Lack of clarity around relationship with other Sub-Committees with a focus on the area of EDI (Police Professional Standards and Integrity/ Barbican Nominations Equality and Inclusion etc.) 	<ol style="list-style-type: none"> 1. Members to consider whether arrangements for joint grand committee reporting should be reviewed. 2. Consider clearer guidance to Members and officers on the roles of the committees to assist colleagues in considering how they might engage membership/material in an efficient and effective way.

Civic Affairs Sub-Committee	
<ol style="list-style-type: none"> 1. Split into two bodies: 1 – Privileges and Hospitality and; 2 – Member Development and Standards with both to be chaired by the Chief Commoner 2. Remove Benefices from remit as a stand-alone sub-committee reporting to either Policy or Culture Heritage and Libraries 3. Disband and have all elements assumed by other relevant committees and sub-committees 4. Reconsider the Standards regime in its entirety 5. Consider the use of retired judges in the Standards regime 6. In the event that a Code of Conduct matter is referred to the Court – consider making the extensive background material available ‘upon request’ only (restricting access to hard copy) 7. Greater clarity required in regard to oversight (if any) for Mansion House hosted events 	<p>1-7. Members to consider whether they would wish for proposals for the remit of Civic Affairs Sub-Committee to be altered, including potential bifurcation, and the reporting lines for Standards and Benefices related matters.</p>
Capital Buildings Board	
<ol style="list-style-type: none"> 1. Each major project to have its own board/working group with suitable membership. 2. Require each major project to have a business case and include viability of third-party funding 3. Consider either formal reporting into Finance and Policy and/or a better mechanism to allow the two committees to maintain an overview of the programme 4. Ensure that shortcomings identified within internal audit reports on various major projects, are addressed 5. Move Markets Co-Location Programme oversight to Markets Board 6. Set up a Development Company (like British Land) to deliver Major Projects with appropriate land assets assigned to that company. Operated by a Board as it would be in the private sector. The City would act as shareholder in its 100% owned business, leaving the Board directors and non-executive directors, to deliver. 	<p>1-6. Members to consider the differing views expressed and determine a response.</p>

Operational Property and Projects Sub-Committee	
<ol style="list-style-type: none"> 1. Consider the scale of work under this Sub-Committee's remit. Could be addressed by increased delegation limits. 2. Confused joint reporting line to Policy & Resources and Finance Committees – should be one or the other (verbal representation) 3. Operational Property Review and Projects Governance Review will need to be sufficiently wide ranging to address some key areas of concern around process, efficiency and clarity of decision 4. Climate Action Strategy Team supported the merger of these three functions (Procurement, Operational Property and Projects) and found this usefully reduced the volume of committees that required reporting to. 	<ol style="list-style-type: none"> 1. To be considered through Project Governance and Scheme of Delegation reviews. 2. Members to consider whether arrangements for joint grand committee reporting should be reviewed. 3. Information regarding the Projects Governance review to be provided. 4. Note the benefits of streamlining.
Housing	
<ol style="list-style-type: none"> 1. Better representation for residents that do not live in social housing or the City's Housing Estates 2. Create a Housing Grand Committee with relevant sub-committees covering different resident groups 3. Create a dedicated Housing Sub Committee of Community & Children's Services that oversees all housing matters 4. Create a Barbican Strategy Group to address a lacking overall vision and management of the Estate – such a body should include suitable representation from the Arts Centre, the Guildhall School of Music and Drama, City of London School for Girls, St Giles Church and relevant commercial units) 	<ol style="list-style-type: none"> 1-4. Note that proposals relative to housing governance (and/or related sub-committees) will be the subject of a separate report following the outcome of ongoing consultant review.
Culture Heritage and Libraries	
<ol style="list-style-type: none"> 1. Give CHL oversight of Sports, including Sports Strategy 2. To consider a masterplan/strategy for cultural assets (as discussed at informal Court in December 2022) 3. Reduce size (as per recommendations to abolish Ward Committees) 	<ol style="list-style-type: none"> 1-5. Members to consider whether they wish to explore proposals for changes to CHL, involving Sport, Destination City, a Culture Masterplan, and moving oversight of SBREC.

<ul style="list-style-type: none"> 4. Streamline Governance on Destination City (currently residing between Culture Heritage and Libraries and Policy & Resources Committee) 5. Small Business Research Centre (SBREC) to move from CHL to reflect a move of reporting lines to Environment 	
Markets Board	
<ul style="list-style-type: none"> 1. Move Markets Co-Location Programme oversight to Markets Board. 	<ul style="list-style-type: none"> 1. See Capital Buildings Board
Education and Schools	
<ul style="list-style-type: none"> 1. Clarify relationship between the Education Board and City of London Academies Trust and reduce bureaucracy 2. Address overlap with Community & Children's Services in relation to matters such as the Aldgate School, Children and Young Peoples Plan, care leavers and apprenticeships – by merging the two committees 3. Independent Schools to operate independently and not exist as City Corporation Grand Committees 4. City Corporation representation on the City Independent School Boards should be reduced further still 	<ul style="list-style-type: none"> 1-2. In the short-term officers to provide a training session and/or easy to read document outlining the responsibilities of the Community & Children's Services Committee, various Independent School Boards, the Education Board and COLAT in respect of our Family of Schools 2. Beyond the immediate scope of the LGTR (as not light-touch) but Members may wish to consider a longer-term review of Education Governance (possibly after Housing has been finalised given impact and possible changes to CCS committee) for 2024. 3. Deferring consideration of a reduction of CoL Governors to January-April 2024 to allow sufficient time to consult all four schools.

Finance Committee	
Review arrangements for the Efficiency & Performance Working Party	A review on recent changes to Efficiency & Performance Working Party to be issued to the Finance Committee for consideration. To go to Finance in May 2023.
Consider reporting arrangements relating to benefits-in-kind following abolition of Finance Grants Sub-Committee	Member to consider whether it would be beneficial for a designated committee to be allocated responsibility for monitoring benefits in kind (discussed at OPPSC on 13 Feb 2023)
Bridge House Estates Board	
1. Residual issues in integration and working with wider City Corporation in an efficient and helpful way. 2. Concerns over governance body responsible for the Monument	Continued review of the Scheme of Delegations and Standing Orders. Member and Officer training on the role of BHE and its Board. Options to be explored and brought back as appropriate.
Open Spaces Committees	
1.Integrate all Open Spaces into one committee 2. Reconsider which committee holds responsibility for the Monument	1.Due to primary legislation and charitable status surrounding our various open spaces committees, it is not possible to consider this matter ahead of April Court. Furthermore, this area is already subject to ongoing governance reviews and related activity associated with the Environment TOM and Charities Review. It is advised that the outcome of ongoing work be considered before committing to any further action. 2.See Bridge House Estates Board

Other governance administration related feedback:	Actions and/or Proposals to come back as soon as possible (unless otherwise stated):
Committee Reports	
<ol style="list-style-type: none"> 1. Reports are too long but do not feature the relevant information 2. The Gateway Report for projects is unclear and not fit for purpose 3. There are too many late reports, reducing Member time to review material 4. Recommended greater use of digital, including a reference library 5. Clearer decisions/recommendations – no hidden decisions 6. Reduce the volume of operational decisions coming to committee (see delegations to officers) 7. Too many information reports taking up meeting time 8. Better tracking of decisions made between meetings under urgent or delegated authority procedures 9. Clearer reporting distinctions when making decisions on the City Corporations charitable obligations 10. Innovative information sharing outside of committees 	<ol style="list-style-type: none"> 1. Report writing training has been delivered to over 100 staff Members and recorded. 2. A Project Governance Review is underway which will be addressing the current Gateway Report Template. This will be subject to a separate report. 3. This is within the gift of Members. All late reports must be submitted with the Chair's consent. If Members are not happy to consider the late report, it is within the committee's gift to defer it and/or consider under Delegated Authority. 4. Member Services to assist Members with access and training with the Modern.Gov App 5. Forms part of the report writing training. 6. To be included within the upcoming Review of the Officer Scheme of Delegations. 7. Member Services to encourage and develop a different medium through which officers can share information with Committee Members. 8. This is formally reported to committee routinely under "actions taken between meetings" report of the Town Clerk. 9. Training to be provided to Members on charitable obligations – this is being taken forward by the Member Learning & Development Steering Group in liaison with the Member Services and Charity Review teams. 10. See point 7.

Decision-Making Pathway	
<ol style="list-style-type: none"> 1. Better way of capturing updates between meetings where a report is going to several committees 2. Reduce, where possible, the number of committees any given report must go to 3. Empower relevant committees to oversee certain major issues and projects as relevant to their oversight 4. Clearer delineation between committee functions 5. Members to consider whether Committees and Sub-Committees have served their purpose and dissolve/form them on a more regular basis, subject to need 6. Introduction of Committee Charters describing the services delivered, referencing standards, strategies and agreed outcomes – each to be agreed by the Court of Common Council and communicated to all stakeholders through the website 	<ol style="list-style-type: none"> 1. This is one of the useful purposes of Callover. Officers should be using time in meetings to provide these updates verbally (not introducing material that is already available in the report). Equally, where the changes are more significant/complex, officers should be encouraged to produce some written supplementary material. 2. This was agreed in principle in December 2021 and will be reflected in the forthcoming proposals Standing Orders changes. 3. See Capital Buildings Board/Operational Property and Projects Sub-Committee 4. Member Services to develop a useful tool for Members and Officers to better understand the roles of each Grand Committee and key documents. 5. All Committees and Sub-Committees are appointed on an annual basis, subject to need. 6. See point 4.
Committee Size and Membership	
<ol style="list-style-type: none"> 1. Improve the balance of representation for residential wards following recent outnumber and down-voting 2. Introduction of formal substitutes 3. Ensure gender equity on all committees and adequate ethnic representation 4. Greater reform to allow increased input from newer Members beyond the policy leads initiative 5. Formal deputising for Ward Committees should be introduced 6. Open and transparent agreed recruitment process for all committee roles including external appointees 7. Increased public reporting on Member Register of Interests 	<ol style="list-style-type: none"> 1. This is a matter for Members when appointing Members to Committees, or would require fundamental review of the composition of all committees with associated considerations. 2. Proposals to be brought forward within the Scheme of Delegation Review, simplifying the changing of representation on Ward Committees (which currently requires a procedural motion or Court urgency). 3. This is a matter for Members when appointing Members to Committees, or would require fundamental review of the composition of all

	<p>committees with associated considerations, including limitations of voluntary disclosure of special category data and careful data management.</p> <p>4. Policy Leads are being trialled by P&R Committee and will be reviewed in the Autumn, after which greater roll-out may be pursued.</p> <p>5. See point 6.</p> <p>6. A best-practice approach and framework is recommended by Member Services, although it should be noted that different legislative requirements for appointments apply to some committees..</p> <p>7. Being pursued in 2023 with combined Registers to be produced.</p>
Meeting Timings and Sequencing	
Better discipline in managing/concluding meetings within determined timeframes	Chairs Skills Training being procured by the Member Learning & Development Steering Group.
Delegations to Officers	
Provide greater delegations to officers – avoid micro-managing and give sufficient permission to allow officers to undertake responsibilities within agreed policies/strategies. Ensure sufficient reporting on decisions taken under these delegations.	To be considered as part of the Scheme of Delegations Review, due at April Policy and May Court.
Standing Orders	
<p>1. Whilst allowing Grand Committees to appoint its sub-committees, the Standing Orders should impose some consistency across procedures for appointing sub-committees. P&R could approve cases that fall outside of this format.</p> <p>2. Where there are too many nominees for sub-committees, particularly those have a careful balance of representation from multiple</p>	<p>1. Members to consider whether they would wish to explore the implementation of a uniform approach, which would then be included within proposals for Standing Order Changes.</p> <p>2. Members to consider whether this prohibition should be placed into Standing Orders or left self-regulated by individual committees.</p>

committees, Members should not be permitted to simply expand the sub-committee.	
Member Learning & Development	
<ol style="list-style-type: none"> 1. Help Members better understand the various 'scrutiny' functions (Pensions Board, Health and Social Care Scrutiny Committee, Crime and Disorder Scrutiny Committee) 2. Improve Members' understanding of the City's responsibilities/duties over its outside bodies (e.g., the City of London Academies Trust) 3. Improve Members' understanding on the different functions of the Corporation (Local Authority / Private / Charitable) including clear regulations around virtual participation and provide advanced notice (when the agenda is published) so Members can make informed decisions on attendance. 4. Better guidance required on the Committee structure, particularly on why some matters are referred through Policy & Resources Committee. 5. Do more to explicitly define the role of Members inside and outside of Committees 6. How to act in the best interest of the City Corporations various Charities 	1-6. All to be recommended to the next Member Learning & Development Steering Group.

Table 3: Out of Scope	No action proposed action at this time
Recommendations on the governance surrounding the New Museum of London Project	The New Museum Project is run by the Museum of London, it is not within the City Corporation's power to review this: the Corporation's remit is limited to financing and enabling works.
Opportunities for the public to address the Court to be considered	This matter was considered by the Policy & Resources Committee in October 2022. The conclusion was that more regular and accessible City Resident Meetings should be coordinated.
More detailed records of Member attendance (i.e., when people join for part of the meeting – not all) with electronic voting at all Committees	Additional resource (financial and staffing) will be required to look into a more detailed electronic record/voting attendance at Committees. This may be pursued in future after the LTGR and after the electronic voting is trialled at Court (see: separate report on February 2023 P&R agenda).
Proposals for a review of franchise and electoral reform including establishment of a Working Party	Franchise/Electoral Reform would need to be subject to a completely separate and distinct piece of work and does not form part of the Governance Review or LTGR
Livery Committee was overlooked as part of the first Governance Review	It remains the case that this matter falls to Common Hall, not to the Court of Common Council.
Set up a committee to represent the Workers in the City	These matters are already the responsibility for Policy & Resources Committee; notwithstanding this, Members' views are sought on the appetite for the establishment of such a committee/sub-committee.

<p>Ward Committees are too large and do not reflect the size of the electorate.</p> <p>Smaller Wards should link together, reducing the overall size to 20-25</p> <p>Ward Committee vacancies should not be advertised to the wider Court</p>	<p>The matter of ward committees was considered at length within the original Governance Review and a decision reached on retention. Members will need to consider if this is something they wish to revisit.</p>
<p>Reduction in size of all Grand Committees</p>	<p>The matter of non-Ward committee sizes was also considered within the original Governance Review and a size of 12-15 was supported. It was, however, also agreed that a 'one size fits all approach' would not be appropriate and each case would need to be considered on its own merit. Members will need to consider if this is something they wish to revisit.</p>
<p>Term limits should be introduced on more/all committees</p>	<p>The matter of term limits was considered at length within the original Governance Review with a decision reached on not applying them uniformly. Members will need to consider if this is something they wish to revisit.</p>
<p>Consider timings of meetings (8.30am or 4.30pm starts) to benefit Members with 9-5 work commitments. This would also allow for more live engagement for the public.</p> <p>Suggestion that Local Authority meetings take place in the evenings.</p>	<p>This proposal would have implications such as changes to staff contracts which would need more detailed exploration as to feasibility. This has been considered historically and Members will need to advise if this is an area they wish to revisit.</p>
<p>Question as to the requirement for lunch before/after meetings</p>	<p>This is optional and Members are not obliged to attend.</p>