

<b>Committee(s): Policy &amp; Resources Committee</b>	<b>Dated:</b> 19 <sup>th</sup> October 2023
<b>Subject: Policy Leads Quarterly Update</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	5, 6, 7, 9, 11
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of: Deputy Town Clerk</b>	<b>For Decision</b>
<b>Report author: Ben Dixon, Office of the Policy Chairman</b>	

### Summary

This report provides an update on the activities of the Policy Leads or 'rapporteurs' and asks for decisions regarding the future configuration of the Policy Lead programme. Specifically, agreement is sought to advertise the role of Sustainability Policy Lead which has become vacant.

### Recommendation(s)

Members are asked to:

- **Note** the activities of the policy leads over the previous quarter.
- **Agree** to extend the tenure of the existing policy leads for High Growth Markets, Advanced Markets, Innovation & Technology, SMEs and Sports Engagement to the end of the 2023 Civic year so that a revised structure will:
  - o Align with the usual civic appointment cycle.
  - o Align with the start of the new Corporate Plan.
- **Agree** to advertise to all Members a vacancy for the Sustainability Policy Lead.
- **Agree** to consult with Members before decisions are taken on a revised structure.

## **Main Report**

### **Background**

1. One of the outcomes of the Lisvane Governance Review was endorsement for the principle of greater use of Lead Members (or 'rapporteurs') to complement the work of the Policy Chairman, making best use of the talent available across the Court of Common Council.

### **Current Position**

2. In October 2022, the Policy & Resources Committee appointed 6 Policy Leads for the following subject areas: Advanced Markets, High Growth Markets, SMEs, Innovation & Technology, Sustainability and Sports Engagement.
3. The Policy Leads were appointed in recognition of the significant responsibilities of the Committee and the growing expectations and time demands on the Chairman, Deputy Chairman and vice-Chairs, who might not always be available to offer the informal guidance and expertise that technical officers might seek when developing certain proposals.
4. The Policy Leads were appointed with a remit to act as sounding board for relevant officers, to represent the City Corporation where the Policy Chairman or leadership team are unavailable and to champion the policy area amongst fellow Members and externally.
5. The Policy Leads have no legal executive or decision-making power. Rather, the roles are intended to act in an advisory and facilitative capacity, strengthening collaboration between Members and Officers.
6. Four of the Policy Leads – High Growth Markets, Advanced Markets, Sustainability and Innovation & Technology are in areas where the City Corporation has established strategies; namely the Competitiveness Strategy and Climate Action Strategy.
7. In these cases, the primary focus of the Policy Leads has been to provide additional capacity at a senior political level to deliver against these strategies and to provide expert advice to officers in developing new strands of work within the agreed strategic framework.
8. Two Policy Leads – Sports Engagement and SMEs – were appointed in areas where the City Corporation did not have established strategy. The Sports Strategy was agreed by Policy & Resources Committee in June 2023. A draft SME Delivery Strategy will be presented to Members in the coming months.

### **Proposal**

9. In the spirit of continued improvement, it is proposed to take stock of the current Policy Lead set up, taking feedback from Members so as to inform a

future report in sufficient time for any appointments to be made for the 2024 Civic year. Any proposed changes will be brought back to this Committee for decision.

10. Any changes would then take effect from the new Municipal year to align with:
  - a. The usual civic appointment cycle.
  - b. The new Corporate Plan.

11. The terms of the current Policy Leads will need to be extended to the end of the current Civic year, with the exception of the Policy Lead for Sustainability.

## Sustainability

12. Deputy Keith Bottomley agreed to serve for 12 months as Sustainability Policy Lead, having also led on Climate Action for three years, and has therefore stepped down. A vacancy has arisen accordingly and applications will be sought from all Members to fill this position.

13. The Sustainability Policy Lead role has substantial requirements. Indicative time commitments are set out below:

### Sustainability Policy Lead Indicative Time Commitment

	Hours per quarter	Hours per annum	Hours per week
<b>INTERNAL</b>			
Chairs six committee chair briefings on CAS workstream updates – quarterly [2 hour meeting + prep]	15	60	
Chairs all-members CAS Progress report briefing – annually [2 hour meeting + prep]		3	
Policy lead update with CAS programme Director – monthly [1 hour meeting]	3	12	
<b>EXTERNAL</b>			
Part of 3CI Advisory Board [2 hour meeting quarterly]	2	8	
Climate Action Strategy spokesperson [1 hour each week]	12	48	
Heart of the City Trustee [2 hour meeting quarterly]	2	8	
Heart of the City Council [2 hour meeting quarterly]	2	8	
Scottish Sustainable Finance Taskforce, run by GEFI, (deputises for Chris) - quarterly meetings [2 hour meetings]	2	8	
GFI Board [2 hours quarterly plus prep]	2	8	
COP & Net Zero Delivery Summit activities			
ad hoc stakeholder engagement, correspondence, reviewing materials/speeches, deputising.	3	12	
Hours	43	175	3.6
Days	6.1	25.0	

14. The applications process will be as follows:

- a. The role will be advertised to the Court.
- b. Those wishing to apply are asked to submit expressions of interest, setting out relevant experience / skills against the relevant criteria.
- c. Applications are reviewed by an assessment panel (comprised of the Chairman, Deputy Chairman, and Vice Chairs) supported with advice from officers, based on the job specification at appendix 2 and the criteria specification at Appendix 3 to identify a shortlist and optimal candidate.
- d. The panel's recommendations for the roles are submitted to the Committee for consideration and appointment.

### **Corporate & Strategic Implications**

Strategic implications – These proposals would bring the Policy Lead programme into line with the new Corporate Plan; refining the programme will also ensure that the Corporation continues to deliver on its objectives in a coherent, coordinated and targeted way.

Financial implications - None

Resource implications – Additional officer time to administer the consultation.

Legal implications – None.

Risk implications – None.

Equalities implications – None

Climate implications - None

Security implications - None

### **Appendices**

Appendix 1 – Quarterly report on activities of the Policy Leads

Appendix 2 – Policy Lead Job Description

Appendix 3 – Sustainability Policy Lead Criteria & Scoring

### **Benjamin Dixon**

Head of the Policy Unit, Office of the Policy Chairman

E: [benjamin.dixon@cityoflondon.gov.uk](mailto:benjamin.dixon@cityoflondon.gov.uk)

## Appendix 1 - Quarterly activities highlight report – Jul – Sep

Policy Lead	Goal	Corporation Strategic Link	Key Activities	Member Engagement	External engagement
<b>Deputy Keith Bottomley</b> <i>Sustainability</i>	<p>Net zero across the Square Mile.</p> <p>UK as go-to partner for countries and companies looking for capital and expertise to meet climate goals.</p>	<p>Climate Action Strategy</p> <p>Competitiveness Strategy</p>	<p>Preparatory activities for COP28 including meetings with major stakeholders.</p> <p>Chaired a transition finance roundtable to gather momentum towards the UK Government's commissioned Transition Finance Market Review.</p> <p>Provided opening remarks for the report launch of <i>A global centre for nature finance</i>; this report presented a roadmap for the UK to build on its position as a leading centre for green finance and become a global centre for nature finance.</p>	<p>Chaired climate action quarterly briefings with the committees that oversee the Climate Action Strategy.</p> <p>Meeting with Member in relation to Barbican Reset projects.</p>	<p>Heart of the City Council meeting</p> <p>Speaker at Parliamentary breakfast on net zero.</p> <p>Meeting of Scottish Taskforce for Green &amp; Sustainable Financial Services.</p> <p>Attendance at London Climate Action week.</p>
<b>Deputy Madush Gupta</b> <i>Innovation &amp; Tech</i>	<p>UK as first choice location for FPS Tech firms, backed by globally pioneering digital regulations</p>	<p>Competitiveness Strategy</p>	<p>Innovate Finance Fintech Strategy Group Meeting.</p> <p>Innovate Finance Board Meeting Centre for Finance, Innovation &amp; Technology Board Meeting</p>		<p>Panellist at Digital Imperative Roundtable series.</p> <p>Speaker and host at CoLC/Microsoft Cyber Innovation Challenge Showcase.</p> <p>Host and moderator at CoLC/Financial Conduct Authority APP Fraud Synthetic Data Launch</p>

<b>Deputy Shравan Joshi</b> <i>High Growth Markets</i>	Promote UK FPS.  Maximise UK's global reach  Increase FPS trade.	Competitiveness Strategy	Accompanying CPR on India visit in July 2023 to advance UK-India Infrastructure Bridge. This is due to be signed in October 2023.	Quarterly sounding board held with Members who shared market insight on areas of interest and expertise. Feedback looped back into officers.	Established and held first meeting of quarterly High Growth Markets Steering Board to ensure alignment with industry on approach & implementation of High Growth Market strategy.
<b>Alderwoman &amp; Sheriff Dame Sue Langley</b> <i>Advanced Markets</i>			Focus on CoLC's renewed focus on Insurance promotion via meetings with officers, London Market Group, Lloyds and other industry reps	E-mail updates and 1-2-1 conversations with Members who have registered an interest in insurance.	Ongoing chairing of industry roundtables to shape renewed focus on insurance.
<b>Paul Singh</b> <i>SMEs</i>	Develop a new strategic approach for the organisation on SMEs	SME Delivery Strategy in preparation	Welcome Speech and Panel Chair at the Meet the Buyer Event hosted at the CoL Small Business Research and Enterprise Centre.  Set up Member working group to shape SME delivery strategy over next few months. Other preparatory activities focused on delivery of the strategy.  Article published for London Business Matters.  Signed the first Livery Company to the COL Chamber	Engagements with 9 Members.  Kicked off an SME working group to support the SME delivery strategy	Multiple engagements with SME businesses.  Engagement with CoL Crime Prevention Association, Cyber Griffin and others on SME crime prevention issues.  CoL Chamber Committee Quarterly meeting  Heart of the City team meeting.
<b>Deputy Edward Lord</b> <i>Sports Engagement</i>	Develop a new strategic approach for the organisation on SMEs	Sports Strategy	A Global City of Sport – Sports Strategy 2023-2030 agreed by Policy & Resources Committee in June 2023.	Sports Engagement Sounding Board 20 <sup>th</sup> October	The City Corporation hosted the Sports and Recreation Alliance AGM, a networking reception after the Active London Conference in partnership with London Sport and an event to celebrate the ICF Canoe World

					Championships taking place at Lee Valley White Water Centre
--	--	--	--	--	---

## **APPENDIX 2**

### **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.



## Appendix 3

### Policy Area Eligibility Requirements, Job Description & Scoring

#### Eligibility Criteria:

- Experience in Sustainability within Financial or Professional Services and/or Communications
- Understanding of Sustainable Finance or Infrastructure with or in COLC target markets

#### Scoring:

**0 = no demonstration of suitability**

**1 = moderate demonstration of suitability**

**2 = good demonstration of suitability**

**3 = exceptional demonstration of suitability**

Policy Area	Sustainability				
	Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5
Experience in sustainability within FPS and/or communications					
Understanding of sustainable finance or infrastructure with or in CoLC target markets.					