

Committee: Policy and Resources	Date: 19 January 2017
Subject: Review of Deputy Chairmen	Public
Report of: Town Clerk	For Decision
Report Author: Angela Roach, Principal Committee and Members Services Manager	

Summary

1. In 2012, as part of the post-implementation review of the City Corporation's governance arrangements, the Court of Common Council agreed to the appointment of three Deputy Chairmen for this Committee to support and assist the Chairman on matters of policy and strategy.
2. At its meeting on 19 May 2016 the Committee requested that a review of the effectiveness of the appointment of its three Deputy Chairmen be undertaken towards the end of the year. It followed concerns about the elections process and about the merits of electing a "Chairman in-waiting", given that there was no guarantee that the Deputy Chairman holding that position in the final year would go on to become Chairman.
3. This report addresses both the effectiveness of having three Deputy Chairmen and the process for electing them. It has been prepared in consultation with the Chairman and with those who have served as Deputy Chairman since the inception of the new arrangements in 2013 and seeks your view on the merits of continuing to elect three Deputies and on the election process.
4. It should be noted that should the Committee be minded to change the current arrangement the approval of the Court would be required.

Recommendations

5. Members views are sought on the following:-
 - a) whether to continue with the election of three Deputy Chairmen of the Committee and, if so, whether any changes need to be made to their role; and
 - b) depending on your views in relation to (a) above, whether any changes need to be made to the protocol for the elections process.

Main Report

Background

1. As part of the 2011 post-implementation review of the City Corporation's governance arrangements, this Committee agreed to have three deputy chairmen to support and assist the Chairman on matters of policy and strategy. This was supported by the Court of Common Council at its meeting on 6 December 2012 on the basis that the volume of the Chairman's work in promoting the City was increasing, especially externally, and that this was an area that would benefit from additional support. It was also felt that such an arrangement would enable more Members to play an active part in promoting the City. An additional factor was the desire not to be seen to be selecting the Chairman four years in advance.
2. A protocol for the election of the Deputy Chairmen was established and the first of the three Deputy Chairmen elected in 2013. The new arrangements were reviewed by the Committee after a year of operation and at that time it was concluded that the new arrangement was working well and served the purpose for which it was intended.
3. At its meeting on 19 May 2016 the Committee requested that a review of the effectiveness of the appointment of its three Deputy Chairmen be undertaken towards the end of the year. It followed concerns about the elections process and the merits of electing a "Chairman in-waiting", given that there was no guarantee that the Deputy Chairman holding that position in the final year would go on to become Chairman.
4. This report therefore addresses both the effectiveness of having three Deputy Chairmen and the process for electing them.

Effectiveness of Arrangements

6. The main objective for having three Deputy Chairmen is to support and assist the Chairman on matters of policy and strategy. As part of the arrangements the Committee accepted that this should operate on the basis of each Deputy Chairman being allocated areas of activity and work (without any executive powers). The allocation of responsibilities is determined by the Chairman in consultation with the Deputy Chairmen and takes a number of factors into account such as experience, knowledge and the skill-set of the respective individuals. A number of areas of activity were identified initially and, amongst other things, this included diplomatic activities, Europe, London and the City Financial.
7. The views on how the initiative has worked over the last three years have been sought from the Chairman and the Members who have served as Deputy Chairman since the inception of the new arrangements. The Chairman is of the view that whilst the arrangement worked well initially, due to a number of factors, the overall objective has not been met as successfully as anticipated. The idea of "portfolios" in practice turned out to be not realistic as issues don't lend

themselves to simple categorisation. With regard to the process for the election of Deputy Chairmen in the final year of the Chairman's term of office, he pointed out that a two-stage election process had been adopted in order to build in time for Members to review their own positions but on reflection all three appointments could be made at one meeting.

8. In terms of the Deputy Chairmen, one Member did not feel that the arrangements had worked well in this instance. However it was felt that, given the volume of the work of the Chairman, better use could be made of the Deputy Chairmen. More thought could be given to the allocation of portfolios, possibly by constructing an appropriate trio of portfolios, perhaps around "People, Prosperity, Place" themes which mirror the officer groups. The risk is that this would give partial sight of the total picture only and would not be good for succession. Electing a presumed successor might benefit from a longer lead-in time - two years before (as with normal committees) might be better both in terms of handover and outside perception.
9. Another Member commented that whilst the arrangements have not worked well it is worth continuing. More could be done with the allocation of portfolios. In addition thought could be given to rotating portfolios (over the 3-4 year run-up) so that all three Deputy Chairmen get fuller exposure to a wider range of issues in a systematic way.
10. A view was expressed that with the ever increasing role of the Chairman, having three Deputy Chairmen can assist in spreading the workload providing they are given clear areas of responsibility in support of the Chairman and that the Chairman is able to utilise their talents and skills. There needs to be a good two way flow of information and they are there to support the Chairman should that be required. It also provides wider exposure to the role of Policy Chairman, increasing Member understanding and enabling preparations to be made should they be mindful to stand for Chairman.
11. Another Member also supported having three Deputy Chairmen but wanted them to be utilised more effectively. The roles were fundamental to increasing external engagement and effectiveness and there was also value in having them assist internally by, for example, chairing the Committee's sub-committees and working parties. The allocation of set policy areas was not considered essential as the City Corporation played its strongest hand when it was agile and flexible. Therefore Deputies needed to be deployed and utilised where best suited, this is where real value would be added. Their skills and interests should also to be taken into account before allocating specific areas of responsibility. Reference was made to the merits of the outgoing Chairman serving as Deputy Chairman. It was felt that this was unnecessary as status as a past Policy Chairman outweighed status as a Deputy Chairman. They should be 'employed' in whatever capacity added to effectiveness.

Election Process

12. It was accepted that the election of Deputy Chairmen of the Policy and Resources Committee should take place in accordance with standing orders and

agreed that the process for electing them, including the 'Chairman in waiting', should be dealt with by way of protocol. Details of the agreed protocol are set out in the appendix to this report for your information. It should also be noted that unless the number of candidates seeking to serve match the number of places available, candidates for election as one of the Deputy Chairmen are required to secure at least 50% of the vote.

13. Whilst the protocol for electing the Committee's Deputy Chairmen has worked well, concerns have been expressed about the arrangements which apply to the process in the final year of the Chairman's term of office i.e. whether it was necessary to operate a two-stage election process (see paragraph (f) of the appendix).

Conclusion

14. The system of appointing multiple Deputy Chairmen for this Committee has been in operation for four years. In May last year Members asked for this arrangement to be reviewed. This report provides feedback and information on how the system has operated. It also gives the Committee the opportunity to review the protocol for the elections process.

Background Papers:-

- Post-implementation Review of the Governance Arrangements – Court Report (6 December 2012)
- Election of Deputy Chairmen – Protocol – Committee Report (24 January 2013)

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Appendix A

Election of Deputy Chairmen of the Police and Resources Committee – Protocol

- a) In each year, the Policy & Resources Committee will have three Deputy Chairmen;
- b) In the first year of a new Chairman's term of office:
 - the outgoing Chairman may exercise his or her right under Standing Orders to become one of the Committee's three Deputy Chairmen. For that year, the outgoing Chairman shall exercise the formal responsibilities of Deputy Chairman of the Committee, i.e. dealing with requests for decisions under the urgency procedures or under delegated authority and chairing meetings of the Committee and/or representing the Chairman at the Court if the Chairman is unavailable;
 - the Committee will elect two further Deputy Chairmen;
- c) In the event that the outgoing Chairman decides not to exercise his or her right to become a Deputy Chairman, the Committee will elect three Deputy Chairmen. The Chairmen, in consultation with the three Deputy Chairmen, will decide which of them will exercise the formal responsibilities of Deputy Chairman for the coming year, i.e. dealing with requests for decisions under the urgency procedures or under delegated authority, and chairing meetings of the Committee and/or representing the Chairman at the Court if the Chairman is unavailable;
- d) For subsequent years (excluding the final year of the Chairman's term of office), exercising the formal responsibilities will be rotated amongst the office holders, with the rota being settled by the Chairman, in consultation with the Deputy Chairmen;
- e) It will be customary for the Deputy Chairman having the formal responsibilities to sit beside the Chairman in meetings of the Committee;
- f) In the final year of the Chairman's term of office the Committee will undertake a two-stage election process for the three Deputy Chairmen as follows:
 - a separate election solely for the position of the Deputy Chairman who is most likely (subject to election at the first meeting) to serve as the Committee's future chairman (i.e. the 'chairman in waiting'). For that year, the individual will exercise the formal responsibilities of Deputy Chairman of the Committee, i.e. dealing with requests for decisions under the urgency procedures or under delegated authority and chairing meetings of the Committee and/or representing the Chairman at the Court if the Chairman is unavailable;

- a further election for the remaining two Deputy Chairmen. This will take place at the next meeting of the Committee as clearly the outcome of the first election may influence a decision on whether to stand and such decisions are best taken after a time for reflection;
- g) in the event that the Committee's Chairman leaves before completing the maximum term of 5 years (for example if he or she decides not to stand for re-election), all three Deputy Chairmen will be required to stand-down once the Chairman has announced his or her intention, although they will remain in office until such time as they are re-elected or a successor elected. This would be followed by the two-stage election process set out in f) above.
- h) In the event of the Chairman resigning or dying in office, the Chairman will be elected at the next meeting. If one of the three Deputy Chairmen is elected Chairman, the vacancy created will be filled at the following meeting.