

## **Guidance for election as an Alderman and Guidance on Progression to the Offices of Sheriff and Lord Mayor**

This document aims to provide practical guidance to those considering standing for election as an Alderman of the City of London, as well as guidance for those elected, on the steps involved in progressing to the role of both Sheriff and Lord Mayor.

Whilst the terms Alderman/Aldermen are utilised throughout this document and its appendices, some holders of this office prefer to be addressed as Alderwoman which has now become an adopted convention. Similarly, some holders of the Office of Lord Mayor have adopted the title Lady Mayor as an alternative.

### **The role of an Alderman**

The role of an Alderman in the City of London is one of the oldest elected roles in the UK. Each of the twenty-five Wards in the City elects one Alderman. Elected Aldermen undertake to serve for a term of no more than six years, although you can seek re-election for further terms of office up to the age of 75. The 25 Aldermen form the Court of Aldermen<sup>1</sup>, one of the three governing Courts of the City of London (the remaining two being the Court of Common Council and Common Hall). While the precise nature of the Office continues to evolve, its aims remain consistent, that is to encourage trade, champion innovation, build skills and talent in the workforce and promote the City as an attractive place to live, work and play.

An Alderman will also sit on the Court of Common Council<sup>2</sup>. This Court is responsible for setting the policies and managing the resources of the City of London Corporation and sets the Corporation's multi-year strategy and plans. Part of the role of an Alderman is to champion one or more elements of the Corporation's strategy and participate on one or more operating committees.

A more detailed job description of the role and the duties undertaken can be found at **Appendix 1**.

### **The Court of Aldermen**

One of the most important responsibilities of the Court of Aldermen is to elect the Lord Mayor each year. Only a serving Alderman, who has served in the Office of Sheriff, is eligible for election. Consequently, each year, around May/June, the Court nominates one Alderman, occasionally two, as a candidate(s) for the following year's election by the Livery, for one of the two Sheriffs of the City of London.

At the same time, the Court votes to nominate an Alderman as their preferred candidate for Lord Mayor, also for the following year. The names of those Aldermen who have been Sheriff, but not

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<sup>1</sup> [Committee details - Court of Aldermen - Modern Council](#)

<sup>2</sup> <http://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=223>

yet Lord Mayor, are eligible to be put to a vote by the Livery in Common Hall<sup>3</sup> in late September each year. At that election, the Livery return two names from those eligible, to the Court of Aldermen, who then carry out a final vote to elect the Lord Mayor. If the nominated Alderman's name is returned, then that individual will be elected as the next Lord Mayor.

### **Attracting candidates**

Given the significance of the City of London to the UK economy, and in particular the UK's financial and professional services and tech sectors, it is essential that Aldermanic candidates are of the highest calibre and ideally from sectors that represent the City of London's economy and interests. It is also important that the Court of Aldermen reflects the City's diverse demographics.<sup>4</sup> Given the profile and demanding nature of the role of Lord Mayor, if you are considering standing for election as Alderman, you should also consider your interest in progressing to the role of Sheriff and Lord Mayor. Those wishing to serve the Corporation without progressing to the Mayoralty may find the role of Common Councillor of more interest.

If you aspire to be Lord Mayor you should consider the significant time commitments that this is likely to entail, along with your skillset and professional track record. It should also be recognised that this is a competitive process and approximately only one half of those elected as Aldermen go on to become Lord Mayor given the size of the Court and the average tenure. In considering whether you wish to stand for Alderman it is worth reading the requirements for Sheriff and Lord Mayor as well.

### **Equal Opportunities**

The City of London Corporation's vision is to build and support strong, sustainable and cohesive communities by ensuring its policies, processes and employment practices, promote equality of opportunity and are inclusive. Its services are monitored and reviewed on an on-going basis to ensure they are provided in a fair and equitable way, and to ensure compliance with the Equality Act 2010 and the Public Sector Equality Duty which places obligations on the authority to eliminate discrimination, advance equality of opportunity between different groups, and foster good relations between groups in the City's communities to tackle prejudice and promote understanding.

The City of London Corporation is required to demonstrate that it has shown 'due regard' to this duty in its decision-making processes and all those serving on the Court of Aldermen or involved in the Aldermanic Appraisal process should therefore be aware of the Equality Act 2010 and the Public Sector Equality Duty.

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<sup>3</sup> [Common Hall - Livery Committee](#)

<sup>4</sup> The City Corporation Members' Diversity Charter, which is signed up to by the City Corporation's elected Members on a voluntary basis, demonstrates the importance of attracting a diverse pool of talent to engage with the City Corporation at different levels to create a City that flourishes: [Members Diversity Charter](#)

In order to embed the City's obligations within the Public Sector Equality Duty, guidance and training is available. A suite of on-line training is accessible and includes: Equality in the Workplace, Transgender Awareness, Equality Act 2010 and Unconscious Bias.

The City Corporation's Equal Opportunities Statement is set out in **Appendix 7**.

### **Before your election as an Alderman**

When considering standing for the role, potential candidates are strongly encouraged to consult those currently involved in order to better understand the requirements and expectations of the role. Meeting the following people is advised in deciding whether you wish to stand for election, in which Ward and when you may wish to stand:

- The senior Alderman and/or the Chair of the Nominations Committee of the Court of Aldermen<sup>5</sup>, who presides over the nominations process for Sheriff and Lord Mayor.
- The Deputy and members of Common Council in the Ward being considered.
- A senior officer from the City of London's Town Clerk's Department.

**You should also familiarise yourself with the Independent Appraisal Panel's role in assessing Aldermen for higher office and the Security Clearance vetting process.**

### **After your election as an Alderman**

Following your election, you will be formally introduced to the Court of Aldermen at the first meeting following your election date.

You should then seek to meet with the Chair of General Purposes of the Court to discuss how best your talents and experience in the City may be best utilised by both the Court and the City of London Corporation more broadly. For example, you may have had extensive overseas experience in specific countries, or you may have an in-depth knowledge of a sector which the City of London wishes to promote. Your skill set and track record will be invaluable when it comes to identifying who can assist in hosting business and overseas delegations, organising promotional events and supporting and shaping the future strategy of the City of London. The City of London Corporation maintains a multi-year strategy which you should familiarise yourself with as this provides the context for the organisation's strategic and policy priorities. You will be allocated each year to one or more of the Corporation's committees and be expected to contribute as well as gain a more detailed understanding of the workings of the Corporation.

Within your first year, you should also meet with the Chair of Nominations of the Court of Aldermen. The purpose of this meeting is to discuss your interest in seeking to progress to the Office of Lord Mayor. The Chair of Nominations will outline the appraisal process and the criteria used in the evaluation to determine who is suitable to be considered. Where there are several new Aldermen in one year, this meeting may be held all together, although more personal consultations may follow,

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<sup>5</sup> Formerly, prior to 09/02/21, the Privileges Committee (of the Court of Aldermen)

to enable each Alderman to reflect on their own business and personal circumstances. Following your election, you will also develop working relationships with members of the Court of Common Council through appointments to some of the City Corporation's decision-making committees and sub-committees. Serving alongside the Common Councillors and contributing to policy development and service delivery is important as this allows Aldermen to learn about the complexities of the organisation, whilst also building relationships across the Court of Aldermen and Common Council. At an early stage, you should also meet with the Chair of the Policy & Resources Committee (CPR).<sup>6</sup>

As and when you consider putting yourself forward for formal appraisal, it may be beneficial to take a sounding from one or more previous Lord Mayors. Consultation with the Chair of the Policy & Resources Committee (CPR) is also useful at this stage so you can start to contemplate what elements of the Corporation's strategy you are aligned with and may seek to champion if you are successful in being nominated as Sheriff and, ultimately, Lord Mayor.

It is important to state that you do not have to have a spouse/partner/consort as part of the Civic Team in order to progress to the Offices of Sheriff and Lord Mayor. However, during the Mayoralty, a number of practical issues may arise that a spouse/partner/consort may be able to assist with.

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## Appendices

Appendices 1-3:	Role Descriptions/Person Requirements – Aldermen, Sheriff and Lord Mayor
Appendix 4:	The Aldermanic appraisal process – applying for the Office of Sheriff and Lord Mayor
Appendix 5:	Independent Appraisal Panel's terms of reference
Appendix 6:	Due Diligence Form
Appendix 7:	City of London Corporation's Equal Opportunities Statement

## Key Contact:

For further information regarding the role of an Alderman, Sheriff or Lord Mayor; or in respect of queries about the Aldermanic Appraisal process, please contact:

**Gemma Stokley, Principal Governance and Member Services Manager, Town Clerk's Department**  
[gemma.stokley@cityoflondon.gov.uk](mailto:gemma.stokley@cityoflondon.gov.uk) / 020 7332 3414

*Approved by the Nominations Committee of the Court of Aldermen – February 2026*

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<sup>6</sup> [Policy Chairman - City of London](#)

## **APPENDIX 1**

### **Role Description of an Alderman**

The role of an Alderman has been around for about 1,000 years. The municipal leadership role still exists in several towns and cities in several countries but is most visible in the City of London. Aldermen were elected by local citizens to manage the civic affairs and promote the trades of towns and cities. Today, the first of these roles are fulfilled primarily by local Councillors and indeed in the City of London, each Ward is represented by a number of Common Councillors, 100 in total. However, in the City of London, each Ward is also represented by an Alderman. Aldermen are both members of the Court of Common Council, the governing body of the City of London Corporation and the Court of Aldermen, the latter primarily being responsible for promoting trades and services, as well as being the Court responsible for the Mayoralty, the Court electing one of their Aldermen each year to fulfil that role.

Legally, an Alderman is elected for life, but by convention since the turn of the century, Aldermen sign a declaration on taking Office that they will seek re-election at least every 6 years. In addition, reflecting their historic judicial role, they agree to retire no later than 75, and if elected Lord Mayor, to seek to serve for a further 6 years to provide a pool of those past the chair (the chair being Lord Mayor) to represent the Mayor when they are not in the City.

The work of an Alderman is split largely into three areas:

#### **Civic work:**

Aldermen sit on City of London Corporation committees alongside their fellow Common Councillors. Each Alderman is expected to sit on 2-3 committees, rotating committees every few years to gain a breadth of experience across the Corporation, whilst hopefully also utilising some of their professional experience.

All Aldermen are members of the Court of Aldermen and its two principal sub committees, General Purposes and Nominations, and are expected to attend these meetings where issues facing the business City are discussed, and the succession of the Mayoralty decided, respectively.

#### **Business engagements:**

Aldermen will be asked to represent the Lord Mayor to host business functions from time to time, including representing the Lord Mayor at lunches at the Old Bailey several times a year. This provides Aldermen with the opportunity to develop their own public speaking skills as well as broaden networks, whilst fulfilling the important role of promoting business both domestically and internationally.

#### **Ward engagements:**

There are 25 Wards within the City of London and each elects an Alderman. The Alderman is the senior member of the Ward and appoints, from amongst their Ward

Councillors a Ward Deputy (or two Deputies, depending on the size of the Ward). Their role is to deputise to the Alderman. Aldermen will work with their Common Councillors to assist their electorate with Ward issues as well as host Ward surgeries.

### **Person Requirements**

The role of Alderman is a part time role, requiring a minimum commitment of approximately 1-2 days and 4-5 evenings a month. It should be noted that the civic year varies greatly in its level of intensity and so a degree of flexibility is required. Commitments also tend to become progressively greater the more years served and more positions adopted.

At the time of seeking Office, candidates must be:

- Aged 21 or more
- A British or Irish or Commonwealth citizen
- Hold the Freedom of the City
- Not been convicted of an imprisonable offence, even if they were not imprisoned, or the conviction has been spent
- Not subject to debt relief restrictions or orders.

### **Progression**

Candidates seeking to become Aldermen often do so to enable them the opportunity to progress to be Lord Mayor. Whilst not all Aldermen do progress, those seeking to do so are appraised by the Independent Appraisal Panel who, along with the Court of Aldermen, assess candidates against the following criteria:

- Senior level business experience, most likely in financial and professional services, often with extensive business experience internationally, and invariably having experienced a significant leadership role.
- A track record of business achievements which lend credibility to the individual's business capabilities and reliability.
- Demonstrated ability to communicate effectively, particularly in public speaking, working with a wide range of cultures and the ability to take on, often quite complex, business and international briefs.
- Well organised and a good planner, as well as able to prepare extensively for, and handle as many as, 12 engagements a day, as well as many significant national and international high-profile events.
- Absolute integrity, both personal and professional, along with good judgement.
- Diplomatic, socially and politically astute, with strong inter-personal skills including the ability to actively listen.
- A team player, with strong drive and personal commitment.

## **APPENDIX 2**

### **Role Description of the Aldermanic Sheriff**

The role of Sheriff, or shire reeve as it was originally, dates back to the 7<sup>th</sup> century. The monarch appointed a sheriff in each shire to be their agent to collect taxes and administer justice. These functions today are managed by HM Government. However, the monarch still appoints High Sheriffs annually in each shire. Given their historic links with the judiciary, High Sheriffs play an important role in their community, liaising closely with the judiciary, the Police and the Lord Lieutenant.

Since Henry I, the City's Sheriff has been elected by the citizens of London, who today are represented by the Livery Companies of London. Due to historic reasons, namely when Middlesex as a county was dissolved, the City of London now has two Sheriffs. Given the requirement for the City's Lord Mayor to have held the Office of Sheriff and be a serving Alderman one of the two Sheriffs is an Alderman and occasionally both Sheriffs are serving Aldermen.

The Sheriffs reside at the Old Bailey for their year in Office. Their primary role is to support HM Judges at the Old Bailey, working closely with the Recorder of London, the senior Judge. In this role, they promote the role of the judiciary in today's society, inviting guests to the Old Bailey each week, to meet HM Judges and understand their work. These opportunities also enable the Sheriffs to promote the role of the Mayoralty and work of the Corporation of London.

This work naturally ties into their other principal role, which is to support the work of the Mayoralty, and specifically the mayoral programme of the Lord Mayor. They will often represent the Lord Mayor, while they are out of the City or already engaged, hosting business engagements, promoting the UK's financial and professional services, as well as hosting other civic events.

For the Aldermanic Sheriff undertaking this role gives them a sense of the work and role of the Lord Mayor at close quarters, and for the Court of Aldermen an ability to assess the Sheriff and their readiness to progress to the role of Lord Mayor.

While the role is not full time, Sheriffs make a substantial time commitment, often involving most weekday evenings and 2-3 days a week. In addition, the Aldermanic Sheriff is likely to travel abroad with the Lord Mayor on one or two business visits during their year.

### **Person Requirements**

The following person requirements apply to the offices of both the Shrievalty and Mayoralty as progression to the Shrievalty is seen as a stepping stone to progression to the Mayoralty and therefore the skills, knowledge and personal qualities set out here are applicable for all those seeking progression.

## **PUBLIC DOCUMENT: FINAL VERSION**

To fulfil the requirements of Office of Lord Mayor, an Alderman seeking nomination for Sheriff will be assessed against the following criteria:

- Senior level business experience, most likely in financial and professional services, often with extensive business experience internationally, and invariably having experienced a significant leadership role.
- A track record of business achievements which lend credibility to the individual's business capabilities and reliability.
- Demonstrated ability to communicate effectively, particularly in public speaking, working with a wide range of cultures and the ability to take on, often quite complex, business and international briefs.
- Well organised and a good planner, as well as able to prepare extensively for, and handle as many as, 12 engagements a day, as well many significant national and international high-profile events.
- Absolute integrity, both personal and professional, along with good judgement.
- Diplomatic, socially and politically astute, with strong inter-personal skills including the ability to actively listen.
- A team player, with strong drive and personal commitment.

In addition to meeting the above criteria, an Alderman will require to be formally nominated to be Sheriff by 15 liverymen and women from across the Livery. Their formal nomination is submitted in late February in the year in which they are seeking office, and the election will take place in Common Hall in June of that year. Full details regarding the Aldermanic Appraisal process can be found at **Appendix 4**.

Further details on the Shrievalty can be accessed [here](#).

## **APPENDIX 3**

### **Role Description of the Lord Mayor**

The role of Lord Mayor of the City of London dates back to 1189. The leadership role today combines the historic role of titular head of the City of London Corporation, the governing body of the City of London, and the more recent role, as principal ambassador for the business city, particularly the UK's financial, professional, maritime, and business services. The role requires a full-time commitment for the year in Office, encompassing some 2,000 engagements, giving several hundred speeches, and travelling extensively, with some 100 plus days abroad and a further 20 across the UK. In preparation for the year in Office, the Lord Mayor designate spends a considerable amount in the preceding year in detailed planning meetings, briefings and wider preparation.

In Office, time is spent broadly in the following categories:

#### **Business engagements:**

Overseas, meeting with heads of state, governors of central banks, regulators, business leaders and entrepreneurs, particularly those looking to invest in the UK or with head offices in the UK, as well as with UK businesses looking to raise capital overseas or expand internationally.

In the UK, meeting with senior business leaders, entrepreneurs, key regional civic leaders to further key business opportunities and address key issues, aiding businesses looking for international investment or looking to expand internationally, as well as welcoming foreign business delegations to the UK, especially those considering investing in the UK.

#### **Civic engagements:**

As head of the City of London Corporation, the Lord Mayor acts a principal host to the City of London to foreign heads of state and government ministers, as well as presiding over Common Council, the City of London Corporation's governing body. In addition, where time permits, the Lord Mayor will undertake more traditional and often historic commitments associated with the City's markets, educational heritage institutions, and societal organisations.

#### **Livery engagements:**

The Lord Mayor also hosts many of the City of London's Livery Companies and Wards within the City, as well as attending similar regional events across the UK.

### **Key tasks and responsibilities**

#### **As principal ambassador for the business City**

- To act as the City of London Corporation's principal ambassador and key spokesperson on behalf of the business City.

- To promote the City as the world's leading international financial and business centre both at home and abroad through a wide range of engagements and media interactions.
- To consult widely within the City community, regulators, and business associations on business needs, key opportunities and significant issues.
- To undertake a programme of overseas visits, developed in liaison with the Foreign Commonwealth & Development Office, the Department for Business & Trade and HM Treasury, to support and promote the City of London as the world's leading international financial and business centre.
- To act as principal host to visiting heads of state, guests of Government, business delegations, foreign and national dignitaries, and business delegations looking to invest in the UK.

#### **As head of the City of London Corporation**

- To preside, as Head of the City of London Corporation, over meetings of the Court of Aldermen, the Court of Common Council, the Court of Hustings and assemblies of the Livery in Common Hall.
- To represent and promote the City of London Corporation as an effective and efficient local authority for the City.
- To liaise with the Chairs of the principal City of London Corporation committees and the Chief Commoner, to remain apprised of the key issues impacting the City, and of the City Corporation's strategic priorities (i.e. the Corporate Plan).
- To build an effective working relationship with the Chair of the Policy & Resources Committee, particularly in respect of policy and regulation matters, to ensure alignment.

#### **Livery and other civic roles**

- To promote and encourage the Livery and aid in bringing recognition to its contribution to City and national life, and similarly to take part in, and promote, the activities of the Ward Clubs and other associated groups in the City of London.
- To undertake a programme of civic activities with community organisations including the Central Criminal Court, City University, Reserve Forces and Cadets Associations and City Lieutenancy, as well as several schools and cultural organisations, many with historic connections.
- To support charitable work undertaken by the Livery and other City Organisations.

#### **Commitment, requirements and appointment**

##### **Commitment**

- The Lord Mayor (and family, if applicable) reside at the Mansion House for the year, which runs from November (second Friday) to November (second Friday).
- The role requires a full-time commitment, with the possibility of a short break at Christmas, Easter and a couple of weeks in August.
- Preparation for Office in the preceding year also requires a significant amount of time in planning meetings, briefings and other preparatory engagements.
- Aldermen who have held the Office of Lord Mayor are expected to continue to serve on the Court of Aldermen for at least a further 6 years, subject to re-election, to provide continuity and to act in the place of the Lord Mayor when they are abroad or engaged outside the City.

### **Person Requirements**

- The legal requirements to be Lord Mayor are that an individual must be aged 21, a British, Irish or Commonwealth citizen, a Freeman of the City of London, and a JP or not convicted of an imprisonable offence or subject to debt relief restrictions. At the time of seeking election as Lord Mayor they must be an Alderman and have served the Office of Sheriff of the City of London.
- In addition to the legal requirements, the Court of Aldermen and the Independent Appraisal Panel will assess candidates against the following criteria:
  - Senior level business experience, most likely in financial and professional services, often with extensive business experience internationally, and invariably having experienced a significant leadership role.
  - A track record of business achievements which lend credibility to the individual's business capabilities and reliability.
  - Demonstrated ability to communicate effectively, particularly in public speaking, working with a wide range of cultures and the ability to take on, often quite complex, business and international briefs.
  - Well organised and a good planner, as well as able to prepare extensively for, and handle as many as, 12 engagements a day, as well many significant national and international high-profile events.
  - Absolute integrity, both personal and professional, along with good judgement.
  - Diplomatic, socially and politically astute, with strong inter-personal skills including the ability to actively listen.
  - A team player, with strong drive and personal commitment.

### **Process for Appointment**

- Aldermen seeking to take Office as Lord Mayor will first be appraised by the Independent Appraisal Panel who will recommend to the Court of Aldermen those candidates that they consider suitable, considering the demands of the role, the experience required and after assessing the capabilities and personal qualities of the candidates before them.
- At the Nominations Committee of the Court of Aldermen in early summer, candidates are further assessed with the preferred candidate each year being nominated by the Committee. At Common Hall in September each year, the Livery assembled are asked to choose between those Aldermen eligible to stand for Office two names which are returned to the Court of Aldermen. If the nominated Alderman's name is returned, then that individual is elected for the year ensuing.

## APPENDIX 4

### The Aldermanic appraisal process – applying for the Office of Sheriff and Lord Mayor

The Aldermanic appraisal process is how you apply for, and are assessed for, election to Office as Sheriff and Lord Mayor. The appraisal process is overseen by the Court of Aldermen’s Nominations

Committee which is chaired by an Alderman who has been Lord Mayor. It is the Nominations Committee that is the decision-making committee in determining which Aldermen are nominated for each Office each year. The appraisal process is divided up into several elements with the aim of assessing your suitability.

In outline the process is as follows:

<p>External Vetting</p> <p>This is a two stage process overseen By the City of London Police and includes:</p> <ul style="list-style-type: none"> <li>• NPPV (Non Police Personnel Vetting); and</li> <li>• UK Government Security Clearance</li> </ul>	<p>The point at which you decide you wish to be appraised in the year ahead</p>	<p>This process can take approximately 3-4 months to complete (not withstanding any wider system backlogs)</p> <p>This process is overseen by the City of London Police who, following an introduction from the Town Clerk’s Department, will advise on the necessary steps. Security Clearances remain valid for a seven-year period once obtained.</p>
<p>Confirmation of intent to be appraised for Offices of Sheriff or Lord Mayor</p>	<p>February</p>	<p>Notice to be sent to the Town Clerk’s Department by a specified deadline following the February meeting of the Nominations Committee of Aldermen</p>
<p>Submission of candidacy for (1) the Office of Sheriff or (2) the Office of Lord Mayor</p>	<p>February/March</p>	<p>Self-nomination by deadline set by the Nominations Committee each year</p>

References	March/April	References taken by an independent firm appointed by the Nominations Committee each December for the following year
Shrieval and Mayoral Interview Panel convenes	April	The Shrieval and Mayoral Independent Appraisal Panel interviews candidates and reports on suitability to the Nominations Committee
Nominations Committee (Suitability and Sequence)	May / June	The Committee meets to assess candidate's papers, references, and the Panel's appraisal to agree suitability of candidates for Office, followed by agreement on the sequence for those approved for progression
Common Hall – Election of candidates for Office of Sheriff/s and  Lord Mayor	June each year  September each year	The Liverymen of the City of London Livery Companies elect the Sheriffs from those in nomination.  The Liverymen nominate two eligible Aldermen for Lord Mayor, with the final decision of election resting with the Court of Aldermen

Further guidance on each stage of the process is set out below.

### **Guidelines for Applications**

Those applying for Higher Office should have regard to the requirements set out within **Appendices 2 & 3**.

If you wish to apply for the Shrievalty, it is important to recognise that this application is the start of the path towards becoming Lord Mayor and your application will be treated on that basis. The skills required for both Sheriff and Lord Mayor must demonstrate three things:

- An impressive business track record of achievement and recognition as an outstanding performer in your field of expertise, most commonly in financial and professional services;
- A breadth of relationships across varied sectors and geographies and a proven ability to build effective networks, communicate effectively and master briefs;
- The personal qualities that enable you to be a highly credible and strong ambassador for the City and the UK.

There are three stages to the overall process for progression to the Shrievalty and Mayoralty:

- Submission of application papers and an interview by the Shrieval and Mayoral Independent Appraisal Panel
- Submission of application papers, a written assessment of each candidate from the Panel, your security clearance confirmation and a summary of references to the Nominations Committee who agree a candidate's suitability for progression and when they should go forward to Office
- Personal confirmation that there are no matters which have not been disclosed which if they were, may lead to significant embarrassment to the City or the UK, along with confirmation of your health and ability to perform the roles of Office.
- Formal Election by the Livery to become Sheriff and by the Livery and the Court of Aldermen to become Lord Mayor.

### **When to Apply**

Whilst the role of Sheriff can be combined on a part time basis with an executive career, the role of Lord Mayor requires a full-time commitment. Therefore, it is important to apply with this in mind and to ensure that you have the time available at the appropriate stages.

The application process opens in February each year. The application for Sheriff relates to the following year, i.e. an application in year one is usually to take up the role of Sheriff in September of year two.

An application cannot be made for Lord Mayor until you have entered the office of Sheriff i.e. any stage after you have entered that office. These guidelines refer to both an application for Sheriff and an application for Lord Mayor. Application and reference details should be updated as appropriate depending on the timing between both applications. Guidance on this can be sought from the Town Clerk's Department.

### **What to include in an Application**

Prior to coming forward for formal appraisal, candidates should ensure that they receive Security Clearance. Please note that this process can take approximately 3-4 months to complete.

This process is overseen by the City of London Police who, following an introduction from the Town Clerk's Department, will advise on the necessary steps and provide links to the required

electronic documentation that must be completed. Security Clearances remain valid for a seven-year period once obtained.

The initial application documentation should include the following.

- A copy of your Security Clearance Certification.
- A personal statement as to why you feel you are suitable for the role of Sheriff and ultimately Lord Mayor (no more than two/three pages of A4).
- A full CV including a summary biography (maximum of three/four pages of A4) .
- Details of at least two referees (between two and four further referees will then be independently sourced).
- A completed due diligence form.

When applying for progression to the Office of Lord Mayor, the original application (personal statement (for the Shrievalty) and CV, and due diligence form) should be updated as appropriate.

### **Guidelines for Personal Statement**

Your personal statement should detail exactly why you feel you are suitable for the role and be a maximum of two/three pages of A4. It is a personal statement and should be written in your own style. It should highlight your business and personal strengths and any areas that you are still developing. Please ensure that you refer to the required key competencies and address the three key requirement areas, these being track record, relationships and personal qualities, including examples. The guidelines below are suggestions and not instructions. This section is your opportunity to make the case as to why you are suitable.

#### ***Track record***

You should describe your record of achievements, experiences and level of seniority. This should include any awards or recognition. Consider including where you feel you have made a real difference to your company or industry. What examples can you provide of your leadership skills and your ability to work at Board, ministerial or equivalent level. What experience do you have of business development and of working internationally?

#### ***Relationships***

Please describe the depth and breadth of your networks. Include all sectors that you have worked in or have connections with. Does your network expand beyond industry into government, regulation, voluntary, charity, livery and international? How would you describe your style and your ability to build relationships? What is your media and online profile: are you recognised amongst your peers and more widely?

#### ***Personal Qualities***

This is your opportunity to describe why you as an individual have the qualities that would make you an effective Sheriff and potentially a successful Lord Mayor. What is your style and how do you work with others? What is your experience of media and public speaking? What

examples do you have of assimilating information at short notice and ensuring effective outcomes?

Finally, you should describe your aspirations in the role of Sheriff/Lord Mayor. If applying for the Office of Sheriff this should include how you propose to use your year in office as Sheriff to prepare you for nomination to Lord Mayor, any specific plans you have for the year along with any steps you are proposing to take to handle the commitment of the Office. If applying for the Office of Lord Mayor, the preparation and steps should also be detailed along with your strategic plans for the year.

### **Guidelines for CV and Biography**

A full CV should be submitted to a maximum of three/four pages of A4. The CV should include a summary biography. This is the biography that would be submitted to senior business and overseas leaders, HMG and HM Ambassadors overseas before any meeting and so should showcase your experience and track record.

Your CV should detail your career and include positions held, dates, responsibilities and achievements.

### **Guidelines for References**

Ahead of submission with your application, at least two referees should be self-identified and discussed with the Town Clerk's representative and the Chair of the Nominations Committee. Referees should be individuals who can vouch for you and provide veracity to your personal statement. Ideally, they will be recognised stakeholders in, or associated with, the City whose opinion will be valued and respected. They should be selected from across sectors to show the breadth of your experience, e.g. commercial, voluntary, charity, government, international, personal.

In addition to your two chosen referees, a process of forensic referencing will be undertaken by a third party who will take soundings from between two and four further sources who have not been nominated by the candidate but who would have a very good knowledge of the individual.

A third party (recommended for appointment by the Chair of the Nominations Committee and agreed by the Nominations Committee, usually in December of each year) will be asked to contact each referee following a letter of introduction from the Town Clerk's Department. The appointed firm will independently gather the references and aggregate these into a report on each candidate. The report will not attribute any specific detail to any one referee unless the referee has expressly agreed to this. References will be taken by telephone to ensure that they are full and unambiguous. A standard structure will be followed to avoid any unconscious bias and will focus on the three key areas, namely track record, relationships and personal qualities. However, it should be recognised that any conversation will flex around an individual's skills and career as appropriate. If a referee does not wish to be interviewed by

telephone a written reference can be considered, following prior discussion with the Chair of the Nominations Committee.

With regards to an application for progression to the Office of Lord Mayor, a full set of updated references may or may not be required depending on timing. This should be discussed and agreed with the Town Clerk's representative and the Chair of the Nominations Committee at the start of the annual appraisal period.

### **The Shrieval and Mayoral Independent Appraisal Panel**

The terms of reference of the Shrieval and Mayoral Independent Appraisal Panel are subject to approval by the Nominations Committee. The latest version is at **Appendix 5**.

The Panel's role is to spend time with each candidate and through presentation and questions, to independently assess them for suitability to become Sheriff or Lord Mayor. The results of their assessment will then be gathered into a summary report on each candidate, which will be compiled by a third-party present at each interview, and presented to the Nominations Committee for consideration along with the other submissions: candidate's personal statement and CV, due diligence form and the summary referee report.

### ***Appointment and Composition of the Interview Panel***

The Panel is appointed by the Nominations Committee. Independent Members are appointed for a three-year term and may undertake a maximum of three terms. All Panel Members will be encouraged to undertake training on unconscious bias if this has not already been done.

The composition of the Panel is:

- A minimum of five Independent Members from the business City, drawn from a pool of Independent Persons appointed by the Nominations Committee (usually in December each year). One of the Independent Members will act as Chair of the Panel.
- The Chair of the Policy & Resources Committee is normally invited to join the Panel by the Chair.
- The Chair and Deputy Chair of the Nominations Committee attend as observers and to assist the Panel along with officers from the Town Clerk's Department.

The quorum for the Panel is the Chair and not less than three Independent Members.

To ensure that a suitable number of Independent Members are available to attend the appraisal interviews, a higher number than those required may be appointed by the Nominations Committee. It is envisaged that there will be a pool of up to ten Independent Panel Members from which the annual Panel membership can be drawn.

Supporting the Panel will be a senior officer from the Town Clerk's Department and a representative from an appointed independent firm, whose role will be to take notes and

write up the summary report on each candidate, which the Panel Members will be asked to approve before it is shared with the candidate and the Nominations Committee (excluding other candidates).

### ***The Role of the Independent Appraisal Panel***

The Panel meets in April each year and will be given the referees' report and application documents. These will form the basis for the appraisal. The Panel will be Chaired by an Independent Member, and each interview will last between 45-50 minutes.

At the start of the interview, following introductions, a candidate will be invited to present on a topic previously notified to them. That presentation should last no more than 10 minutes, after which the candidate will be questioned on this, their application and their suitability to take Office (as Sheriff or Lord Mayor), by the Independent Members and the Chair of the Policy & Resources Committee. At the end of the interview the candidate will have the opportunity to add any final points or to raise any questions they may have.

The Panel will assess the candidate against the stated three areas; namely strong business track record, relationship & ability to communicate, and personal qualities (as per the Person Specification for the role of Lord Mayor). They will be formally assessing whether the candidate demonstrates minimal, some, strong or very strong evidence of meeting the competencies required in each of these areas.

If progressing to the Office of Lord Mayor, a minimum of two panel interviews will be required. One for Sheriff and one for Lord Mayor. It is up to the Panel to determine the number of interviews required depending on a candidate's skills and experience. The Panel will provide feedback as to when they would wish to see a candidate again and in what areas they would like to see progress, as further interviews are often required, especially as a candidate develops their career and skills.

### ***The Panel's Report***

A report on each candidate will be drafted by the independent observer based on the Panel's discussion and will summarise the assessment against the criteria for suitability to Office based on competencies, interview performance and input from referees. As with the approach to references, the report will aggregate the opinions of all the Panel Members and will not attribute specific comments. This report will be approved by all Members of the Panel before it is shared with the candidate.

The Panel will comment on an individual's strengths and developmental needs and the summary report will provide a clear and evidence-based view on whether a candidate is suitable for progression (or not at that point in time). Any differing views in respect of a candidate's suitability for progression will be reflected in the summary report if necessary.

The Panel will not make recommendation to the Nominations Committee about timescales for progression – that will be a matter of consideration by the Nominations Committee. The Panel will be clear at this stage whether a further interview will be required by any candidate. Where the Panel considers a candidate suitable, even though they may not progress immediately, they will not be expected to return to the Panel, unless the candidates circumstances change significantly or they wish to progress to the Office of Lord Mayor.

### **Feedback from the Panel**

Following the interview stage, and once all candidates in that particular year have been assessed, the Chair and Deputy Chair of the Nominations Committee along with an officer from the Town Clerk's Department will meet with each candidate on a one-to-one basis to discuss the Panel's opinion on their suitability for progression to Office. Copies of the referee report and the Panel's Report will be given to the candidate not less than twenty-four hours before the meeting, so they have time to review the documents. The meeting will provide the candidate with the opportunity to discuss and hear the opinions of the Panel and explore their thoughts and observations.

Following the feedback, a candidate has a choice as to whether to proceed with their nomination. They may choose to put themselves forward to the Nominations Committee for a decision to be taken by all Aldermen about their suitability for Office or they may decide to withdraw their nomination, focus on any areas for development and potentially apply again at a future date. In this latter instance, the candidate's papers will not be circulated further, and a date will be set for a more detailed feedback session with the Chair and Deputy Chair of the Nominations Committee to discuss the individual's development, support and future pathway.

If a candidate decides to continue with their application the reports, along with the personal statement, CV and due diligence form, will be submitted to the Nominations Committee in May/June.

### ***Confidentiality***

This is a key consideration. Whilst the Panel assess and make recommendations, it is the role of the Nominations Committee to review these and to agree who should go forward for progression for a particular year (i.e. appraised in April 2025 and in May, approved for progression to Office in June/September 2026 by the Nominations Committee). In accordance with the Confidentiality Agreement which is signed by each Alderman following their election and upon taking Office, all discussions and the information contained in the appraisal related reports must be kept confidential in order to respect a candidate's privacy.

Leading up to the May meeting of the Nominations Committee, three documents will be made available at least one week before the meeting, namely each candidate's Statement and CV (application), the referee report and the Independent Appraisal Panel's report. These will be issued electronically only and will be password protected.

It is important to note that only those Aldermen who are not applying for the roles will have access to the full set of materials i.e. if a candidate does not withdraw from the appraisal process ahead of the May meeting of the Nominations Committee, they will only have access to the material that relates to them.

### ***Nominations Committee - Review and Procedure***

If a candidate decides to continue with their application, their reports will be sent to the Nominations Committee who meet in early-mid May to consider the information. The following process will be the same for each Office.

With all candidates present in the room, the Chair will read the names of those candidates seeking approval for Suitability for each Office and ask each whether they wish to address the Committee.

All candidates (as above) will then be asked to leave the room. A candidate who wishes to address the Committee does so without the other candidates present.

It is important that all paperwork in respect of the new candidates is carefully reviewed by members of the Nominations Committee in advance of the meeting to ensure that candidates are not excluded from the meeting for a lengthy amount of time.

The Chair will then ask the Committee to consider each new candidate in turn as to their suitability for Office. The Chair will refer to the referee report and the Panel's Report and ask for comment from Committee Members as to whether they agree or disagree with the opinions expressed. The Committee will be asked if they have any questions for any of the new candidates and if they do, the named candidate will be invited to return to the room in alphabetical order of surname to respond to the question/s. The candidate will then be asked to withdraw again. Once the Committee is satisfied that there are no further questions, it will move to the ballot process to determine (1) which of the new candidates (for each office) is deemed to be suitable for possible progression (first vote).

A Suitability vote in respect of those candidates that were previously recommended for progression by the Panel and who have already secured a more than 50% support from the Court is NOT required as they will be considered suitable for progression indefinitely for the office for which they are in nomination as long as they remain healthy, meet the legal requirements to hold office and there are no material changes to their circumstances which would impact their suitability. However, those individuals cannot participate in the first stage vote (suitability) for newly appraised candidates and they are not entitled to see the paperwork pertaining to any other candidates for that particular Office.

***Ballot Process:***

There will be two stages to the voting procedure, each stage will be conducted on the basis of a secret ballot. The first vote is to determine if the Committee agrees that a candidate is suitable to be considered for progression. The second vote will be to determine, from those that are confirmed as suitable, which candidate should go forward to High Office in the following year. The same process will apply to both the Shrieval and Mayoral rounds.

**First stage vote - Suitability:**

The candidates for a particular office will not be present in the Court Room. This will include those Aldermen who have previously received an agreed vote for suitability but have not yet progressed to High Office).

A ballot paper with all the candidates' names on it will be handed to each member of the Committee. At the Chair's request, all members of the Committee will mark "Yes" or "No" in respect of each candidate.

The ballot papers will then be collected by the Town Clerk's representative and passed to the Town Clerk who will call out the results from each paper so they can be collated.

Once a tally has been taken, this will be shown to the Chair of the Committee and the result announced to the Committee.

This first stage vote will result in a list of individuals whom the Committee feels is suitable to be considered for progression.

Where a candidate receives a recommendation to progress from the Independent Panel and secures more than 50% support from the Court, then they shall be deemed suitable for progression indefinitely as long as they remain healthy, meet the legal requirements to hold office and there are no material changes to their circumstances which would impact their suitability. They will not be expected to return to the Panel in respect of the Office for which they are in nomination.

Where the Panel does not recommend progression at this time, but the candidate secures a 75% or more majority of the Court, then the candidate shall also be deemed suitable for the year ensuing. In such an instance, the Chair of Nominations will be expected to convey to the Panel the Committee's reasoning behind this decision and their support. The candidate would be encouraged to return to the Panel if they are not nominated for Office in the ensuing year.

The Chair will leave the Court and tell the candidates the outcome of the first stage vote. They will respond to any questions before inviting all candidates back into the room.

**Second stage vote – Approval for progression in the following year:**

With all candidates present, the Town Clerk will read out the names of all those candidates that are in nomination for progression (i.e. those that have received a first stage vote of suitability) and whom would like to be considered for progression in the following year.

For the purpose of casting their votes, Members should be present in the Court when a ballot is called.

A ballot paper specifying the names of all those candidates will be passed to every person in the room who is eligible to vote (i.e. every Alderman present including all “suitable” candidates for that particular Office). At the Chair’s request, all members of the Committee will mark “Yes” or “No” in respect of each candidate. “Yes” for progression in the following year and “No” for not at this point in time. Only one “yes” vote may be cast by each Alderman.

The ballot papers will then be collected by the Town Clerk’s representative and passed to the Town Clerk who will call out the results from each paper so a tally can be compiled for each candidate.

Anyone supported for progression must achieve a majority of those present and voting. In the event that there isn’t a clear majority, the candidate with the lowest number of yes votes will be eliminated and the voting procedure will be repeated until one candidate has obtained over 50% of the votes cast (i.e. a majority of those voting).

In the event of a tie between two candidates, there shall be a re-ballot unless one of the candidates indicates that they would like to withdraw from the process, noting that this does not mean that they will automatically go forward for progression after the next appraisal round. If, following that further ballot there remains a tie, the Chair of the Nominations Committee shall use their casting vote to determine who shall go forward for progression to High Office.

Once the result of the final vote is known this will be shown to the Chair of the Committee and announced to Members of the Committee. This is the name that will go forward to the Livery for the following year.

The above procedures will be used for determining progression to both the Offices of Sheriff and Lord Mayor.

Where a candidate is approved as “suitable” but does not secure the Committee’s approval for progression, they shall not need to return to the Interview Panel for a period of three years unless this is specifically requested, or the individual’s circumstances change. Individuals who sit within the pool of “suitable” candidates, will be asked to complete a declaration each year that there have not been any material changes to their circumstances.

Being in the pool of “suitable” candidates does not guarantee that an individual will, at a future date, be supported for progression.

### **Double Aldermanic Elections**

Whilst one of the two Sheriffs at the Old Bailey will usually be an Alderman and the other will not, from time to time the “pool” of qualified Aldermen who have served as Sheriff and who are eligible to progress to the Mayoralty reduces and, in such circumstances, the Nominations Committee may request of the Livery Committee to a double Aldermanic Shrievalty in a particular year. Two Aldermen are thus supported for progression in a stated year, following a dialogue with the Livery Committee so the Court’s views are known in good time.

Where necessary, the Nominations Committee will consider the need for a double Aldermanic Shrievalty and the balloting arrangements will be revised to ensure that all those involved in the second stage voting process will have and shall be expected to use two “yes” votes. This will ensure that the Committee reaches agreement as to which two Aldermen shall be supported for progression to the Shrievalty in the following year.

### **Election by the Livery**

At Common Hall in June, the Livery will elect two Sheriffs. After the extensive interview process, the Livery almost always support the Court of Aldermen’s Aldermanic nominee (or nominees in the occasional event where two Aldermen are nominated by the Court of Aldermen).

At Common Hall in September the Livery choose two names of Aldermen in nomination for Lord Mayor, with the Court of Aldermen then deciding (by secret ballot) which of those two Aldermen is elected as Lord Mayor. If the Alderman nominated for Lord Mayor by the Nominations Committee in the previous May is one of those two names, the Court of Aldermen will elect that Alderman to the Office of Lord Mayor.

### ***External Communication***

The proceedings and results of the Nominations Committee will remain confidential. However, a letter will be drafted by the Town Clerk to advise the Livery of the nominations for Sheriff and Lord Mayor. It is important to nominate a year in advance to allow the candidate time to prepare to take on the role and to plan for any career adjustments.

The name of the nominated Alderman for the Office of Sheriff is normally published, one year ahead of the Livery Election of Sheriffs the following June. Following a successful election, the Alderman becomes Sheriff-Elect, until taking Office in late September.

The name of the nominated Alderman for the Office of Lord Mayor for the following year is also normally published in June. In November, later that year, following the installation of that

year's Lord Mayor, the nominated Alderman is referred to as the Senior Alderman Below the Chair or SABTAC. Following a successful Election to Lord Mayor by the Livery the following September they then assume the title Lord Mayor Elect until taking Office on the second Friday in November.

### **Mentoring and Support**

Anyone wishing to seek guidance and views on their suitability for High Office or where they feel that they may have some development needs or may benefit from a programme of mentoring should, in the first instance, speak to the Chair of the Nominations Committee. At any stage during an Alderman's term of Office, but particularly during the period of progression, the Chair can recommend a fellow Alderman or other individual who can provide support and mentoring. Formal training e.g. media handling and speech delivery is available as appropriate.

Where an individual is successful in their application to Sheriff and ultimately Lord Mayor, it is strongly recommended that they work with a mentor that has held that role to provide advice and support.

## **APPENDIX 5**

### **Independent Appraisal Panel (IAP)**

#### **The Aldermanic Appraisal Process**

The appraisal process commences in February when all junior Aldermen who have not served in the Office of Sheriff are asked to confirm to the Town Clerk if they wish to be considered for that year's appraisal round (Shrievalty). The Aldermen that have served in the Office of Sheriff are asked to confirm if they wish to be considered for progression to the Mayoralty.

Appraisal interviews are usually scheduled to take place in April each year. Where availability permits, a full day will be allocated to the interview stage but if this is not viable, several half days will be scheduled. The interviews will take place either at Mansion House or Guildhall and the Town Clerk's representative will be present throughout. A third party will also be present to note the Panel's assessment of each candidate so this can be submitted to the Nominations Committee<sup>7</sup> in May.

After the candidates have been interviewed (for each Office), the Panel must reach a conclusion in respect of each candidate's suitability to progress to the Shrievalty/Mayoralty.

At the conclusion of the interviews, the Panel will comment on an individual's strengths and potential developmental needs and the summary report will provide a clear and evidence-based view on whether a candidate is suitable for progression (or not at that point in time). Any differing views in respect of a candidate's suitability for progression will be reflected in the summary report if necessary.

Where necessary, the Panel will confirm if additional interviews are required by a candidate.

The Panel will not make recommendations to the Nominations Committee about timescales for progression – that will be a matter for consideration by the Nominations Committee.

#### **Role of the Independent Appraisal Panel**

The Panel's role is to reach a view on whether a candidate seeking progression to the Shrievalty or Mayoralty meets the requirements of High Office. This is based on an assessment of each candidate's skills, knowledge, experience and qualities against the Job Description/s and Person Specification/s for each role.

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There are four stages to the overall application process:

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<sup>7</sup> Formerly known, until 09/02/21, as the Privileges Committee.

- Submission for Security Clearance
- Submission of application papers and an interview by the Shrieval and Mayoral Interview Panel
- Submission of application papers, a summary of references and a written assessment of each candidate from the Panel to the Nominations Committee who agree a candidate's suitability for progression and when they should go forward to Office
- Formal Election by the Livery to become Sheriff and by the Livery and the Court of Aldermen to become Lord Mayor.

The Interview Panel will consider the following documentation ahead of a formal interview with each candidate, usually in April each year:

- **Security Clearance Certification**

- **Candidate's Statement** - A personal statement as to why the candidate is suitable for the role of Sheriff and ultimately Lord Mayor (no more than two/three pages of A4). This will be accompanied by a full CV including a summary biography (maximum of three/four pages of A4).

- **Due Diligence form**

- **Reference Report** - two referees will be discussed with the Town Clerk's representative and the Chair of the Nominations Committee ahead of a formal approach to the referees by a third party (recommended for appointment by the Chair of the Nominations Committee and agreed by the Nominations Committee, usually in December of each year) which will be asked to contact each referee following a letter of introduction from the Town Clerk's Department. The appointed third party will then undertake a process of 'forensic referencing' and also take soundings from between two and four further, independently sourced referees. The appointed firm will independently gather all of the references and aggregate these into a report on each candidate. The report will not attribute any specific detail to any one referee unless the referee has expressly agreed to this. References will be taken by telephone to ensure that they are full and unambiguous. A standard structure will be followed to avoid any unconscious bias and will focus on the three key areas, namely track record, relationships and personal qualities. However, it should be recognised that any conversation will flex around an individual's skills and career as appropriate. If a referee does not wish to be interviewed by telephone, a written reference can be considered following prior agreement by the Chair of the Nominations Committee.

In regard to an application for progression to the Office of Lord Mayor, a full set of updated references may or may not be required depending on timing. This will be subject to discussion with the Chair of the Nominations Committee at the start of the annual appraisal period.

The Panel will be chaired by one of the appointed Independent Members. The independent Panel members will focus on asking a series of questions about the candidate's ability to fulfil the requirements of each role. The skills required for both Sheriff and Lord Mayor must demonstrate three things:-

- An impressive business track record of achievement and recognition as an outstanding performer in your field of expertise, most commonly in financial and professional services;
- A breadth of relationships across varied sectors and geographies and a proven ability to build effective networks, communicate effectively and master briefs;
- The personal qualities that enable you to be a highly credible and strong ambassador for the City and the UK.

### **The Panel's Recommendations to the Nominations Committee**

A third party will be present during the interviews to note the Panel's assessment so a written summary of the interview and the Panel's assessment of each candidate can be prepared for submission to the Nominations Committee in May. The Panel is expected to make comment on each candidate's suitability to take Office and provide a steer on any areas (skills, qualities, knowledge) where a candidate might benefit from further experience, skills development etc.

The Panel will not make recommendation in respect of when a candidate should take Office. It shall only make recommendations with regards to suitability to progress to High Office based on the strengths of a candidate's application (in its entirety including the references and interview). The decision as to if and when a candidate progresses rests solely with the Nominations Committee which will read the Panel's summary reports and will have regard to its recommendations in reaching its decision as to which candidates should go forward and when.

### **Composition of the Independent Appraisal Panel and Terms of Reference**

The composition of the Panel is:

- A minimum of five Independent Members from the business City, drawn from a pool of Independent Persons appointed by the Nominations Committee (usually in December each year). One of the Independent Members will act as Chair of the Panel.
- The Chair of the Policy & Resources Committee is normally invited to join the Panel by the Chair
- The Chair and Deputy Chair of the Nominations Committee attend as observers and to assist the Panel along with officers from the Town Clerk's Department.

The quorum for the Panel is the Chair and not less than three Independent Members.

To ensure that a suitable number of Independent Members are available to attend the appraisal interviews, a higher number than those required may be appointed by the

Nominations Committee. It is envisaged that there will be a pool of up to ten Independent Panel Members from which the annual Panel membership can be drawn.

Supporting the Panel will be a senior officer from the Town Clerk's Department and a representative from an appointed independent firm, whose role will be to take notes and write up the summary report on each candidate, which the Panel Members will be asked to approve before it is shared with the candidate and the Nominations Committee (excluding other candidates).

### **Time commitment**

In terms of the time commitment required by each Panel Member, the following is required:

- Attend appraisal interviews – approximately seven-eight hours over one-two days in April (the exact time depends on the number of candidates). Where viable, the dates will be set for two years at a time.
- Read the candidates' Personal Statements and CVs, Due Diligence forms, and the summary referee reports that have been submitted.

### **Terms of reference of the Independent Panel**

- The Independent Members of the Panel are expected to be eminent persons who have or recently have had a recognised credential in the City and have access to City opinion in its widest sense (i.e. not confined solely to the business City)
- The role of the Independent Members of the Panel is to provide a source of wider, informed City opinion on the suitability, from the point of view of the City, of particular candidates for the Shrievalty and Mayoralty so as to ensure, as far as practicable, that candidates put forward for election to these Offices are capable of representing the City (as per the Job Descriptions and Person Specifications for each role).
- **The Panel members are expected to act in an impartial manner at all times.**

### **Extent of the Commitment**

- The Independent Members are asked to commit to serve on the Panel for at least one three-year term, renewable up to a maximum of three terms;
- in the interests of continuity, the terms of the Independent Members would not be coterminous;
- the length of service of an individual Independent Member to be limited to three consecutive terms of three years, or a maximum of nine years;
- fees in relation to participation in the proceedings of the Panel are not payable, but all reasonable expenses will be met.

PRIVATE AND CONFIDENTIAL:

## APPENDIX 6

ALDERMANIC APPRAISAL [insert year]

APPLICATION FOR PROGRESSION – SHERIFF /LORD MAYOR

Alderman/woman [insert name]

**CONFIDENTIAL**

# Due Diligence Statement

All candidates are asked to complete this form at the Shrieval application stage and again, as a refresh, at the Mayoral application stage.

**IMPORTANT:** Please complete the Privacy Statement overleaf and also sign/date the form on the final page.

Ahead of the election of the Lord Mayor, where an Alderman has the support of the Court of Alderman (agreed the preceding year), written confirmation should be sent to the Nominations Committee of Aldermen, via the Chair, confirming that one's professional/personal circumstances have not changed since the Mayoral interview.

This letter should be submitted by the deadline specified by the Town Clerk's department.

**Privacy Statement**

The City of London (CoL) will be processing Personal and Special Category data as required for the purposes of processing your request to be considered by the Aldermanic Appraisal Panel for progression to the Office of Sheriff or Lord Mayor. Please note that the information provided will be shared with the Appraisal Panel and the Court of Alderman and relevant officers responsible for processing your application.

The processing of your personal data is being undertaken on the basis of your consent and is in accordance with Article 6, 1 (a) (for Personal Data) and Article 9, 2 (a) (for Special Category data) of the General Data Protection Regulation (GDPR) as incorporated by the Data Protection Act 2018. Please note that the data provided will be held for a period of 7 years or until you have completed a term as Lord Mayor.

For further information as to how the City of London processes your personal data please see our privacy notice as held at: [www.cityoflondon.gov.uk/privacy](http://www.cityoflondon.gov.uk/privacy) or alternatively please contact Gemma Stokley, Principal Governance and Member Services Manager, Town Clerk’s Department, City of London Corporation: [gemma.stokley@cityoflondon.gov.uk](mailto:gemma.stokley@cityoflondon.gov.uk) / 020 7332 3414

**To comply with the Data Protection Act 2018, we need your permission in order to process the special category data provided.**

**Please complete the following form to indicate your consent:**

Name: .....

**I agree** to the CoL to process special category data for the purpose of processing my request to be considered by the Aldermanic Appraisal Panel for progression to the Office of Sheriff or Lord Mayor.

**I do not agree** to the CoL processing of special category data for the purpose of processing my request to be considered by the Aldermanic Appraisal Panel for progression to the Office of Sheriff or Lord Mayor.

Name: .....

Signature: ..... Date: .....

**PRIVATE AND CONFIDENTIAL:**

***Please note you can withdraw your consent to this processing at any time by contacting:***  
*Gemma Stokley, Principal Governance and Member Services Manager, Town Clerk's Department, City of London Corporation: [gemma.stokley@cityoflondon.gov.uk](mailto:gemma.stokley@cityoflondon.gov.uk) / 020 7332 3414*

**PRIVATE AND CONFIDENTIAL:**

(1) Have you ever been convicted of a criminal offence? If so, please provide details.

(2) Have you been censured, disciplined, sanctioned, warned as to future conduct, or publicly criticised by, or been a subject of an order, finding or determination of or instigated by any court, tribunal, regulatory or professional body? Have you held a practising certificate subject to conditions?

(3) Have you ever been, or are you currently the subject of, any proceedings, investigations, disciplinary hearings or disputes? If yes, please describe details.

(4) In any aspect of your life are there any circumstances which have caused embarrassment to you personally, to the Court of Aldermen or to the City Corporation, or which might affect your ability to serve as Lord Mayor or your credibility or reputation in that role? Have there been any situations that have led or given rise to adverse publicity?

**PRIVATE AND CONFIDENTIAL:**

(5) Are there any circumstances which might lead or give rise to any of the matters described in any of the above questions? If so, please provide details below.

(6) Is there any information or documentation which could lead or give rise to embarrassment or adverse publicity and which could be accessed or discovered through any form of public or private media or which could result in embarrassment or adverse publicity if it was accessed or discovered?

(7) If applicable, since your Shrieval application/interview, have there been any changes to your standing in the community including criminal, regulatory, disciplinary, civil, financial or other matters, irrespective of outcome of role. If yes, please provide details.

(8) Are you in good health? Please indicate if you have an underlying medical condition and specify when you last had a medical check-up. Would any adjustments be required upon taking Office?

<b>(9) Social media and on-line profile:-</b>
<p>Do you have a public 'X' (formerly Twitter) profile?</p> <p><input type="checkbox"/> Yes (provide any findings below) <input type="checkbox"/> No</p>
<p>Do you have a public LinkedIn profile?</p> <p><input type="checkbox"/> Yes (provide any findings below) <input type="checkbox"/> No</p>
<p>Do you have a public Facebook profile?</p> <p><input type="checkbox"/> Yes (provide any findings below) <input type="checkbox"/> No</p>
<p>Do you have any other public social media profiles?</p> <p><input type="checkbox"/> Yes (provide any findings below) <input type="checkbox"/> No</p>

**PRIVATE AND CONFIDENTIAL:**

Print Name:

Signature:

Date:

*As agreed by the Nominations Committee 04/02/20 (the Privileges Committee at that time)*

**ALDERMANIC APPRAISAL [insert year]**

**STATEMENT FOR PROGRESSION – SHERIFF  
(Initial Submission)**

**NAME: [insert name]**



**Privacy Statement**

The City of London (CoL) will be processing Personal and Special Category data as required for the purposes of processing your request to be considered by the Aldermanic Appraisal Panel for progression to the Office of Sheriff or Lord Mayor. Please note that the information provided will be shared with the Appraisal Panel and the Court of Alderman and relevant officers responsible for processing your application.

The processing of your personal data is being undertaken on the basis of your consent and is in accordance with Article 6, 1 (a) (for Personal Data) and Article 9, 2 (a) (for Special Category data) of the General Data Protection Regulation (GDPR) as incorporated by the Data Protection Act 2018. Please note that the data provided will be held for a period of 7 years or until you have completed a term as Lord Mayor.

For further information as to how the City of London processes your personal data please see our privacy notice as held at: [www.cityoflondon.gov.uk/privacy](http://www.cityoflondon.gov.uk/privacy) or alternatively please Gemma Stokley, Principal Governance and Member Services Manager, Town Clerk’s Department, City of London Corporation: [gemma.stokley@cityoflondon.gov.uk](mailto:gemma.stokley@cityoflondon.gov.uk) / 020 7332 3414

**To comply with the Data Protection Act 2018, we need your permission in order to process the special category data provided.**

**Please complete the following form to indicate your consent:**

**Name:** .....

**I agree** to the CoL to process special category data for the purpose of processing my request to be considered by the Aldermanic Appraisal Panel for progression to the Office of Sheriff or Lord Mayor.

**I do not agree** to the CoL processing of special category data for the purpose of processing my request to be considered by the Aldermanic Appraisal Panel for progression to the Office of Sheriff or Lord Mayor.

**Name:** .....

**Signature:** ..... **Date:** .....

***Please note you can withdraw your consent to this processing at any time by contacting:***  
*Gemma Stokley Principal Governance and Member Services Manager, Town Clerk’s Department, City of London Corporation: [gemma.stokley@cityoflondon.gov.uk](mailto:gemma.stokley@cityoflondon.gov.uk) / 020 7332 3414*



## Guidelines for Completion of the Statement

If you wish to apply for the Shrievalty, it is important to recognise that this application is the start of the path towards Lord Mayor and your application will be treated on that basis. The skills required for both Sheriff and Lord Mayor must demonstrate three things: -

- An impressive business track record of achievement and recognition as an outstanding performer in your field of expertise, most commonly in financial and professional services;
- A breadth of relationships across varied sectors and geographies and a proven ability to build effective networks, communicate effectively and master briefs;
- The personal qualities that enable you to be a highly credible and strong ambassador for the City and the UK.

Your personal statement should detail exactly why you feel you are suitable for the role and be a maximum of 2/3 pages of A4. It is a personal statement and should be written in your own style. It should highlight strengths and any areas that you are still developing. Please ensure that you refer to the required key competencies and address the three key requirement areas, these being track record, relationships and personal qualities, including examples. The guidelines below are suggestions and not instructions. This section is your opportunity to make the case as to why you are suitable.

- **Track record**

You should describe your record of achievement, experience and level of seniority. This should include any awards or recognition. Consider including where you feel you have made a real difference to your company or industry. What examples can you provide of your leadership skills and your ability to work at Board, ministerial or equivalent level. What experience do you have of business development and of working internationally?

- **Relationships**

Please describe the depth and breadth of your networks. Include all sectors that you have worked in or have connections with. Does your network expand beyond industry into government, regulation, voluntary, charity, livery and international? How would you describe your style and your ability to build relationships? What is your media and online profile: are you recognised amongst your peers and more widely?

- **Personal Qualities**

This is your opportunity to describe why you as an individual have the qualities that would make you an effective Sheriff and potentially Lord Mayor. What is your style and how do you work with others? What is your experience of media and public speaking? What examples do you have of assimilating information at short notice and ensuring effective outcomes?

Finally, you should describe your aspirations in the role of Sheriff/Lord Mayor. If applying for the Office of Sheriff this should include how you propose to use your year in office as Sheriff to prepare you for nomination to Lord Mayor, any specific plans you have for the year along with any steps you are proposing to take to handle the commitment of the Office. If applying for the Office of Lord

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Mayor, the preparation and steps should also be detailed along with your strategic plans for the year.

**Candidate's Statement:**



**Name:**

**Signed:**

**Date:**



**ALDERMANIC APPRAISAL [insert year]**

**STATEMENT FOR PROGRESSION – LORD MAYOR  
(Initial Submission)**

**NAME: [insert name]**



## Privacy Statement

The City of London (CoL) will be processing Personal and Special Category data as required for the purposes of processing your request to be considered by the Aldermanic Appraisal Panel for progression to the Office of Sheriff or Lord Mayor. Please note that the information provided will be shared with the Appraisal Panel and the Court of Alderman and relevant officers responsible for processing your application.

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**I do not agree** to the CoL processing of special category data for the purpose of processing my request to be considered by the Aldermanic Appraisal Panel for progression to the Office of Sheriff or Lord Mayor.

Name: .....

Signature: ..... Date:

.....

**Please note you can withdraw your consent to this processing at any time by contacting:**  
Gemma Stokley, Principal Governance and Member Services Manager, Town Clerk's Department,  
City of London Corporation: [gemma.stokley@cityoflondon.gov.uk](mailto:gemma.stokley@cityoflondon.gov.uk) / 020 7332 3414

## Guidelines for Completion of the Statement

The skills required for Lord Mayor must demonstrate three things: -

- An impressive business track record of achievement and recognition as an outstanding performer in your field of expertise, most commonly in financial and professional services;
- A breadth of relationships across varied sectors and geographies and a proven ability to build effective networks, communicate effectively and master briefs;
- The personal qualities that enable you to be a highly credible and strong ambassador for the City and the UK.

Your personal statement should detail exactly why you feel you are suitable for the role and be a maximum of 2/3 pages of A4. It is a personal statement and should be written in your own style. It should highlight strengths and any areas that you are still developing. Please ensure that you refer to the required key competencies and address the three key requirement areas, these being track record, relationships and personal qualities, including examples. The guidelines below are suggestions and not instructions. This section is your opportunity to make the case as to why you are suitable and highlight what has changed since you sought progression to the Office of Sheriff.

- **Track record**

You should describe your record of achievement, experience and level of seniority. This should include any awards or recognition. Consider including where you feel you have made a real difference to your company or industry. What examples can you provide of your leadership skills and your ability to work at Board, ministerial or equivalent level. What experience do you have of business development and of working internationally?

- **Relationships**

Please describe the depth and breadth of your networks. Include all sectors that you have worked in or have connections with. Does your network expand beyond industry into government, regulation, voluntary, charity, livery and international? How would you describe your style and your ability to build relationships? What is your media and online profile: are you recognised amongst your peers and more widely?

- **Personal Qualities**

This is your opportunity to describe why you as an individual have the qualities that would make you an effective Sheriff and potentially Lord Mayor. What is your style and how do you work with others? What is your experience of media and public speaking? What examples do you have of assimilating information at short notice and ensuring effective outcomes?

Finally, you should describe your aspirations in the role of Sheriff/Lord Mayor. If applying for the Office of Sheriff this should include how you propose to use your year in office as Sheriff to prepare you for nomination to Lord Mayor, any specific plans you have for the year along with any steps you are proposing to take to handle the commitment of the

Office. If applying for the Office of Lord Mayor, the preparation and steps should also be detailed along with your strategic plans for the year.

**Candidate's Statement:**



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**Name:**

**Signed:**

**Date:**

## **APPENDIX 7**

### **City of London Corporation's Equal Opportunities Statement**

The City of London Corporation's vision is to build and support strong, sustainable and cohesive communities by ensuring its policies, processes and employment practices, promote equality of opportunity and are inclusive.

The City of London Corporation's services are monitored and reviewed on an on-going basis to ensure they are provided in a fair and equitable way, and to ensure compliance with the Equality Act 2010 and the Public Sector Equality Duty which places obligations on the authority to:

- Eliminate discrimination
- Advance equality of opportunity between different groups
- Foster good relations between groups in our communities to tackle prejudice and promote understanding.

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership.
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation
- 

The City of London Corporation is required to demonstrate that it has shown 'due regard' to this duty in its decision-making processes and all those involved in the Aldermanic Appraisal process should therefore be aware of the Equality Act 2010 and the Public Sector Equality Duty.

This commitment covers:- residents, City visitors / workers, the Corporation's staff, the Corporation's Equal Opportunities in Employment Policy and service users.

In order to embed the City's obligations within the Public Sector Equality Duty, guidance and training is available to Members and Officers. A suite of on-line training is accessible and includes: Equality in the Workplace, Transgender Awareness, Equality Act 2010 and Unconscious Bias.