



Policy and Resources Committee - (Late Supplementary Items)

Date: THURSDAY, 23 MARCH 2023
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

4. LIGHT TOUCH GOVERNANCE REVIEW

Report of the Deputy Town Clerk.

For Decision
(Pages 3 - 96)

16. FINAL DESIGNS & TEXTS: BECKFORD & CASS STATUES INTERPRETATION PROJECT

Appendix 3 and 4 to be read in conjunction with item 16.

For Decision
(Pages 97 - 100)

20. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.

- a) Museum of London Relocation Programme: Further Update (Pages 101 - 106)
Report of the City Surveyor.

Items received too late for circulation in conjunction with the Agenda.

Ian Thomas
Town Clerk and Chief Executive

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Committee(s): Policy & Resources Committee	Date: 23 March 2023
Subject: Light Touch Governance Review – Initial Proposals	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3,4,8,9,10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: The Town Clerk & Chief Executive	For Decision
Report author: Polly Dunn, Principal Governance and Member Services Manager, Town Clerk’s Department	

Summary

Following implementation of recommendations arising from the Lord Lisvane’s Governance Review in 2022, the Light Touch Governance Review (LTGR) was commissioned by Members to provide an opportunity to address any significant concerns arising out of the various new structures and processes. Officers have been tasked to bring back recommendations in areas that Members feel are clearly not working, where improvements could be made quickly, or where immediate intervention is required.

This report presents options for matters considered a priority ahead of the April Court meeting, at which Members will consider their annual appointments to Committees. It includes realistic options and proposals made directly in response to feedback and comment considered by the Policy & Resources Committee in February of this year. Changes to Terms of Reference are set out in Appendices A-F.

Due to the nature of what is being discussed, there are a number of variables for Members’ consideration. As such, Officers have drawn together their recommendations, but made clear where other options are available, should Members wish to consider an alternative direction of travel. It is also usual practice to grant delegated authority (in accordance with Standing Order 41b) in respect of any changes to terms of reference, to ensure that any matters discussed at Committee can be appropriately re-drafted ahead of Court’s consideration.

In addition to the various Terms of Reference up for review, the Standing Orders have also been revised and presented for consideration. Amendments have been made in line with proposals agreed in principle by Court in March 2022. Further changes also include those made in response to the LTGR and other changes that have been generated as part of the ‘business as usual’ annual review of committee terms of reference. A summary of changes can be found in Appendix G, with a detailed work up of proposed changes found in Appendix H.

Recommendation(s)

Members are invited to:

- i) Agree to merge the **Property Investment Board and Financial Investment Board** into a new Investment Committee, answerable directly to the Court of Common Council, and agree the revised Terms of Reference as set out in Appendix A on this basis, including:-
 - a) To recommend that the existing FIB and PIB membership be directly appointed to the Investment Committee, with names to be drawn by ballot to determine how the term lengths will be staggered to ensure the usual gradual turnover in vacancies.
 - b) To note that the Standing Orders and Scheme of Delegations are to be reviewed with the intention of revising the financial thresholds for reporting to Finance Committee on certain property related matters (SOs 55-59).
- ii) Support a change to the (currently joint) reporting lines of **Equality Diversity and Inclusion Sub**, such that it becomes a sub-committee of Policy & Resources Committee only, with clearer direction within its terms of reference on what matters are to be agreed in consultation with the Corporate Services Committee; and agree the revised terms of reference as set out in Appendix B to reflect this change.
- iii) Provide feedback on the **Civic Affairs Sub-Committee** terms of reference as set out at Appendix C and task Officers to bring back revised proposals in agreed terms to the next Policy & Resources Committee meeting.
- iv) Retain current arrangements for **Capital Buildings Board** (Appendix D) with no further action at this time
- v) Support a change to the (currently joint) reporting lines of **Operational Property and Projects Sub-Committee**, such that it becomes a sub-committee of Finance, with clearer direction within its terms of reference on what matters are to be agreed in consultation with the Policy & Resources Committee; and agree the revised terms of reference as set out in Appendix E to reflect this change.
- vi) Task officers to explore suitable alternative arrangements for a **Culture Forum** and Masterplan and present back to the Committee within six to twelve months.
- vii) Support that no changes be made to the **Education Board and Independent School Boards'** terms of reference at this time, but commission officers to work on greater guidance for Members and Officers on the governance arrangements surrounding the City Corporation's Family of Schools.
- viii) Refer concerns relating to the reporting of benefits in kind, and on the constitution of the Efficiency and Performance Working Party, to the **Finance Committee** for initial consideration.
- ix) To update the **Policy & Resources Committee** Terms of Reference (Appendix F) in line with other decisions taken in response to this report.

- x) Consider the proposed changes set out in summary form at **appendix G**, and detailed within **appendix H**, provide comment and agree those for onward submission to the Court of Common Council in April 2023.
- xi) Delegate Authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of this committee, to revise the Terms of Reference of all the appended Committees and Sub-Committees, for consideration by the Court of Common Council and/or the relevant Grant Committee.
- xii) Authorise the Town Clerk to make amendments to the Standing Orders and Committee Terms of Reference that arise directly from decisions taken today (e.g., the renaming of committee(s) and reflecting that in all governance documents) including the introduction of any explanatory footnotes.

Main Report

Background

1. In September 2019, the Policy and Resources Committee proposed the undertaking of a comprehensive Governance Review of the City Corporation. Proposals were ultimately considered and agreed by the Court of Common Council in December 2021, for implementation from April 2022.
2. The Court acknowledged that the governance changes would require some time to bed in, possibly years. However, given the significant volume of changes, it was difficult for Members and Officers alike to predict just how the dust would settle. With this in mind, Members of the Court agreed to conduct a short-term, 'light-touch' review to provide an opportunity to amend elements that they believe required more immediate attention.
3. The focus of the Governance Review had, understandably, been centred around the overall reduction in number of committees. This LTGR provides an opportunity to reconsider what the 'function' and 'performance' should be.
4. Having sought Members' initial views on which elements should be brought forward as a priority, which actions should be pursued thereafter and, if relevant, which require no further action, this report brings forward the matters deemed a priority in the P&R Committees February meeting and which were the subject of subsequent discussion at the Informal Court meeting in late February.

Property Investment Board and Financial Investment Board (PIB and FIB)

Background

5. At the February Policy & Resources meeting, there was broad support for a merger of the Property Investment Board and the Financial Investment Board. This proposal would assist in the streamlining of investment activities and reporting, more intelligent formulation of recommendations around investment strategy and

asset proportion considerations, and benefit from pooling of the skills of Members and Officers in an appropriate forum.

6. In addition to the merger, there was an overall request to abolish 'joint' sub-committees. PIB, FIB, Operational Property and Projects Sub-Committee and Equality Diversity and Inclusion Sub-Committee are jointly constituted by two Grand Committees of the Court. The reason they are constituted as such, is because the Sub-Committees are currently each responsible for work areas from two 'parent' grand committees.
7. This framework has led to confusion of overall responsibility (i.e. what matters need to be referred to which grand committee) and reporting fatigue (including double reporting of minutes, etc.).
8. Currently PIB and FIB report into both Finance Committee and Policy & Resources Committee. As per the Standing Orders and Scheme of Delegations to Officers, Finance is the conduit for Property matters (e.g. the disposal or purchase of property). Policy and Resources Committee is responsible for approving overall strategy and policy in respect of the City Corporation's assets. The Resource Allocation Sub-Committee, is responsible for the determination of the appropriate investment proportions between property and non-property assets.
9. Should it be the preference of Members, it would be possible to use this opportunity to re-establish a Grand Committee, as it existed pre-Governance Review. Given that both PIB and FIB currently have arrangements within their terms of reference that allow the Chairman and Boards to report directly to the Court of Common Council, they are de-facto grand committees in all but name would reduce the reporting lines making it accountable directly to Court, except in instances reserved for other committees (i.e. RASC would remain responsible for the proportion of investments between investment and non-property assets). Accountability to both Policy & Resource and Finance Committee could also be retained by virtue of direct appointment rights, as outlined in draft Terms of Reference in **Appendix A**.
10. Should Members agree to merge PIB/FIB, and convert it into a Grand Committee, or a sub-committee answerable to Policy & Resources, the Committee may wish to consider removing reference to Finance Committee from within Standing Orders 55 to 59 and empowering the new Investment (sub) Committee to take decisions up to the same thresholds (see revised SOs, attached at appendix G). This would remove barriers and streamline reporting, particularly given the 'rubber stamp', or passporting service Finance provides in this respect. Alternatively, the threshold of reporting to Finance could be amended but options for this have yet to be explored with appropriate officers.
11. It has also been suggested that it would make sense to increase these financial limits to avoid unnecessary extra work and/or to allow such matters to be ratified by Finance Committee and/or Court under appropriate information papers. The result would produce a slicker process and achieve exactly the same result without impacting disclosure. Work is currently underway to consult with officers on potential changes to the Scheme of Delegations but this would result in later

changes to the relevant standing orders. This would reduce the volume of property reporting and urgencies through the Finance Committee.

12. This proposal reduces the overall number of committees within the COL's Governance Structure, in line with the original Governance Review ambitions. In doing so it streamlines and clarifies reporting arrangements to other Committees and the Court of Common Council.
13. It allows Members to be appointed for four-year terms, on a staggered basis, therefore improving the retention of skills and corporate knowledge in a way that is manageable and democratic.

Options:

- i) To leave the sub-committees as two distinct bodies, jointly reporting to two grand committees.
- ii) To merge PIB and FIB into a Sub-Committee that reports into either Policy & Resources Committee or Finance Committee
- iii) **To merge PIB and FIB into a Grand Committee, answerable directly to the Court of Common Council, consider revised thresholds for reporting to the Court of Common Council and/or the Finance Committee and agree the revised Terms of Reference as set out in Appendix A (Recommended).**

Equality Diversity and Inclusion (EDI) Sub-Committee

Background

14. Much like PIB/FIB, the primary concern with EDI lay with its 'joint' sub-committee status.
15. In terms of which responsibilities of the EDI Sub Terms of Reference fall under the purview of Corporate Services, and which to Policy & Resources, it is an indistinct picture. Whilst arguably all elements will apply to City Corporation staff, the cross-cutting nature of EDI and the Corporation's broader obligations in this area, would fall to the Policy & Resources Committee. For this reason it is presently recommended that the sub-committee report into Policy.
16. To assist, the current terms of reference are set out at **Appendix B**. We have highlighted and marked with a +, all matters which pertain exclusively to staff and therefore is specifically limited to the remit of Corporate Services Committee. On this basis, proposed wording has been added to ensure that proposals on these matters get reported up to Corporate Services in an appropriate fashion.
17. As with PIB/FIB and OPPSC, the committee-reserved appointments within the composition (which remains unchanged) will provide continued representation.
18. This arrangement will ensure that both grand Committees retain oversight of relevant issues, whilst providing clarification on overall responsibility and reporting lines.

19. This suggestion is, somewhat complicated by proposals within the general Committee Terms of Reference report on the agenda, which suggest that EDI (in broad terms) be added to the Corporate Services Committee Terms of Reference. If this is supported by Members, then the natural home for EDI would then be Corporate Services Committee.
20. Beyond the complexities of joint reporting, where the Court has appointment rights to sub-committees (like EDI) it is proposed that these be appointed for terms of up to four years. The reasoning behind this is because the process of re-appointment procedures every Spring, which mean that the Sub-Committee Court vacancies cannot be advertised and appointed to until the relevant Grand Committee has constituted the sub each year. The full membership is consequently not in place until June or possibly July of each year, resulting in three lost months of Member input at that particular sub.
21. Members may wish to consider this as a blanket rule across all sub-committees with direct appointment rights across the Court of Common Council. A draft change to the Standing Orders on this basis has been added to **Appendix G**.

Options

- i) Retain joint sub-committee status but clarify what aspects of its responsibilities are to be referred to which of its parent grand committees.
- ii) Establish as a sub-committee of Corporate Services Committee, with clearer direction within its terms of reference on what matters are to be agreed in consultation with the Policy & Resources Committee.
- iii) **Establish as a sub-committee of Policy & Resources Committee, with clearer direction within its terms of reference on what matters are to be agreed in consultation with the Corporate Services Committee. and agree the terms of reference as set out in Appendix B. (Recommended)**
- iv) Provide feedback and task Officers to bring back revised proposals in agreed terms to the next Policy & Resources Committee meeting.

Civic Affairs Sub-Committee

22. Along with feedback received from Members, it is evident from the frequency and length of these meetings that there are too many responsibilities sitting under this particular Committee.
23. It is currently responsible for: Standards, Benefices, Member Privileges, Member Financial Assistance, Member Learning & Development, Outside Bodies, Ceremonials and Hospitality.
24. Policy & Resources Committee seemed supportive that some form of bifurcation may be valuable, however, how to split the responsibilities it remains to be established.
25. There are, broadly speaking, three groupings that officers determine as 'natural' pairings. There is a relationship between ceremonials and hospitality. Then,

separately, between Standards, Member Privileges, Member Financial Assistance and Member Learning and Development. Finally, there is some synergy between Outside Bodies and Benefices.

26. If split into three parts, Members would be creating three groups, where had been one. This goes against the principles of the original Governance Review and arguably leaves one (OSB and Benefices) without sufficient business to warrant a distinct sub-committee or working party.
27. In addition to the volume of responsibilities, the question has been raised as to the unintentional diminishing of the role of the Chief Commoner in relation to many of these areas. According to the current published Chief Commoner Job Description, the Chief Commoner is responsible for the chairmanship of sub-committees and working parties responsible for the provision of City Corporation hospitality and consideration of the Commoners' privileges and related issues, and continues to be the foremost representative and proponent of Commoners in respect of their privileges and support (including acting as a key figure in matters of conduct). It has been suggested that the current arrangements for Civic Affairs Sub, for which the Chief Commoner is the Deputy Chair, arguably diminish the role of the Chief Commoner and prohibits their ability to lead on championing matters relating to Member issues.
28. The current Terms of Reference are set out at **Appendix C**, but the responsibilities therein have simply been re-arranged into the groupings outlined above. The highlighted text indicates areas which have, until 2022, fallen to working parties chaired by the Chief Commoner, in line with the published job description.

Options

- i) Make no changes to existing arrangements.
- ii) To bifurcate the Civic Affairs Sub-Committee in the terms set out in **Appendix C**, taking into consideration:
 - a) A fair and logical arrangement of matters and responsibilities.
 - b) Chairing arrangements of each body (with specific consideration as to the role of the Chief Commoner)
 - c) Whether these bodies should be Sub-Committees (with decision making responsibilities) or Working Parties (with more informal arrangements).
- iii) To bifurcate the Civic Affairs Sub-Committee in a manner different to that set out in Appendix C, as preferred by Members, taking into considerations points a-c set out above.
- iv) **Provide feedback on the Civic Affairs Sub-Committee terms of reference as set out at Appendix C and task Officers to bring back revised proposals in agreed terms to the next Policy & Resources Committee meeting. (Recommended)**

Capital Buildings Board (CBB)

29. An array of feedback was submitted in regard to the CBB. This varied from specific views that the Markets Co-Location Programme (MCP) should move to the oversight of another body, through to more general reflections on the increased capital and major projects programme, all the way through to the establishment of a Development Company.
30. As reported at your last Policy & Resources Committee, the establishment a new informal group 'Barking Reach Group – BRG' was to be considered (and has since been agreed) at a meeting of the CBB on 15 March. The Membership of this Group includes the representation from P&R, CBB, Markets and Finance, and will allow the Senior Responsible Officer (SRO) to take decisions within agreed thresholds in a way that ensures continued strategic oversight from Members whilst providing greater pace and flexibility in respect of project decisions.
31. Separately, there have been separate discussions at the Markets Board on the MCP; these are contained within the report on the Annual Review of Terms of Reference found elsewhere on the agenda.
32. Given the recent decision to establish the BRG, Members may feel it would be precipitous to further change arrangements at this time, before the efficacy of this new group in addressing some of the previous concerns raised has been assessed. Furthermore, to press ahead with more governance arrangements around major projects without appropriate consultation with both officers and Members, could have a significant negative impact to the Corporation in relation to the financial and reputational risks presented by these programmes.
33. It is therefore recommended that no further action be taken at this time to allow for recent changes to bed in. The current terms of reference have been provided at **Appendix D**, for information.

Options

- i) **Retain current arrangements for CBB (Appendix D) with no further action at this time. (Recommended)**
- ii) Provide feedback and task Officers to bring back revised proposals in agreed terms to future Policy & Resources Committee meeting.

Operational Property and Projects Sub-Committee

34. As with PIB, FIB and EDI, there were concerns about the joint-reporting nature of OPPSC. In simple terms, the Sub-Committee currently feeds into Finance in respect of Operational Property and Procurement matters and reports into Policy & Resources Committee for Projects (although Policy & Resources also retains responsibility for the use of Guildhall as noted under the Investment Committee proposals).
35. Beyond this, and the Projects Governance review (ongoing), and a review of thresholds under the Scheme of Delegations (due to be reported in April 2023), there were no further concerns to this new sub-committee.

36. Given the majority of the sub-committee's business currently lies with Finance, on balance it seems sensible to make Finance the 'parent' committee. However, it is possible to do so whilst ensuring that Policy & Resources Committee retains responsibility for the approval of the projects procedure and other project-related matters, and the referral of any projects matters considered necessary. Revised terms of reference have been drafted at **Appendix E** on this basis.

Options

- i) Retain joint sub-committee status but clarify what aspects of its responsibilities are to be referred to which of its parent grand committees.
- ii) **Establish as a sub-committee of Finance Committee, with clearer direction within its terms of reference on what matters are to be agreed in consultation with the Policy & Resources Committee. (Recommended).**
- iii) Establish as a sub-committee of Policy & Resources Committee, with clearer direction within its terms of reference on what matters are to be agreed in consultation with the Finance Committee.
- iv) Provide feedback and task Officers to bring back revised proposals in agreed terms to the next Policy & Resources Committee meeting.

Housing

37. This is subject to a separate and distinct review, proposals for which are presented separately.

Culture Heritage and Libraries Committee (CHL)

38. Feedback on CHL was wide-ranging in nature. It included the creation of a new masterplan/strategy for cultural assets; the creation of a culture forum, featuring representatives from key stakeholders across the Corporation; the introduction of sports oversight (currently under the purview of Communications and Corporate Affairs Sub-Committee); and the streamlining of Governance around Destination City.

39. At the December 2022 informal Court meeting, there was a warm reception for proposals on the development of a masterplan, with cross-Corporation engagement, possibly in the shape of a forum, rather than a traditional committee. If this proposal has wider Member support, officers would need to consider how to deliver a masterplan, what vehicle would be most appropriate to create and then oversee delivery against the strategy, and what implications that may or may not have in relation to the CHL.

40. If this is an area the Committee wishes to have explored, it is proposed that officers be tasked to bring back proposals around the establishment of a culture masterplan, potential delivery mechanisms, and potential impact on existing structures.

41. In the meantime, as this work is underway, more immediate steps could be taken to address concerns of reporting on Destination City, where greater clarity has been sought by Members around CHL's remit. This is something that can be addressed by working closely with report authors, to ensure that recommendations for each committee are defined on each report. This type of confusion surrounding matters that require input from multiple committees, is not unique to Destination City. As such, the Governance and Member Services Team wishes to work with Officers to encourage 'split' recommendations, so it is very clear what each committee is being asked to consider and approve. It does not require any changes to the current CHL Terms of Reference.
42. There are some 'business as usual' changes to the CHL terms of reference included within the separate report elsewhere on your agenda.

Recommendations:

- i) No changes to CHL and no further action.
- ii) **No immediate changes to CHL but agree to consider suitable arrangements for a Culture Forum and Masterplan within six to twelve months. (Recommended).**

Education

43. Proposals around the restructuring and reporting arrangements of the various governing bodies of our Family of Schools would carry considerations and implications of significant constitutional complexity that they cannot be assessed as "light touch." There are primary legislation implications and statutory obligations that must be considered in detail before any changes are instructed.
44. Furthermore, as articulated by the Chair of the Education Board at the Policy & Resources Committee meeting in February, there may well be an unprecedented amount of change experienced by our independent schools in the coming year for various reasons. Whilst generally supportive of more autonomy in the longer term, Members agreed that now was not the time to be pursuing constitutional change.
45. That being said, given the volume of submissions in this area, it is clear that some steps do need to be taken more urgently.
46. The nature of the relationship between the Education Board, Community and Children's Services Committee, City of London Academies Trust, and the Boards of Governors of the Independent Schools, is particularly complex. An understanding of the differing arrangements around the Academies Trust, in particular, needs to be cultivated and activity underway through an ongoing review in this area will lend itself towards this. General submissions to the LTGR have demonstrated the need for improved understanding of the remit of each body within the Family of Schools, and how they work together in the oversight of our Family of Schools.

47. In this vein, the Governance and Member Services Team wish to develop an 'at a glance' guidance note which sets this out for all Members and Officers. Other forms of training (e.g. a video) can also be explored.

48. For completeness, delegated authority is being sought within a separate report, to consider minor amends to the City Independent Schools' Boards of Governors, to bring them in line with one another.

Recommendations:

- i) **No change at this time, with work on greater guidance for Members and Officers to be commissioned.**

Finance Committee

49. Concerns raised at a recent OPPSC meeting relating to the reporting of benefits in-kind (following the abolition of the Finance Grants Sub-Committee) were raised through the LGTR. These should be referred to the Finance Committee for consideration and, in time, recommendations as to how these might be addressed.

50. Equally, suggestions concerning a review of the Terms of Reference for the Efficiency and Performance Working Party are relatively minor and should also be referred to the Finance Committee for consideration at its first meeting of the civic year.

Recommendations:

- i) **Concerns relating to the reporting of benefits in kind, and on the constitution of the Efficiency and Performance Working Party, be referred to the Finance Committee for initial consideration. (Recommended)**
- ii) No further action be taken.

Bridge House Estates Board

51. Various changes to thresholds for officer approvals have been advanced in respect of this Board's remit; it is suggested that these be captured within the related Scheme of Delegations Review.

52. Bridge House Estates Board has also advised that an options paper about the Monument (which was a secondary issue raised through the LGTR process) is due to be presented to its Board meeting later in March; therefore, no further proposals are presented on this matter at this time.

53. It should be noted that the Board is also advancing some proposed minor changes to its Terms of Reference, which are set out elsewhere on the agenda.

54. There are no options for recommendation at this time.

Various Open Spaces Committees

55. As agreed within the recommendations at the Policy & Resources Committee meeting in February, the Open Spaces Department is still undergoing TOM

processes and has requested that changes to terms of reference should be visited after this has been implemented.

56. There is, however, a proposal to change the name of the Open Spaces and City Gardens Committee to “the Natural Environment Board” under separate cover, to reflect the change of nomenclature within the department generally.

57. No further options are to be considered at this time.

Policy & Resources Committee

58. Most recommendations on the Policy & Resources Committee centred on its various sub-committees and these have been captured and addressed within the report already.

59. At **Appendix F**, changes to the Terms of Reference are proposed in line with the recommended options put forward by Officers within this report; however, should Members agree different options, this document would need to be revised under the requested Delegated Authority procedures.

60. Some changes within Appendix F have been suggested on the basis that they give the Committee more flexibility in how it chooses to discharge functions through its various sub-committees. This is not to suggest that (for example) Standards will not fall under Civic Affairs Sub-Committee; rather, the deletion of specific reference allows the Policy Committee to consider how best to delegate this function, whether this be to the Civic Affairs Committee or otherwise.

61. Beyond the Sub-Committees, there were also comments on the Committee’s composition. This was an area discussed within the original Governance Review and it was not considered useful to revisit at this time given the consideration already afforded. Furthermore, whilst some Members suggested a reduction in size, others suggested an increase (e.g. by adding ex-officio membership of all Committee Chairmen) in the absence of a clear consensus of approach, no recommendation has been made at this point in time.

Options

- i) **To update the Policy & Resources Committee Terms of Reference (Appendix F) to accommodate and reflect decisions taken this day.**
- ii) To update the Policy & Resources Committee Terms of Reference to allow for decisions taken this day and to instruct Officers to commence a review of the Committee’s composition.

Standing Orders

62. The City Corporation’s functions are governed by a suite of various governance documents including the Standing Orders, Officer Scheme of Delegations, Terms of Reference, Procurement Code, Financial Regulations, Projects Procedure, and so on. This list is not exhaustive but indicates the complexities that arise from continued significant changes to the framework, as officers work to bring all documents in line with one another, ensuring the relevant Member approvals at each stage. It is for this reason that Standing Orders and the Scheme of

Delegations are now updated annually, with exceptions made outside of this cycle on very few urgent and specific occasions.

63. Within **appendix G** is a summary of proposed changes to the Standing Orders of the Court of Common Council being brought forward this year. These have been separated into two tables. The first includes changes agreed in principle by the Court at its meeting in March 2022. These are now being brought forward following a suitable period of bedding in of the other significant changes made to the document in that year.
64. The second table summarises proposed changes that were identified through the original Governance Review (such as the introduction of a limit of committees that a report can be considered at); matters which are arising from the Light Touch Governance Review; and finally, changes which may be necessary as a consequence of the general annual review of terms of reference.
65. It is recommended that Members consider the proposed changes set out in summary form at appendix G, and detailed within appendix H, provide comment, and agree those for onward submission to the Court of Common Council in April 2023.
66. In addition, within the LTGR, it was proposed that explanatory footnotes be added for the benefit of Members (for instance, clarity on what a valid point of order or explanation is defined as, etc.) It is suggested that the Committee authorise the Town Clerk, in consultation with the Comptroller and City Solicitor, to produce these explanatory notes on the basis that these are solely factual guidance notes, rather than representing any alterations that would require further Member consideration and approval.
67. Members should note that a report on a review of the Officer Scheme of Delegations will be brought forward at the April meeting of this Committee (and May Court meeting). Other governance documents will then be brought forward to the relevant bodies for updating, as required.

Proposals

68. It is for Members to decide what areas they wish to change in response to the LTGR. Members may also wish to visit new issues, or revisit old ones, as part of a longer-term piece of work, particularly in the context of a refreshed Court membership after the March 2022 elections.
69. It is also for Members to decide what updates to the Standing Orders they wish to recommend to the Court at this time.
70. Once considered by Policy & Resources in March, all matters requiring the Court's approval will be submitted for consideration in April. Any recommended changes relating to sub-committees will ultimately be referred to the relevant parent Committees for actioning at their first meetings of the Civic Year (April-June 2023).

Corporate & Strategic Implications

Strategic implications

71. The whole purpose of the Governance Review and subsequently the Light Touch Governance Review, is to help ensure that the City Corporation has in place the best governance structures to deliver against our Corporate Plan. To ensure this, continued cross-departmental consultation needs to be undertaken, particularly ahead of the report proposed for March 2023.

Financial implications

72. See Resource Implications.

Resource implications –

73. Unlike the recent Governance Review, which saw a reduction in the number of bodies incorporated within the Court of Common Council's formal decision-making structure, these proposals are unlikely to see any significant overall increase or decrease in committee volume. Nevertheless, in contrast, the continued move towards more efficient processes will inevitably lead towards reduced costs of bureaucracy. For instance, expedited processes will lead to a reduction in costs associated with delays to approvals; a lesser volume of time spent by officers in producing reports for low-level items and presenting them to multiple committees will also release capacity within the workforce. A reduced central administration burden (through devolving support responsibilities in certain areas) will also provide for flexibility within the Governance & Member Services team to realign service output and requirements.

Legal implications

74. There are none.

Risk implications

75. As with any process of significant change, there are risks associated with implementation and unforeseen challenges as the new system embeds. Whilst a new system was brought into effect last year, significant organisational turnover across departments, including the Town Clerk's department, inhibited the ability to communicate and embed organisational understanding of some of these changes. This risk is therefore mitigated with the request that matters be staggered and brought to Members on a priority basis, so that communications and training piece can assist with Corporation-wide implementation.

Equalities implications

76. Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

Climate implications

77. The proposals included in this paper do not carry any significant implications for the Climate Action programme.

Security implications

78. There are none.

Conclusion

79. The City Corporation's governance spans multiple regulatory and legal areas, including (but not limited to) requirements stipulated by local and police authority, charitable, higher education, and specific aspects of primary legislation. It is, therefore, an inherently complex system. The proposals set out for consideration above emerge from feedback received in relation to the LTGR process and your initial decisions at your February meeting; Members are now asked to consider the various proposals and determine which they wish to progress to the Court of Common Council.

Appendices

- A. Draft Investment Committee Terms of Reference
- B. Revised Equality Diversity and Inclusion Sub-Committee Terms of Reference
- C. Current (re-ordered) Civic Affairs Sub-Committee Terms of Reference
- D. Current Capital Buildings Board Terms of Reference
- E. Revised Operational Property and Projects Sub-Committee Terms of Reference
- F. Revised **Policy & Resources Committee** Terms of Reference
- G. Summary of changes to the Standing Orders
- H. Detail of changes to the Standing Orders

Background Papers

[Policy & Resources Committee: Governance Review – November 2021](#)

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

[Court of Common Council: Review of Standing Orders – March 2022](#)

[Policy & Resources Committee: Light Touch Governance Review – February 2023](#)

Polly Dunn

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Investment Committee

Composition⁺

- Six Members of the Court of Common Council
- Two Members appointed by the Policy and Resources Committee
- Two Members appointed by the Finance Committee
- Up to Two Members to be co-opted from the Court by the Committee, with relevant experience
- the Chairman or a Deputy/Vice Chairman of the Policy and Resources Committee, or their nominee (from the Membership of that Committee) (ex-officio)
- the Chairman or Deputy Chairman of the Finance Committee or their nominee (from the Membership of that Committee) (ex-officio)
- Up to four co-opted External Members with relevant experience, with voting rights, appointed by the Committee.

+ To assist with the transition between the two sub-committees (FIB and PIB) to a grand committee, the existing sub-committees membership is to be carried over for the year 2023/24. Names to then be drawn by ballot by the Town Clerk to determine the staggering of the term lengths in the usual fashion (e.g. terms ending between one-four years).

Quorum

The quorum shall be five Common Council Members

Terms of Reference

Investment Proportions

To inform the decision taken by the Resource Allocation Sub-Committee on the appropriate investment proportions between property and non-property assets.

Property

To determine and approve management and investment matters relating to property within the City's Cash and City Fund in accordance with the management plans and investment strategies;

- a) to acquire, manage or dispose of all City property within its remit;
- b) to determine specific property ownerships in accordance with policies established by the Policy and Resources Committee and the Court of Common

Council in relation to the extent of properties to be held by the City of London Corporation for strategic purposes, including within the City itself;

- c) in relation to Leadenhall Market, to lease any shop or shops at less than the full market rent in order to obtain the stated objectives of securing a first class, balanced and varied market;
- d) to report during the year to the Court of Common Council in relation to its activities and the overall performance of the investment property portfolios; ~~and~~

Finance

- e) To approve the appointment of and to monitor the performance of investment managers of the following funds:

- i. City's Cash
- ii. Charities Pool
- iii. Hampstead Heath Trust
- iv. The Sir William Coxen Trust*

Together with such other funds as are under the City of London Corporation's control;

- f) to review the investment strategy for the securities investments of City's Cash, Hampstead Heath Trust Fund, Sir William Coxen Trust* and the Charities Pool;
- g) to authorise investments and approve the overall parameters within which the investment fund managers will be authorised to operate;
- h) to invest all new monies in respect of the Charities Pool;
- i) to invest such other sums as are from time to time allocated for this purpose;
- j) to monitor the activities of the Chamberlain in connection with his role as banker to the City of London Corporation; ~~and~~

* to oversee the investments of the Sir William Coxen Trust, reporting back and providing advice to the Committee of Aldermen to Administer the Sir William Coxen Trust Fund, which would then take any necessary decisions.

Equality, Diversity & Inclusion Sub-Committee

Composition

- The Chairman of the Policy and Resources Committee or their nominee;
- The Chairman of the Corporate Services Committee or their nominee;
- The Chairman of the General Purposes Committee of the Court of Aldermen, or their nominee
- The Chairman of Community and Children's Services Committee, or their nominee
- The Chief Commoner
- The Immediate past Chief Commoner*
- Two Members of the Policy & Resources Committee
- Two Members of the Corporate Services Committee
- Two Court of Common Council Members appointed by the Court
- Together with co-option by the Sub-Committee of up to two external people (with no voting rights).

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

- The Chair and Deputy Chair to be elected from the membership of the Sub-Committee.

Terms of Reference

As a sub-committee reporting to Policy & Resources Committee (referring matters marked with '+' to be referred up to Corporate Services Committee) responsible for:-

- a. Oversight and effectiveness of the City of London Corporation's policies and practices in respect of Equality Diversity & Inclusion including the implementation of the Equality Act 2010 and other relevant legislation and regulations.
- b. To consider matters of policy and strategic importance to the City of London Corporation in so far as these relate to the Equality, Diversity & Inclusion function.
- c. To monitor and scrutinise EDI activities and outcomes against agreed Equality, Diversity & Inclusion objectives across all the activities of the City of London Corporation.
- d. To be responsible for the creation and implementation an Equality Diversity & Inclusion officer governance structure across the City of London Corporation, including its services and its institutions⁺.
- e. To assess what the City of London Corporation does to tackle prejudice in all its forms and assess any further action that can be undertaken to promote economic, educational, and social inclusion.
- f. To be responsible for making recommendations to help promote the merits of standing for office as an Alderman or Common Councilman, to enhance the diversity of the Court of Common Council.

- g. To be responsible for providing guidance and challenge on the development of the City of London Corporation's Equality, Diversity & Inclusion principles, Strategy, business plans and associated action plan.
- h. To have oversight of steps taken by the City of London Corporation to comply with the 9 protected characteristics as defined by the Equality Act 2010, Chapter 1.

Reporting and Monitoring

- i. To oversee updates to key Human Resources policies and procedures relating to Equality, Diversity & Inclusion⁺.
- j. To provide guidance to officers that will ensure that the City Corporation is recognised as a world-class leader in the UK and internationally, ensuring Equality, Diversity & Inclusion is business and outcome focused.
- k. To act as representatives for the City of London Corporation on Equality, Diversity & Inclusion related activities it undertakes as an employer⁺, service provider and global leader in the Financial and Professional Services sector
- l. To consider new areas of work where the City of London Corporation can provide thought leadership in the Equality, Diversity & Inclusion sector.

Targets, Data and Metrics

- m. To approve and monitor Equality, Diversity & Inclusion aspirational targets and agreed metrics to help deliver the City of London Corporation's ambition as an inclusive employer⁺, landlord, service provider and a global thought leader.
- n. To review and provide feedback on the annual equalities data prior to releasing the annual equalities report on the City of London Corporations external website.

Socio-Economic Diversity

- o. To oversee the implementation of the City of London Corporation's Social Mobility Strategy 2018 to 2028.

Accessibility

- p. To oversee and ensure that the City of London Corporation understands the criteria for accessibility set by the government and ensure that it works towards the government's accessibility accreditation scheme.

Budget and Resources

- q. To oversee the mapping exercise of resources available for Equality Diversity & Inclusion work across the City of London, its services and institutions and suggest priorities within those.

Quorum

- The quorum consists of any three Members

Meetings

- The Equality, Diversity & Inclusion Sub-Committee will meet quarterly.

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Civic Affairs Sub-Committee

Composition

- Chairman and Deputy Chairman or a Vice Chairman of the Policy & Resources Committee
- Chief Commoner
- Immediate past Chief Commoner*
- Chairman of the General Purposes Committee of the Court of Aldermen, or their nominee
- Chairman of the Finance Committee
- Senior Alderman Below the Chair
- Chairman of the Guildhall Club
- Four Members of Policy & Resources Committee elected by Policy & Resources Committee
- Together with Four Members of the Court of Common Council, to be elected by the Court.

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

The Chairman to be Chairman of Policy & Resources or their nominee, Deputy Chairman to be the Chief Commoner.

Terms of Reference

To be responsible for:-

Hospitality

- (a) To consider applications for hospitality which are referred to it by the Remembrancer and to make recommendations thereon to the Court of Common Council;
- (b) To review and approve arrangements for hospitality (including Committee allowances, annual functions, invitations and seating);
- (c) To consider the list of eligible caterers; and
- (d) To consider and approve the level of charges for the event spaces within Guildhall.

Ceremonials

- (e) To review the totality of the City Corporation's ceremonial protocols and practices, with the intention of bringing them up to date to reflect current circumstances;
- (f) To examine the principles behind each protocol, particularly where there have been changes in practice over recent years, making recommendations as to the approach to take in future, with a view to an updated and consolidated Ceremonials Book being produced.

Outside Bodies

- (g) Overseeing the City Corporation's Outside Bodies Scheme, to include:-
- developing the Corporation's policy towards outside body appointments;
 - keeping under review the effectiveness and appropriateness of the organisation's participation in individual bodies;
 - giving initial consideration to new requests from outside bodies for nominations;
 - advising the Court on the needs and requirements of the outside body in respect of any vacancy; and
 - periodically reviewing the City Corporation's Outside Bodies protocol.

Benefices

- (h) To consider matters relating to the City's obligations for its various Benefices*.

**The Patronage (Benefices) Measure 1986 and The Patronage (Benefices) Rules 1987, seek to confine the exercise of Church of England Patronage; i.e. the right to present Clergy, to a responsible person who is an actual Communicant Member of the Church of England or of a church in communion with it. On receiving notice of a vacancy, the City of London Corporation, as patron, is required to appoint an individual who is 'willing and able to make the Declaration of Membership and act as its representative to discharge its functions as registered patron'. In practice, the Chairman of the Sub-Committee, being a person able and willing to make the declaration, is usually appointed as the City of London Corporation's representative and this practice has worked well.*

Member Privileges

- (i) To consider and make recommendations to the Policy and Resources Committee on:-
- Members' privileges; and
 - Members' facilities, excluding Guildhall Club as it falls within the locus of the House Committee of Guildhall Club.
- (j) To agree, a programme of Member training and development, to ensure that all Members have access to opportunities

Member Financial Assistance

- (k) To oversee the Members' Support Scheme (and Extended Support Scheme) to ensure that it is fit for purpose and to review periodically whether any further assistance should be established to support Members with the delivery of their duties as elected Members of the City Corporation.

Standards

- (l) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;

- (m) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;
- (n) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;
- (o) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the Establishment Committee;
- (p) keeping under review and monitoring the Protocol on Member/Officer Relations and, in relation to any revisions, making recommendations to the Establishment Committee;
- (q) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct.

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Capital Buildings Board

Composition

- The Chairman and Deputy or a Vice Chairman of the Policy & Resources Committee
- The Chairman and Deputy Chairman of the Finance Committee or their nominee
- Three Members appointed by the Policy & Resources Committee
- Five Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- The Chairmen and Deputy Chairmen of those service committees which will become responsible for completed capital building projects, or their nominees (ex-officio)*
- The Chairman of the General Purposes Committee of Aldermen, or their nominee.

** Such Chairmen and Deputy Chairmen (or their nominees) to become ex-officio Members of the Committee upon the Court of Common Council giving its approval in principle for the project to proceed, with their membership to cease upon the new building being handed over to their Committee.*

- Together with up to two non-City of London Corporation Members and a further two Court of Common Council Members with appropriate experience, skills or knowledge to be appointed by the Board.

The Chairman to be Chairman of Policy & Resources or their nominee.

Terms of Reference

In respect of major capital building projects[†] which have been approved in principle by the Court of Common Council and are being directly delivered by the City of London Corporation, to be responsible for (without recourse to any other Committee):-

- (a) overall direction and co-ordination;
- (b) financial control and variances within the overall approved budget for the project;
- (c) review of progress;
- (d) decisions on significant option development and key policy choices; and
- (e) decisions in relation to the acquisition and disposal of properties related to the project, including disposal or alternative use of current operational properties to be vacated on completion of the project. Such properties, upon the approval of the capital building project, shall sit outside of the normal Standing Orders (53-60) governing acquisitions and disposals.[‡]

In respect of Major Capital Building projects and/or programmes which have been approved in principle by the Court of Common Council and where the City of London Corporation is a major funder:-

(f) Monitoring of progress against agreed milestones; and

(g) The release of the City of London Corporation's funding.

[†] Defined as projects for new or substantially refurbished buildings or associated preparatory works and enabling projects with an estimated budget of £100 million or more, or which have been otherwise referred to the Committee.

[‡] Such transactions shall therefore not require the additional approvals of the Property Investment Board, Operational Property and Projects Sub-Committee, Finance Committee, and Court of Common Council. However, the Policy & Resources Committee shall reserve the right to retain ultimate decision-making powers in respect of properties where the disposal is considered to have significant strategic or policy implications.

Notes:

Whilst the Board will need to have dealings with external parties relevant to the buildings concerned in projects for which the Board is responsible, ownership and custody of these relationships shall rest with the relevant service committee and the Capital Buildings Board shall act in accordance with this.

Operational Property and Projects Sub-Committee

Composition

- the Chairman and a Deputy or Vice Chairman of the Policy and Resources Committee
- the Chairman and Deputy Chairman of the Finance Committee or their nominee
- Four Members appointed by the Policy and Resources Committee
- Four Members appointed by the Finance Committee
- Up to two Members to be co-opted by the Sub-Committee from the Court of Common Council with relevant experience.

The Chairman and Deputy Chairman to be elected from amongst the Sub-Committee Membership

Terms of Reference

To be responsible for:-

Projects

- a) Authorising individual projects on behalf of the Policy and Resources Committee at each stage of the City's agreed Project Approval Process;
- b) Making proposals to the Resource Allocation Sub-Committee/the Policy and Resources Committee for projects to be included in the capital/supplementary revenue programme;
- c) Overseeing the City Corporation's programme of projects, excluding those within the remit of the Cyclical Works Programme (although these may be called-in by the Operational Property and Projects Sub-Committee) to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee.
- d) Overseeing the City Corporation's programme of projects, to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee;
- e) Monitoring the procurement arrangements for capital and supplementary revenue projects and advising the Finance Committee of any issues; and
- f) Periodically reviewing the City Corporation's project management processes and procedures for approval by the Policy & Resources Committee.

Procurement

- g) To scrutinise and be responsible for value for money on all City of London Corporation and City of London Police procurement contracts above thresholds stipulated within the City of London Corporation's Procurement Code (total contract value) at key stages, including initial tender strategy to final contract award sign off.
- h) To consider and recommend all procurement contracts above thresholds stipulated within the City of London Corporation's Procurement Code ~~£4m~~ to the Finance Committee
- i) To invite representative(s) from the relevant Spend Committee to attend meetings ensuring decisions are made corporately.

- j) To provide officers with advice focussed specifically on value for money, and consider lessons learned when major contracts are coming to an end (i.e. before the (re)tender process begins).
- k) To review and consider approvals of £4m50k+ waivers for the Chamberlain's department contracts.
- l) To work with the ~~Grand~~ Finance Committee to review and to monitor performance against the Chamberlain's Departmental Business Plan and related corporate initiatives in order to promote value for money and ensure compliance with the UK Public Contract Regulations and the Corporation's Procurement Code.

Corporate Assets

- m) To be responsible for the effective and sustainable management of the City of London Corporation's operational property portfolio, to help deliver strategic priorities and service needs, including;
 - i. agreeing the Corporate Asset Management Strategy;
 - ii. responsibility for reviewing and providing strategic oversight of the Corporation's Asset Management practices and activities and advising Service Committees accordingly;
 - iii. responsibility for reviewing and providing strategic oversight of the Corporation's Facilities Management practices and activities and advising Service Committees accordingly;
 - iv. To maintain a comprehensive Property Database and Asset Register of information which can be used in the decision making process;
 - v. In line with Standing Orders 53 (Asset Management Plans) and 56 (Disposal of Surplus Properties) and the duties set out within legislation, including the Localism Act 2011 and the Housing and Planning Act 2016, to monitor the effective and efficient use of all operational property assets;
 - vi. Oversight of the management of operational leases with third parties, occupation by suppliers and those granted accommodation as benefits-in-kind; and
 - vii. In accordance with Standing Orders 57 and 58, the Sub Committee can make disposals of properties which are not suitable to be retained as investment property assets.
- n) In accordance with thresholds stipulated within Standing Orders 55, 56 and 57, the Sub-Committee can approve acquisitions and disposal of operational properties which are not suitable to be re-use or to be retained as investment property assets.
- o) The power to commission from Service Committees periodic management information on asset management performance including, where relevant:
 - i. third party agreements, income, rent arrears (including HRA)
 - ii. efficiency of operational assets including vacant space and utilisation in accordance with SO 55.
- p) To be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex) which do not fall within the remit of another Service Committee;

- q) To monitor major capital projects relating to operational assets to provide assurance about value for money, accordance with service needs and compliance with strategic plans;
- r) To recommend to the joint meeting of the Resource Allocation Sub-Committee and the Efficiency and Performance Sub-Committee the annual programme of repairs and maintenance works (including surveys, conservation management plans, hydrology assessments and heritage landscapes) planned to commence the following financial year, and to monitor progress in these works (when not included within the Project procedure);
- s) To be responsible for strategies, performance and monitoring initiatives in relation to energy;
- t) To monitor and advise on bids for Heritage Lottery funding; and
- u) To provide strategic oversight for security issues across the Corporation's operational property estate; with the objectives of managing security risk; encouraging consistent best practice across the Estate; and, in conjunction with the Corporate Services Committee, fostering a culture of Members and officers taking their responsibilities to keeping themselves and the buildings they occupy secure.

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KEAVENY, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21 st April 2022, doth hereby appoint the following Committee until the first meeting of the Court in April, 2023.
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POLICY & RESOURCES COMMITTEE

1. **Constitution**

A Non-Ward Committee consisting of,

- four Aldermen nominated by the Court of Aldermen
- 20 Commoners elected by the Court of Common Council, at least four of whom shall have fewer than 10 years' service on the Court, and two of whom shall be residents (NB. these categories are not exclusive i.e. one Member can fulfil both criteria)
- the following ex-officio Members:-
 - The Right Honourable the Lord Mayor for the time being
 - The Chief Commoner
 - Such Members of the Court of Common Council as have seats in Parliament
 - The Chairmen of the following Committees:-
 - Finance
 - Planning & Transportation
 - Port Health & Environmental Services
 - Police
 - Community & Children's Services
 - ~~Establishment~~ Corporate Services Committee
 - Barbican Centre
 - Culture, Heritage and Libraries
 - The Deputy Chairman of the Finance Committee

2. **Quorum**

The quorum consists of any nine Members.

3. **Membership 2022/23**

ALDERMEN

- 5 Timothy Russell Hailes, J.P.
- 7 Ian David Luder, J.P.
- 2 Nicholas Stephen Leland Lyons, Sheriff
- 13 Sir David Wootton

COMMONERS

- 4 (4) Shravan Joshi, M.B.E., Deputy
- 14 (4) Edward Lord, O.B.E., J.P., Deputy
- 19 (4) Wendy Mead, O.B.E.
- 2 (2) Mary Durcan, *for a two year term*
- 1 (1) James Thomson, Deputy *for a one year term*
- 3 (3) Rehana Banu Ameer, Deputy
- 11 (3) Marianne Bernadette Fredericks, Deputy
- 18 (3) Catherine McGuinness
- 3 (3) Andrien Gereith Dominic Meyers, Deputy
- 7 (3) Thomas Charles Christopher Sleigh
- 6 (2) Keith David Forbes Bottomley, Deputy
- 6 (2) Christopher Michael Hayward, Deputy
- 6 (2) Caroline Wilma Haines
- 28 (2) Sir Michael Snyder, Deputy
- 6 (2) Philip Woodhouse, Deputy
- 1 (1) Munsur Ali
- 5 (1) Tijs Broeke
- 1 (1) Brian Desmond Francis Mooney, Deputy
- 1 (1) Benjamin Daniel Murphy

5 (1) James Richard Tumbridge

together with the ex-officio Members referred to in paragraph 1 above.

4. Terms of Reference

To be responsible for:-

General

- (a) considering matters of policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers;
- (b) the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
- (c) overseeing, generally, the security of the City and the City of London Corporation's security and emergency planning;
- (d) the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation's economic development activities, communications strategy and public relations activities;
- (e) the use of the City's Armorial bearings;
- (f) the appointment of the City Surveyor;
- (g) general matters not otherwise expressly provided for within the terms of reference of any other Committee;
- (h) the functions of the Court of Common Council as walkway authority and under Part II of the City of London (Various Powers) Act 1967 (excluding the declaration, alteration and discontinuance of City Walkway) for the purposes of promoting works to the Barbican Podium;
- (i) approving the City Corporation's annual contribution to the London Councils' Grants Scheme and agreeing, alongside other constituent councils, the proposed overall budget;
- (j) making recommendations to the Court of Common Council in respect of:
 - (i) the appointment of the Town Clerk & Chief Executive, Comptroller & City Solicitor and Remembrancer;
 - (ii) the Corporate Plan, Community Strategy, and other corporate strategies, statements or resolutions;
 - (iii) the issuing of levies to all the constituent councils for their contributions to the London Councils' Grants Scheme, for which the Court of Common Council is a levying body; and
 - (iv) the promotion of legislation and, where appropriate, byelaws;

Resource Allocation

- (k) determining resource allocation in accordance with the City of London Corporation's strategic policies;

Corporate Assets

- (l) (i) determining the overall use of the Guildhall Complex; and
 - (ii) approving overall strategy and policy in respect of the City Corporation's assets;

Projects

- (m) scrutiny and oversight of the management of major projects and programmes of work, including considering all proposals for capital and supplementary revenue projects, and determining whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure;

Hospitality

- (n) arrangements for the provision of hospitality on behalf of the City of London Corporation;

Privileges

- (o) Members' privileges, facilities and development;

Sustainability

- (p) strategies and initiatives in relation to sustainability;

Business Improvement Districts

- (q) responsibility for the functions of the BID Proposer and BID Body (as approved by the Court of Common Council in October 2014);

Sub-Committees

- (r) appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-

* Resource Allocation
 Outside Bodies
 Communications and Corporate Affairs
 Freedom Applications
 Capital Buildings
 Competitiveness

†[†]Civic Affairs *(including such items concerning the standards regime as set out in sub-section (s))*

- ~~Operational Property and Projects (jointly with the Finance Committee)~~
- ~~Property Investment (jointly with the Finance Committee)~~
- ~~Financial Investment (jointly with the Finance Committee)~~
- ~~Equality, Diversity and Inclusion (jointly with the Corporate Services Committee)~~

* The constitution of the Resource Allocation Sub Committee is set by the Court of Common Council and comprises the Chairman and Deputy Chairmen of the Grand Committee, past Chairmen of the Grand Committee providing that they are Members of the Committee at that time, the Chairman of the General Purposes Committee of Aldermen, the Chairman and Deputy Chairman of the Finance Committee, the Chairman of the Establishment Committee, the Senior Alderman below the Chair and six Members appointed by the Grand Committee.

† the Working Parties or Sub Committees responsible for hospitality and Members' privileges shall be able to report directly to the Court of Common Council and the Chief Commoner able to address reports and respond to matters in the Court associated with these activities.

(s) **Standards and Code of Conduct**

Following the decision of the Court of Common Council on 14 January 2021, the Committee ~~(through its Members' Privileges Sub-Committee)~~ shall have interim responsibility for the following matters, previously under the purview of the Standards Committee, until such time as the Court determines otherwise:-

- (i) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;
- (ii) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;
- (iii) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;
- (iv) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the ~~Establishment~~ Corporate Services Committee;
- (v) keeping under review and monitoring the Protocol on Member/Officer Relations and, in relation to any revisions, making recommendations to the ~~Establishment~~ Corporate Services Committee;
- (vi) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct.

(t) **Freedom Applications**

Responsibility for all matters relating to Freedom Applications;

(u) **Capital Buildings**

Responsibility for major capital building projects (defined as projects for new or substantially refurbished buildings or associated preparatory works and enabling projects with an estimated budget of £100 million or more, or which have been otherwise referred to the Committee) which have been approved in principle by the Court of Common Council and are being directly delivered by the City of London Corporation;

(v) **Operational Property and Projects (joint with Finance Committee)**

~~The Operational Property and Projects Sub Committee is responsible for the effective and sustainable management and strategic plans for the City of London Corporation's operational property portfolio; this includes the monitoring of capital projects, acquisitions and disposals, and the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex). In addition, the Sub Committee is responsible for strategies, performance, and monitoring initiatives in relation to energy usage, and for monitoring and advising on bids for Heritage Lottery funding.~~

~~It provides dedicated scrutiny for all City Corporation and City of London Police procurement contracts above £2m, with a view to driving value for money;~~

Benefices

(w) All matters relating to the City's obligations for its various benefices.

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TABLE 1: Amendments agreed in principle by the Court of Common Council in March 2022

2 (Suspension of SOs)	Your Policy & Resources Committee is minded that a higher threshold than a simple majority should be required to suspend specific Standing Orders, and proposes that an amendment be made to require a two-thirds majority of those present and voting.
9(4)(b) (Referral of Reports – urgency referrals)	Members have expressed disquiet at the late circulation of information prior to meetings, particularly where there is insufficient time to digest documents. Your Policy & Resources Committee, therefore, proposes a modest amendment to bring the deadline for urgent referrals forward to 12noon the day before the Court (i.e., 24 hours earlier). This is in view of the fact that the current deadline of 12noon on the day of Court itself would render it impractical for the report to be circulated and read by Members in advance of considering the item.
10(3) (Ballots – physical or digital)	<p>Members will recall that, during the Covid period, ballots for appointments to committees / outside bodies were undertaken electronically prior to Court meetings, with ballot papers issued shortly after the Summons and allowing Members several days to complete and submit them. The results were announced prior and the Court then appointments made at the meeting on the basis of the outcomes. This had the advantage of meaning that the will of the whole Court was known (rather than just those able to be present on the day), whilst also saving time taken up by balloting at Court meetings themselves.</p> <p>Your Committee had proposed that the Court should enact these procedures on a more permanent basis, however, given the recent decision to explore the introduction of digital voting with handheld devices, it is not proposed that any further action be taken at this time.</p>
10(4) (Ballots – different voting arrangements)	Your Policy & Resources Committee considered the voting systems currently employed for both single and multiple vacancies, as set out under this Standing Order. Ultimately, it considered that there was no need to alter arrangements and thus no change is proposed.
10(5) (Ballots – Term Allocation)	Your Policy & Resources Committee proposes an amendment so that, in circumstances where varying terms are being allocated on the basis of seniority / votes received, discretion should be provided to allow

	for the allocations to be re-arranged if all successful candidates are in agreement. It was noted that this could be beneficial in situations where someone anticipating standing down from the Court in the next year or two would otherwise be awarded the longer term.
11(3) (Motions – time limits)	<p>The Policy & Resources Committee noted that the Mover of a Motion is currently afforded 10 minutes to open and another 10 to close debate, which they reflected felt somewhat excessive, particularly given the overall time allocation for Motions is 60 minutes.</p> <p>Therefore, a reduction is proposed to a maximum of 7 minutes each to open and close would provide greater opportunity for wider debate by the Court whilst still representing a sufficiently lengthy period for the Mover to make their points.</p>
11(4) (Motions - Amendments)	<p>Your Policy & Resources Committee recommended that a subsection should be inserted to provide for notice of any amendments intended to be moved. This would be intended to allow for wording to be made available in advance and inform debate (other than those which are consequential upon matters arising from the debate and so flow naturally from it / could not have been pre-empted).</p> <p>In the event that Amendments are proposed within the meeting (arising from debate), there should be a pause to allow for these to be handed to the Town Clerk in writing, so that they can be read out and / or shown on a screen (or otherwise made clear), in order to provide absolute clarity to both Members and the public what is being debated and voted on.</p>
11(11) (Adjournment)	Your Policy & Resources Committee considered that it would be prudent to include provision for the Lord Mayor to adjourn the Court immediately, for a specified period, so as to avoid unnecessary delay (for instance, where the Fire Alarm is sounded and a swift evacuation is necessary, such as in March 2016).
12(4) (Motions – urgency)	As with urgent referrals, your Policy & Resources Committee considers that an earlier deadline would be beneficial in ensuring that there is time for the Lord Mayor to consider properly the grounds for urgency

	<p>and the Motion's validity, as well as to ensure the Motion can be circulated and made known to Members and the public in advance of the meeting.</p> <p>It is, therefore, proposed to bringing the deadline forward to 9.00am on the day of Court (i.e., three hours earlier than the current 12noon), which would provide a short additional window within which to facilitate this greater transparency of process.</p>
12(5) (Motions – withdrawal)	<p>Lord Lisvane proposed that the ability of the Mover and Seconder to withdraw a Motion should be removed without the consent of the Court. Another suggestion that arose through the Governance Review process was that Standing Order should be amended to reflect that the Mover and Seconder have the ability to make amendments to the Motion at the outset, with the Court's consent.</p> <p>Your Committee endorses both these proposals and recommended them accordingly.</p>
12(6) (Motions – expiring time)	<p>At present, the wording of this Standing Order means that a warning that the time limit for the consideration of Motions is being neared is only provided when moving to another Motion.</p> <p>In practice, Members have found it helpful to be informed of remaining time limits as a matter of course and so your Committee recommended altering the Standing Order such that notice is provided of remaining time automatically, as this would be beneficial in helping to manage debate.</p>
13(5) (Questions – number))	<p>Lord Lisvane suggested that the current facility for a Member to submit up to three questions is unduly generous and should be reduced to one per Member (down from the current three).</p> <p>Your Committee felt that a reduction to two per Member would be reasonable, but that there should be greater opportunity to ask supplementary questions.</p> <p>Therefore, it is proposed to change the number of questions a Member may submit from three down to two, whilst also increasing the number of Members who may ask supplementaries under each question from three up to four.</p>

13(11) (Questions – Policy Statement)	Your Policy & Resources Committee proposes that this sub-section to sit under SO6 instead, as it relates to a separate item to the formal “Questions” item to which the rest of Standing Order 13 refers, and so has the potential to cause confusion.
13 (Questions – Written submissions)	<p>Lord Lisvane proposed the requirement for the wording of questions to be circulated, so as to avoid lengthy preambles or a situation where the question asked on the day varies from the original posed.</p> <p>He also proposed changes in respect of the facilitation of written questions and responses in between meetings.</p> <p>Your Policy & Resources Committee endorsed these proposals and recommended them to the Court.</p>
13 (Questions – Public Questions)	<p>Through discussion at the Court of Common Council in December 2021, it was asked that consideration be given to facilitating public questions.</p> <p>Such provisions are common elsewhere and normally require questions to be submitted in advance, with the questioner invited to have their question read or to ask it in person. It is normal for either a specific number or a particular time limit to be applied to help manage proceedings.</p> <p>Your Policy & Resources Committee supports the adoption of this approach and has requested that a proposed protocol be brought for consideration and adoption in the new municipal year. The Court is recommended to support this change and note that a proposed protocol will be brought for approval to facilitate its implementation, should approval be granted.</p> <p><u>This matter has been resolved through the agreement of additional Residents Question Time meetings.</u></p>
14 (Divisions)	<p>A suggestion was made that the current Standing Order is, perhaps, overly prescriptive and would benefit from re-drafting to future-proof for the possibility of electronic divisions and so on. Your Policy & Resources Committee is of the opinion that the existing wording should be truncated, linking separately to notes on different procedures for physical / hybrid / virtual meetings.</p>

	<u>This matter is being addressed through the introduction of electronic voting, as agreed at the March 2023 Court meeting.</u>
18(6)(c) (Chief Commoner – Civic Affairs Sub-Committee)	In view of the changes made in respect of committees considering hospitality and Members' privileges, your Committee sees no cause to continue with the practice of barring the Chief Commoner from chairing other bodies. Instead, it is felt that the chief should be eligible and that it be up to individual committees to determine in the usual way. The deletion of (c) is, therefore, proposed.
18 (Chief Commoner – casual vacancy)	Your Policy & Resources Committee proposes that a new sub-section should be added, to reflect arrangements for any vacancy which might arise (for instance, through a resignation from the Court or death in service). In such circumstances, it has been the convention that the Immediate Past Chief steps into the role for the interim period, until such time as a new Chief Commoner (or Chief Commoner designate) is elected by the Court. With the Court's support, this will be incorporated moving forwards.
20 (Petitions)	<p>Your Policy & Resources Committee has observed that current wording is unhelpfully ambiguous and would benefit from a summary of the process being set out (i.e., that petitions are referred by the Court on to the relevant Committee(s) for further consideration). This is recommended, accordingly.</p> <p>As a longer-term consideration, your Committee is invited to consider whether a process for electronic petitions, with a considered threshold to require a debate, might be explored (similar to what is in place for the House of Commons), so as to facilitate greater public engagement.</p>
25(2) (Vacancies – Process)	<p>Your Policy & Resources Committee is minded that changes to formalise the process of notification and appointment would be beneficial, to provide clarity around process as well as to facilitate the Court's recommendations around "making best use of talent" agreed in December 2021.</p> <p>If the Court is supportive, it is proposed that an amendment be inserted to regularise the time periods for notice and nominations.</p>
26 (Terms of Reference)	<p>Lord Lisvane identified this Standing Order as unnecessary / superfluous and recommended its removal. Your Policy & Resources Committee endorses this view.</p> <p>Subject to the Court's consent it will, therefore, be deleted.</p>

28 (Joint Committees)	<p>As identified by Lord Lisvane, the current SO is confused and refers to Joint Meetings of Committees rather than Joint Committees in the more generally understood local authority sense.</p> <p>As suggested by Lord Lisvane, given the intent of the SO is almost certainly to refer to Joint Meetings (as are used from time-to-time at the Corporation), it is proposed by your Policy & Resources Committee that this be re-worded to reflect an accurate position.</p> <p>Subject to the Court's confirmation that they are happy for a revised SO to reflect this position, the wording will be clarified accordingly.</p>
29(1)(e) (Chairs – meeting cancellation / rescheduling)	<p>Throughout the Governance Review process, several Members reflected on the need to move away from cancelling or changing the date or time of scheduled meetings due to changes to the Chair's availability, citing the role of the Deputy Chair in filling in on such occasions.</p> <p>Your Committee supports the addition of some advisory wording to help emphasise this point.</p>
31(7) (Ward Reception Committees)	<p>The Policy & Resources Committee proposes a minor adjustment should be made to the current Standing Order (which prohibits an individual from chairing more than one Ward Reception Committee), to provide for the possibility for an exception where there is a specific reason - for instance, a Member with exceedingly close connections with the country or Head of State in question. This should be reserved for the Ward Reception Committee itself to determine democratically.</p>
35(3) (<i>Attendance</i>)	<p>Your Policy & Resources Committee noted the particular sensitivities associated with the discussion of certain confidential items, such as those where a committee is considering staffing matters relating to named or identifiable members of staff, or where information has been provided in confidence by the Royal Household or His Majesty's Government.</p> <p>Your Committee recommended that attendance by non-members of relevant committees during the consideration of such items should be at the Chair's discretion, consistent with the principles in respect of access to information set out at Standing Order 45.</p> <p>Clarification should also be provided in respect of inability to attend the private deliberations of Licensing Sub-Committees when they are coming to their determinations.</p>

36(1) (Quorum)	<p>Lord Lisvane proposed that a general quorum provision be inserted (for instance, 33% or similar). However, your Policy & Resources Committee noted that there would be specific considerations with some committees which would cause challenges with a uniform application (for instance, where there need to be specific representatives beyond a simple number of people present, e.g., the Local Govt Pensions Board, which requires at least one Employee Representative and Scheme Manager Representative).</p> <p>Noting the difficulties and the confusions that might arise, your Committee recommended no change at this time.</p>
38 (Decisions)	<p>Lord Lisvane proposed providing the option for Members to call for a recorded vote on decision items in Committee meetings (akin to a Division at the Court).</p> <p>Your Policy & Resources Committee supports this proposal, with it recommended that provision should be made within Standing Orders and the “division” to be subject to the support of 20% of Committee Members present.</p>
42 (Conferences)	<p>Your Policy & Resources Committee noted that this reference is somewhat outdated and the requirements are all captured within the Business Travel Scheme and Financial Regulations, so the existing entry is superfluous.</p> <p>It is, therefore, recommended that this entry be revised to simply refer to the relevant documents.</p>

TABLE 2: Amendments proposed in response to the Original Governance Review, Light Touch Governance Review and Annual Review of Terms of Reference

22(2) (Committee Limit)	<p>Due to the nature of the following committees (which provide an explicit scrutiny function), it is suggested that they are exempt from the Committee Limit which dictates that Members cannot serve on more than six grand committees:</p> <p>Crime and Disorder Scrutiny Committee Health and Social Care Scrutiny Committee Local Government Pensions Board Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee</p> <p>This will hopefully also begin to address issues of long standing vacancies, particularly on HSCSC.</p> <p>In addition, the FCCRASP Committee has been added on the basis that it is comprised of other Committee Chairmen and it would unfairly impact their ability to stand for other committees.</p> <p>Furthermore the Open Spaces and City Gardens Committee has petitioned to have its name changed to the Natural Environment Board. This amendment is proposed in anticipation of the revised Terms of Reference being approved under the separate item on the agenda.</p>
27(2-3) (Sub-Committees)	<p>Changes under SO27 have been brought forward on the basis that Members requested a greater consistency of approach across all Sub-Committees.</p> <p>(2) This includes a consistent approach for the appointment of Chair and Deputy Chair of the Sub. It is proposed that these roles, by default, fall to the Chairman and Deputy Chairman of the appointing Committee, or their nominee(s), subject to wider support of the Committee. This is, in practice, a procedure already largely exercised across committees.</p> <p>(3) It is also proposed that Committees be dissuaded from increasing the size of a sub-committee, purely to avoid a ballot. This recommendation is made on the basis that a number of sub-committees have a delicate balance of representation from various committees and that changing numbers at short notice without wider consultation is not in the best interest of the Sub-Committee.</p>

29(2 and 3) (Chairmen)	<p>As part of the separate report on the Annual Review of the Terms of reference. The Barbican Centre Board has requested that the limit for the length of service as Chair be increased from three to four years.</p> <p>Furthermore the Open Spaces and City Gardens Committee has petitioned to have its name changed to the Natural Environment Board.</p> <p>These amendments are proposed in anticipation of the revised Terms of Reference being approved under the separate item on the agenda.</p>
34(5) (Summons)	<p>At the December 2021 Meeting of the Court, and subsequently as part of the LTGR, there is a desire to reduce, where possible, the number of committees any given report must go to. A hard limit on the number of Committees which might consider any single item of business has therefore been proposed</p> <p>It is, therefore, proposed that – other than in exceptional circumstances – all reports be subject to approval by a maximum of one ‘corporate’ committee, one ‘service’ or ‘institutional’ committee, and one relevant subcommittee (together with the Court of Common Council if the matter is of significance enough to breach the thresholds specified by Standing Orders).</p> <p>As agreed in principle by the Court at its meeting in December 2021, the most appropriate committee in each instance shall be identified by the Town Clerk and the Chairs of the relevant committees notified to provide an opportunity for any objection and reappraisal, in which case the final judgment of the Lord Mayor and Chief Commoner shall be sought.</p> <p>The relevant report shall then be circulated to those affected committees where opinion is sought, with a period provided for responses. These will then be collated and submitted to the decision-making committees, to inform their ultimate deliberations. The Chairs of those committees would also invited to attend the decision-making meeting(s) to represent their committee’s views. This will both require and foster greater discipline in the planning and preparation of cross-cutting reports, which provides a further benefit in raising corporate awareness of emerging strategies and initiatives.</p>

	The provisions of Standing Order No.9(4) will also remain as a safeguard, thereby providing an opportunity for Members to bring the relevant item before the Court for consideration, should it be felt that the process is insufficient on any occasion.
27(4) (Sub-Committees)	Allowing Court to appoint to sub-committees for terms greater than a year, allows for a greater consistency of Member representation. Furthermore, the annual appointment process which is typical now, can actually result in a sub-committee not having its full compliment of Members until three to four months into each Civic Year. Discretion remains with the appointing Committee to determine whether a multi-year term is appropriate, or indeed if they wish to stagger these appointments.
29(3) (Chairmen)	<p>The Fraud and Cyber Crime Reporting and Analysis Procurement Committee, and the Crime and Disorder Scrutiny Committee, have been proposed as additional exceptions to this Standing Order, which dictates the ineligibility to seek election as Chair/Chairman of another Ward or Non-Ward Committee.</p> <p>Both of these have been proposed on the basis that their composition is comprised of Chairs and Deputy Chairs of other committees, making it impracticable to enforce this role as almost all Members would be ineligible to stand.</p>

Standing Orders of the Court of Common Council

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PART 1 – Introduction

1. Application and Interpretation

1. Unless otherwise specified, these Standing Orders shall govern the proceedings of:-
 - (a) the Court of Common Council;
 - (b) Committees and Sub-Committees
2. The person presiding at a meeting of the Court of Common Council (the Lord Mayor) or of a Committee or Sub-Committee (the Chair/Chairman) is the final authority as to the interpretation of Standing Orders.
3. For the purposes of these Standing Orders:-
 - (a) the term “Lord Mayor”, in the absence of the Lord Mayor, applies to the Locum Tenens;
 - (b) the term “Chair” or “Chairman”, in the absence of the elected Chair/Chairman, applies to the person taking the Chair of a Committee, Sub-Committee or Working Party meeting;
 - (c) the term “Member” refers to an elected Member of the Court of Common Council (including Aldermen);
 - (d) references to Committees include Sub-Committees;
 - (e) where there are references to “the Town Clerk”, the Deputy or Assistant Town Clerks or other properly appointed Officer shall be authorised to act in the absence of the Town Clerk or where there is a vacancy in the office of Town Clerk.

2. Suspension

1. The Court shall have the power to suspend, alter or abrogate Standing Orders by resolution carried by a two thirds majority of the Members present and voting.
2. No Committee or Officer may suspend, alter or abrogate a Standing Order unless given authority by the Court to do so.

3. Amendment

1. Any proposal to amend these Standing Orders shall be considered by the Policy & Resources Committee whose recommendations shall be reported to the Court

for approval. Thereafter, the Town Clerk is authorised to make the necessary amendments.

2. The Town Clerk is authorised, after consultation with the Chamberlain,
 - (a) to adjust the financial limits specified in these Standing Orders in line with changes in the value of money, and must do so on an annual basis;
 - (b) to make any consequential amendments to the relevant Standing Orders and report such amendments to the Policy & Resources Committee.

PART 2 – Court of Common Council Meetings

4. Access to Meetings

All meetings are open to the public unless:-

- (a) confidential information as defined in Section 100A(3) of the Local Government Act 1972 is to be discussed; or,
- (b) a resolution has been passed to exclude the public as there is likely to be disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972;

In respect of non-local authority and non-police authority functions this Standing Order is not applied unless the Court of Common Council determines otherwise.

5. Notice of Meetings

Public notice of the time and place of meetings of the Court of Common Council shall be posted in an appropriate place at least five working days before the meeting, or if a meeting is convened at shorter notice, then at the time it is convened.

6. Summons

1. The Town Clerk will issue a Summons, on behalf of the Lord Mayor, for each meeting stating the time at which the Court will meet and the time at which, or after which, any ballots will be conducted.
2. Except in cases of urgency or where circumstances make it impracticable, the Summons and accompanying papers will be sent to Members five clear working days in advance of the meeting.
3. The Town Clerk has discretion, having regard to the convenience of the Court, to settle the order in which items of business appear on the Summons and, if

necessary, during a meeting with the consent of the Lord Mayor and the agreement of the Court to amend the published order of business.

4. When an Address, Memorial, Petition or Remonstrance to the Throne, or to any Member of the Royal Family, is to be considered, on the advice of the Policy & Resources Committee when appropriate, the item shall be taken immediately after the opening of the Court, following the confirmation of the Minutes and the introduction of any new Members, unless the matter is to be considered with the public excluded when it shall be considered at an appropriate time. No such Address, Memorial, Petition or Remonstrance shall be reconsidered or altered after having been agreed to by the Court.
5. On the occasion of the Lord Mayor taking his seat for the first time, an instruction to Members to wear their gowns will be included in the Summons.
6. The Chair/Chairman of the Policy & Resources Committee shall be given the opportunity to provide the Court with a brief statement at each meeting concerning the key policy and strategic issues affecting the City and the work of the City of London Corporation. A maximum of three Members may ask one question in direct response to the Chair/Chairman's statement.

7. Quorum

1. The quorum for meetings of the Court is 40 Members, one of whom must be the Lord Mayor and two of whom must be Aldermen.
2. If a quorum is not established within five minutes of the time stated on the Summons, those present may depart.
3. If, during a meeting of the Court, it is the opinion of the Lord Mayor that a quorum has ceased to exist, business will be suspended whilst the number of Members present is counted and the result announced.
 - (a) If a quorum exists the business will proceed.
 - (b) If a quorum does not exist, the meeting will be dissolved and all remaining business will be adjourned to the next meeting.

8. Attendance

1. The names of Members attending the Court shall be recorded as they enter the Court and printed in the Minutes of the meeting.
2. A Member attending the Court for the first time shall:
 - (a) before taking their seat, be called formally into the Court by the Town Clerk and introduced to the Lord Mayor by the Deputy or another Member of their Ward;
 - (b) be clothed in a mazarine gown by the Remembrancer's representative and conducted to their seat.

9. Reports

1. When submitting any proposal to the Court, Committees have discretion to circulate a printed report to every Member of the Court as part of the agenda for the meeting at which it is to be considered.
2. A Sub-Committee or Working Party is not entitled to submit a report to the Court unless it has Terms of Reference approved by the Court which confer the requisite authority on it to do so.
3. A minority of either a Committee or Sub-Committee is not entitled to submit a report to the Court.
4.
 - (a) A report or decision of a Committee or Sub-Committee may be referred to the Court providing that notice of the referral by not less than 20 Members of the Court is submitted to the Town Clerk by no later than 12 noon, nine working days before the meeting of the Court for inclusion in the Summons.
 - (b) A Member seeking to submit a referral on grounds of urgency, notice of which has not been included in the Summons, must inform the Town Clerk of the terms of that referral not less than ~~60 minutes~~ 12noon the day before the ~~time scheduled for the start of~~ the Court so that the Lord Mayor may rule on the need for urgency.
 - (c) No action shall be taken to implement any decision pertaining to the subject of the referral until such time as the Court shall have considered the matter, subject to the proviso that such referral would not preclude a decision being taken and/or implemented that in the opinion of the Town Clerk was necessary for legal reasons or for the efficient conduct of the City Corporation's business.

10. Ballots

1. Ballots will be held when:-
 - (a) there is more than one Member seeking appointment to a vacancy on a Committee or to represent the City of London Corporation on an outside body. Members may nominate themselves. Members nominated by others shall be advised by the Town Clerk and requested to confirm or not such nomination. If no response is received, such Member(s) will be considered to be in nomination.
 - (b) a recommendation is made to appoint an Officer whose appointment is in the gift of the Court;
2. Before the votes on a matter to be decided by ballot are counted, the Lord Mayor will nominate two Scrutineers who will supervise the counting of votes.

3. For the purpose of casting their votes, Members must be present in Court when a ballot is called.
4. When one vacancy has to be filled and there are more than two candidates, voters shall mark numbers against candidates' names on ballot papers in order of preference.
 - (a) Upon the absence of any candidate achieving 50% of first preference votes, the candidate with the fewest first preference votes will be eliminated and their votes reallocated according to their second preference therein.
 - (b) Procedure in 10.4(a) is repeated until one candidate has obtained 50% of the votes cast.
 - (c) Without prejudice to the foregoing 10.4(a) and (b), the successful candidate will be the first candidate to obtain 50% of the votes cast in the ballot.
5. When two or more vacancies have to be filled, the candidates with the highest number of votes shall be declared to be elected. Where the available terms are of differing lengths, the longest term shall be awarded to the candidate with the highest number of votes, the next longest term to the candidate with the second highest number of votes, and so on. In the event of an equality of votes, terms shall be allocated according to seniority (the longer term to the more senior Member). Practice can diverge from this only in the event that all parties are in agreement.

11. Conduct of Debate

1. Members must stand in their places (if able to do so) to indicate clearly their wish to speak and if two or more Members rise, the Lord Mayor may select one of them to speak, in which case all other Members must be seated.
2. No Member may speak more than twice on the same question other than the Chair/Chairman of the Policy & Resources Committee (or, in their absence, the Deputy Chair/Chairman) to provide a clarification of policy if such be required.
3. The Mover of a Motion may not speak for longer than ten minutes, plus a further ten minutes in reply to the debate, and any subsequent speaker must not speak for more than five minutes on the first occasion and two minutes on the second occasion except with the consent of the Court (such times to include the putting of the Motion or Amendment).
4. Any Amendment so moved shall relate to the subject matter of the Motion and shall not have the effect of negating the Motion. Upon the amendment being moved, there shall be a pause of no more than five minutes to allow for these amendments to be handed to the Town Clerk in writing, to provide absolute clarity on what is being debated and voted on.
5. Should the Mover of an Amendment to a Motion choose to speak for a second

time on the Amendment, they shall be the penultimate speaker (the Mover of the original Motion being the final speaker on the Amendment). In such circumstances, the Mover of the Amendment must not speak for more than five minutes and the Mover of the original Motion must not speak for more than ten minutes.

6. Every Member must confine their speech strictly to the Motion or Amendment under discussion or to a point of order or explanation, and must not be repetitious. The ruling of the Lord Mayor on issues of relevance or repetition is final.
7. At any time, a Member may raise a point of order or make a personal explanation necessitated by the statement of another Member. Any Member speaking at the time must give way when a point of order or personal explanation is made. The ruling of the Lord Mayor on a point of order or the admissibility of a personal explanation is final.
8. Discussion will not be allowed on:-
 - (a) a Motion to extend the time allowed for the:-
 - i) length of the meeting of the Court;
 - ii) length of time allowed for consideration of Motions;
 - (b) the Mover and Seconder of a Motion or Amendment seeking permission to withdraw or amend that Motion or Amendment;
 - (c) a Motion to adjourn a debate in progress.
9. At any time other than when a Motion in the name of a committee is under discussion, a Member who has not spoken on the original Motion may move '*That the Court proceed to the next item of business*'. If this is seconded, the Motion to proceed to the next item of business shall be put forthwith and without debate unless the Lord Mayor is of the opinion that the Motion is premature or is in any sense an abuse of the rules of the Court. If the Motion is carried, the item of business which was before the Court when the Motion was moved shall not be re-introduced during the same meeting without the consent of the Court.
10. If a Member stands (if able) or otherwise indicates, either while another Member is addressing the Court or, if there is a Motion before the Court, at the conclusion of a speech and moves '*That the question be now put*', and this is seconded and carried, that question shall be put forthwith and without debate unless the Lord Mayor is of the opinion that the Motion is premature or in any sense is an abuse of the rules of the Court. In no case shall the Mover be precluded from a right to reply should they elect to exercise it.
11. A debate may take place upon a Motion for adjournment of the Court, but will be confined to that subject except for instances when the adjournment has been called for emergency purposes (e.g. building evacuation). In these instances, the Lord Mayor will be permitted to adjourn the Court immediately, without opportunity for debate.

12.No Member shall make derogatory personal references or use offensive expressions or improper language to any other Member of the Court or Officers.

12. Motions

1. All Motions must relate to matters that are within the powers or duties of the City of London Corporation.
2. All Notices of Motion (other than procedural, those relating to changes of membership of Committees and those to which Standing Order Number 12 (7) applies) must be signed by no fewer than ten Members and be submitted to the Town Clerk by no later than 12 noon, nine working days before the meeting of the Court for inclusion in the Summons.
3. Notices of Motions set out in the Summons shall include the names of the signatories thereto.
4. A Member seeking to move a Motion (other than procedural, those relating to changes of membership of Committees and those to which Standing Order Number 12 (7) applies) on grounds of urgency, notice of which has not been included in the Summons, must inform the Town Clerk, in writing, of the terms of that Motion not less than 9.00am on the day of ~~60 minutes before the time scheduled for the start of the~~ Court so that the Lord Mayor may rule on the need for urgency.
5. The Mover may, with the consent of the Seconder, at any time, withdraw a Motion of which they have given notice, at which time discussion of that Motion shall cease.
6. A time limit of not more than 60 minutes will be allowed for the discussion of Motions put forward by Members. ~~After 45 minutes, w~~When a Mover rises to move a Motion at the commencement of a debate they shall be advised of the remaining time allotted for motions and asked whether they wish to proceed or to have the debate adjourned and carried over to the next meeting. Any Motion so adjourned will be placed first under the item for Motions included on the Summons for the next meeting after any procedural Motions and preceding any Motions not reached within the allotted time.
7.
 - (a) No Motion to rescind or amend any resolution passed within the preceding six months, and no Motion or Amendment to the same effect as one that has been rejected in the preceding six months, or any Motion or Amendment that has been passed over by virtue of Standing Order Number 11 (9), can be proposed unless notice thereof appears on the Summons and bears the names of at least 40 Members.
 - (b) Once a Motion proposed under Standing Order Number 12 (7)(a) has been dealt with by the Court, it shall not be open to any Member to propose a similar Motion or Amendment within a further period of six months.
 - (c) However, the provisions of Standing Orders 7(a) and 7(b) will not apply to Motions or Amendments appearing on the Summons in pursuance of a

recommendation of a Committee nor to resolutions made under the urgency procedures in Standing Order Number 19.

13. Questions

1. A Member may ask the Chair/Chairman of a Committee any question:-
 - (a) on an item of the Committee's business that is included in the Summons;
 - (b) on a matter that is not included in the Summons but in relation to which the Court has powers or duties and which affects the City or the City of London Corporation provided that, except in cases of urgency, notice of the question has been given to the Town Clerk in writing not later than 12 noon, two working days before the meeting.
2. A Member seeking to ask a question without due notice as a matter of urgency must inform the Town Clerk in writing of the terms of the question not less than 60 minutes before the time scheduled for the start of the meeting so that the Lord Mayor may rule on the need for urgency.
3. Every question shall be put and answered without discussion, although Chair/Chairmen may decline to answer. Questions are to be circulated, in writing, to all Members upon arrival at the Court meeting. Questions will normally only be answered if the Member giving notice is present to put their question in person. In exceptional circumstances, the Lord Mayor may direct that the Town Clerk puts the question on behalf of a Member who is unavoidably absent and where they consider it would be in the interests of the Corporation that the Court hear the Chair/Chairman's answer.
4. A Chair/Chairman (including the Chairs/Chairmen of any sub-committees which are empowered to report directly to the Court may not speak for longer than five minutes in response to any question or supplementary question except with the consent of the Court.
5. A Member may ask no more than ~~three~~ two questions (excluding supplementaries) at any meeting of the Court.
6. A Member asking a question may ask one supplementary question, and four ~~three~~ other Members may each ask two supplementary questions provided that the supplementary questions arise naturally out of the original question and the answer to it.
7. Any questions that the Town Clerk considers do not relate to matters in which the Court has powers or duties and which do not affect the City or the City of London Corporation will not be allowed.
8. The Town Clerk will, with the consent of the questioner, re-direct a question if they consider it to have been addressed to the Chair/Chairman of an inappropriate Committee.
9. A time limit of not more than 40 minutes will be allowed for the putting and answering of questions, including supplementary questions, and it shall not be in order to move for an extension of that time.

7. Questions not dealt with owing to the expiration of the 40 minutes time limit shall be deferred for consideration at the following meeting and shall be put in advance of other questions, or may, with the consent of the questioner, be answered in writing within two working days, a copy of the answer being placed in the Members' Reading Room.

14. Divisions

1. A Member demanding a Division must stand for that purpose (if able to do so). A Division will not be allowed unless another 11 Members (i.e. 12 in total) stand in their places (if able to do so) to support the demand.
2. If a Division is allowed, the Lord Mayor will ensure that two Tellers for the affirmative and two for the negative are appointed. If there are insufficient Members of the Court willing to act as Tellers, no Division will take place.
3. If a Division is allowed, the Town Clerk will ring the Division bell and at the expiration of three minutes they will ascertain whether a Division is still demanded. If so, the Bar of the Court will be closed after which no Member may enter or leave the Court except for the purpose of recording their vote until the Division has been declared closed.
4. The Town Clerk will repeat the Motion and every Member then present and wishing to vote will cast their vote either for the affirmative or the negative (the Lord Mayor voting without leaving the Chair and having the right to a second, casting vote). The Ayes for the question will go through the Bar of the Court to the right of the Lord Mayor and the Noes through the Bar to the left, the votes being recorded at the respective exits.
5. Members wishing to abstain should remain seated and the Lord Mayor will seek confirmation of their intention before accepting a declaration from the Tellers that every Member wishing to vote has done so, after which the Bar of the Court will be re-opened and Members will return to their seats through the central entrance.
6. The Town Clerk will call for the Tellers' reports and declare the result.

15. Disorder

1. In the event of disorder or a persistent disregard of the authority of the Chair, and if they consider it necessary in the interests of the Court and the City of London Corporation, the Lord Mayor will ask that there be no further interruption. If the interruption continues, they may:-
 - (a) direct the Member(s) of the Court they consider to be abusing the Court to retire for the remainder of the sitting or for such lesser period as they may decide, any such decision to be final;
 - (b) require that a member(s) of the public be removed from the public gallery;
 - (c) at any time if they consider it desirable in the interest of order, suspend a sitting or adjourn a meeting of the Court for such time as they may decide.

16. Duration

If, after three hours from the time appointed for the start of the meeting, the business has not been concluded, the meeting will close, any debate being suspended, and all unfinished business will stand adjourned to the next meeting unless a two-thirds majority of the Members present wish the meeting to continue, and subject to there being a quorum. Items that are so adjourned and which, in the opinion of the Town Clerk, require a decision before the next meeting will be considered in accordance with Standing Order Number 19.

17. Minutes

1. The minutes of the Court will be printed and circulated and will include:-
 - (a) All Motions and Amendments together with the names of the Movers and Seconders and including the names of Movers of reports.
 - (b) The results of any Ballot (pursuant to Standing Order Number 10).
 - (c) The results of any Division (pursuant to Standing Order Number 14).
 - (d) The names of any Members presented to Royal and other Distinguished Persons received at Guildhall.
2. The correctness of the minutes will be verified at the beginning of the following regular meeting of the Court. No discussion shall take place upon the minutes, except upon their accuracy and any question of their accuracy shall be raised by motion.

18. Chief Commoner

1. The holder of the Office of Chief Commoner shall be a Common Councillor.
2. The Chief Commoner shall be elected by the Court of Common Council at the October meeting each year.
3. The term of office of the Chief Commoner shall be for a period commencing and ending on the date of the first Court of Common Council after the wardmotes each year.
4. A Member is ineligible to seek election as Chief Commoner if they have previously served the Office of Chief Commoner.
5. Candidates for election to the Office of Chief Commoner shall be nominated by exactly 10 other Members, nominations to be submitted to the Town Clerk by no later than nine working days before the meeting of the Court for inclusion in the Summons. Submissions must be made in writing and accompanied by the signatures of the 10 Members supporting the candidate's nomination.
6. The Chief Commoner shall be:
 - (a) an ex-officio Member of the Policy & Resources Committee.
 - (b) ~~ineligible to chair any City Corporation Committee.~~
7. In the event of a casual vacancy for the Office of Chief Commoner, responsibility for the Office shall fall to the immediate past Chief Commoner until such a time as a new Chief Commoner (or Chief Commoner designate) is elected by the Court.

19. Decisions between Meetings

1. Between regular meetings of the Court of Common Council, if, in the opinion of the Town Clerk, it is urgently necessary for a decision to be made, then the powers of the Court may, where lawfully possible, be exercised by the Town Clerk. Before exercising this power, they must obtain the comments of:-
 - the Lord Mayor
 - the Chief Commoner
 - the Chair/Chairman of the Policy & Resources Committee
 - the Chair/Chairman of the Finance Committeeor a nominee of each who shall be, respectively,
 - an Alderman
 - a Past Chief Commoner still in Common Council
 - a Member of the Policy & Resources Committee
 - a Member of the Finance Committee

2. Where the recommendation is made by the Policy & Resources Committee or the Finance Committee then the fourth person shall be the Chair/Chairman of the Planning & Transportation Committee or their nominee from that Committee.
3. Where the recommendation is made jointly by two of the aforementioned committees, then the fourth person shall be the Chair/Chairman of the Port Health and Environmental Services Committee or, if they are also conflicted, another senior Chair/Chairman.
4. The Town Clerk's powers only extend to the approval or non-approval of the recommendation placed before them, not its amendment.
5. Each decision of approval shall be reported to the next regular meeting of the Court with an explanation of the need for the use of this procedure.
6. Each decision of non-approval shall be submitted to the next meeting of the Committee or Sub-Committee making the recommendation and that Committee or Sub-Committee may submit the matter for decision by the full Court if this is still feasible. Where a decision of non-approval is in prospect, the Chair/Chairman of the recommending Committee or their representative shall be informed and allowed to make representations in support of their Committee's decision.

20. Petitions

1. Any Petition (other than for grants of money) intended to be presented to the Court must be lodged at the Town Clerk's office, duly endorsed by the Member presenting, not later than 12 noon ten working days before the meeting of the Court at which it is proposed to present the Petition, which from the time of being lodged shall remain in the custody of the Town Clerk. The wording of the Petition or a summary thereof shall be printed on the Summons for the Court.
2. No Petitioner shall be permitted to address the Court except in reply to questions.
3. Petitions are to be referred by the Court to the relevant Committee(s) for further consideration.

PART 3 – Committees and Sub-Committees

21. Appointment

The annual appointment of Committees of the City of London Corporation will take place at the first regular meeting of the Court of the municipal year, which will normally follow the annual Wardmotes and be held in April.

22. Committee Limit

1. Subject to (3) below no Member shall serve on more than six Committees, be they Ward or Non-Ward Committees;

2. For the purposes of this Standing Order, the following exemptions are to be made:

- ~~Open Spaces and City Gardens Committee~~ Natural Environment Board and the West Ham Park Committee shall count as one Committee.
- Crime and Disorder Scrutiny Committee
- Local Government Pensions Board
- Health & Social Care Scrutiny Committee
- Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee¹

3. This limit shall not apply:

- (a) If a vacancy on a committee has been advertised on at least two occasions and remains unfilled. In such circumstances, a Member may serve on that committee even though it may cause the limit to be exceeded for the remainder of the municipal year.
- (b) Where service on Committees is in an ex-officio capacity.

23. Ward Committees

1. Ward Committees comprise at least two Aldermen together with a number of Commoners as detailed in Standing Order No. 23(3).
2. The Aldermen shall be appointed on the basis of nominations by the Court of Aldermen (notwithstanding SO 23(5)).
3. The Commoners shall be appointed on the basis of:-
 - (a) one Member from each Ward (regardless of whether the Ward has sides) having five or fewer Members;
 - (b) two Members from each Ward (regardless of whether the Ward has sides) having six or more Members;
 - (c) one Member representing a Ward or Side of Ward that has agreed to pair with another Ward, which is geographically nearby, for the purpose of representation on one or more Ward Committees;
 - (d) up to two Members on the Community and Children's Services Committee from Wards with 200 or more residents.
4. Wards shall choose whether to nominate a Member(s) to serve on each of the several Ward Committees.

¹ The FCCRASP Committee is time limited – this Standing Order is to be deleted upon the expiration of the Committee.

5. In the event that a Ward's Common Councillor/s does not wish, for whatever reason, to be nominated to serve on a Ward Committee, the appointment can, if the Ward so chooses and the Alderman is in agreement, be taken by the Alderman of the Ward.
6. After consultation with the Members of their Wards, the Deputies of the Ward shall submit the nominations to the Town Clerk subject to the following:-
 - (a) the term of office of a Member on a Ward Committee is one year;
 - (b) a Member who has served four terms on a Ward Committee, separately or consecutively, is not eligible for appointment for a further term whilst there is a Member of the Ward who has not served and wishes to do so, unless the majority of the Members of the Ward so decide.
7. If a Ward chooses not to nominate a Member(s) (Common Councillors or the Alderman of the Ward) to serve on a Ward Committee, the Town Clerk shall notify the vacancy to all Members and seek nominations prior to the appointment being made by the Court.

24. Non-Ward Committees

1. Non-Ward Committees comprise Members elected by the Court for either:-
 - (a) a specific term at the end of which, if eligible, the Member must seek re-election; or,
 - (b) an indefinite term subject to annual re-appointment by the Court.
2. Any Member wishing to serve must notify the Town Clerk in writing and all applications received will be listed on the Summons for the meeting of the Court at which the appointment is to be made. If necessary, a ballot will take place in accordance with Standing Order Number 10.

25. Vacancies

1. When a vacancy occurs in any Committee, the Member elected to fill it will continue for the remainder of the term of the Member creating the vacancy, and such part of the term will count as a full term for the purposes of Standing Orders Numbers 23 (5).
2. Prior to the expiry of a completed term of office on a Non-Ward Committee, or when vacancies arise, all Members will be notified by the Town Clerk no less than two weeks before the meeting of the Court.

26. Terms of Reference

~~Each Committee will have Terms of Reference approved by the Court.~~

26. [not used].

27. Sub-Committees

1. The Committees of the City of London Corporation may at any time:-

- (a) constitute, dissolve, or alter the membership of a Sub-Committee set up by them;
- (b) within its terms of reference from the Court, authorise a Sub-Committee to act on behalf of the main Committee;
- (c) appoint a Working Party to consider and report on particular matters but such Working Party shall have no delegated powers.

N.B. The constitution of any new Sub-Committee or Working Party shall be subject to the approval of the Policy & Resources Committee.

2. The Chair and Deputy Chair of a Sub-Committee shall be the Chair and Deputy Chair of the appointing Committee, or their nominee(s), subject to the support of the wider Committee Membership. Policy & Resources Committee can approve exceptions to this practice.

3. The proposed composition of Sub-Committees shall not be increased solely to avoid a ballot for contested vacancies without the consent of the appointing Committee.

4. In instances where the Court of Common Council has appointment rights to a Sub-Committee, these will be made for terms of up to four years (to be determined by the appointing Committee).

5. The quorum for a Sub-Committee shall be any three of its Members, unless otherwise specified by the appointing Committee or the Court.

28. Joint Meetings of Committees

In the event of a reference to a Joint Meeting-Committee of any of the Committees of the Court, the quorum shall be nine, comprising no fewer than three Members of each participating Committee.

29. Chairs/Chairmen

1. Each Committee shall have a Chair/Chairman who will:-

- (a) preside at every meeting of the relevant Committee at which they are present;
- (b) sign the minutes of proceedings of the previous meeting when approved as a correct record;
- (c) in case of an equality of votes, have a second casting or casting vote. If the Chair/Chairman is unwilling to exercise a second or casting vote the decision

shall be taken by lot;

(d) determine all questions of order;

(e) have power, after consultation with the Deputy Chair/Chairman, to,

- convene an additional meeting;
- vary the date and/or time and/or place of a scheduled meeting;
- cancel a meeting if, in their opinion, there is insufficient business to warrant the holding of such a meeting or for other reasons.
- Reschedule a meeting if both they and their Deputy Chair/Chairman are no longer able to be in attendance at that meeting and, upon review of the nature of the business intended for the meeting, believe it is in the best interests of the Corporation to do so.

2. The term of service of Chairs/Chairmen, subject to annual re-election, is limited as follows:-

Policy & Resources Committee	5 years*
Finance Committee	5 years*
City of London Police Authority Board	4 years*
<u>Barbican Centre Board</u>	<u>4 years*</u>
Other Committees	3 years*

*The years to run consecutively.

(For the purpose of this Standing Order, if a Member is elected to the Chair during the course of the year, a period of service commencing before 1 October shall count as one year; a period of service commencing on or after 1 October shall not count as one year).

3. A Member is ineligible to seek election as Chair/Chairman of a Ward or Non-Ward Committee (other than a specifically appointed Reception Committee) in the following circumstances:-
 - (a) If they are already a Chair/Chairman of another Committee (Ward or non-Ward), other than in the case of the following Committees:-
 - Gresham (City Side)
 - Health & Social Care Scrutiny Committee
 - Crime and Disorder Scrutiny Committee
 - Health & Wellbeing Board
 - Local Government Pensions Board
 - ~~Open Spaces and City Gardens Committee~~ Natural Environment Board
 - West Ham Park Committee
 - Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee²
 - (b) If they are resident in, or a tenant of, any property owned by the City of London Corporation they may not be Chair/Chairman of the Committee or Sub-Committee having control of such property (with the exception of the Community & Children's Services Committee);
 - (c) If they are an ex-officio Member of a Committee;
 - (d) If they are the Deputy Chair/Chairman of the Audit & Risk Management Committee for the time being.
4. At the first meeting of each Committee following the annual appointment, the Town Clerk will seek expressions of interest from Members who are willing and eligible to take the Chair.
5. A Member unable to be present may previously express in writing to the Town Clerk their willingness to serve.
6. The names of those who are willing to serve will be voted on by Ballot. The successful candidate will require a majority of the votes cast. In the absence of any candidate achieving a majority of votes in the first round of voting:
 - (a) the candidate with the fewest votes will be eliminated;
 - (b) if there is more than one candidate securing the fewest but identical number of votes, then a ballot will be held between those candidates to determine which will drop out;
 - (c) candidates may also elect to withdraw at this stage;
 - (d) a further ballot will be held amongst the remaining candidates and the procedure in (a) to (c) repeated until one candidate has obtained a majority

² The FCCRASP Committee is time limited – this Standing Order is to be deleted upon the expiration of the Committee.

of the votes cast.

7. Ex-officio Members of a Committee are not eligible to vote in the election of Chair/Chairman of that Committee other than in the case of the Policy & Resources Committee.

30. Deputy Chairs/Chairmen

1. Each Committee, with the exception of the Policy and Resources Committee, shall have a Deputy Chair/Chairman who will, in the absence of the Chair/Chairman, have the powers, duties and rights of the Chair/Chairman.
2. With the exception of the first and fifth year of a chairmanship, the Policy and Resources Committee shall have three Deputies , one of whom shall be designated the Deputy Chair/Chairman to exercise the formal responsibilities of that role, with the remaining two Vice Chairs/Chairmen.
3. In the case of all Committees:-
 - (a) the immediate past Chair/Chairman, if in Common Council and if willing to serve, will be eligible to serve as Deputy Chair/Chairman for the first year upon the election of a new Chair/Chairman, subject to election by the Committee in the usual way;
 - (b) if the immediate past Chair/Chairman is not in Common Council or is not willing to serve in the office, the Deputy Chair/Chairman (or Deputy/Vice Chairs/Chairmen in the case of the Policy and Resources Committee) will be elected in accordance with Standing Order Number 30 (5);
 - (c) when the immediate past Chair/Chairman has completed their year of office as Deputy Chair/Chairman, all the Members of the Committee with the exception of the said Deputy Chair/Chairman and those who are ineligible by virtue of Standing Order Number 30 (4), are eligible to seek election as Deputy Chair/Chairman.
4. A Member is ineligible to seek election as Deputy Chair/Chairman of a Ward or Non-Ward Committee (other than a specially appointed Reception Committee) in the following circumstances:-
 - (a) if they are resident in, or a tenant of, any property owned by the City of London Corporation they may not be Deputy Chair/Chairman of the Committee or Sub-Committee having control of such property;
 - (b) if they are an ex-officio Member of a Committee they may not be Deputy Chair/Chairman of that Committee except in the case of the immediate past Chair/Chairman for the first year upon election of a new Chair/Chairman.
5. At the first meeting of each Committee following the annual appointment, the Town Clerk will seek expressions of interest from Members eligible for election as Deputy

Chair/Chairman (or Deputy/Vice Chairs/Chairmen in the case of the Policy and Resources Committee) and who are willing to serve.

6. A Member unable to be present may previously express in writing to the Town Clerk their willingness to serve.
7. The names of those who are willing to serve will be voted on by ballot . The successful candidate will require a majority of the votes cast. In the absence of any candidate achieving a majority of votes in the first round of voting:
 - (a) the candidate with the fewest votes will be eliminated;
 - (b) if there is more than one candidate securing the fewest but identical number of votes, then a ballot will be held between those candidates to determine which will drop out;
 - (c) candidates may also elect to withdraw at this stage;
 - (d) a further ballot will be held amongst the remaining candidates and the procedure in (a) to (c) repeated until one candidate has obtained a majority of the votes cast.
8. The election of the three Deputy/Vice Chairs/Chairmen of the Policy and Resources Committee shall be undertaken as follows:-
 - (a) The election of a Deputy Chair shall be undertaken first, as follows:-
 - i. Where the number of candidates is less than or matches the number of vacancies (i.e., one) the candidate will automatically be treated as being elected to office.
 - ii. In the event of a contest, the names of those who are willing to serve will be voted on by ballot. The successful candidate will require a majority of the votes cast. In the absence of any candidate achieving a majority of votes in the first round of voting:
 - the candidate with the fewest votes will be eliminated;
 - if there is more than one candidate securing the fewest but identical number of votes, then a ballot will be held between those candidates to determine which will drop out;
 - candidates may also elect to withdraw at this stage;
 - a further ballot will be held amongst the remaining candidates and the procedure above repeated until one candidate has obtained a majority of the votes cast.
 - (b) For the election of two Vice Chairs:-

- i. Where the number of candidates is less than or matches the number of vacancies (i.e., two) the candidates will automatically be treated as being elected to office.
- ii. Where there are more candidates than vacancies, a ballot will be undertaken with Members indicating their preferred candidate(s). Members can choose not to vote for the maximum number of candidates.
- iii. Once votes have been cast and counted, any candidate having 50% or more of the number of votes will be elected.
- iv. Unless the candidates each secure 50% of the vote, the candidate with the least number of votes will drop-out automatically. If there is more than one candidate securing the least but identical number of votes then a ballot will be held between those candidates to determine which one will drop-out. Other candidates may also elect to withdraw at this stage.
- v. A further ballot will be held amongst the remaining candidates and any candidate securing 50% or more of the vote will be elected. This process will be repeated until all vacancies are filled.
- vi. There may come a point in the process where a candidate or candidates with the least number of votes drops out, leaving a number of candidates that matches the number of vacancies. In those circumstances, no further ballot is necessary as the candidates will automatically be treated as being elected to office (without having to secure 50% of the vote).

9. Ex-officio Members of a Committee are not eligible to vote in the election of Deputy Chair/Chairman of that Committee other than in the case of the Policy & Resources Committees.

31. Ward Reception Committees

1. Unless there are specific reasons for the arrangements for any hospitality relating to a visiting Head of Government or State (or other guest of the sovereign to whom official hospitality is to be extended) being referred to a Standing Committee, responsibility will be referred to a Ward Reception Committee appointed by the Court.
2. The Town Clerk is authorised to summon the first meeting of the Committee.
3. The appointment of Commoners shall be by rotation within the total membership of the Common Council, and before the appointment of a Ward Reception Committee, the Town Clerk shall notify each Member next on the rota for appointment. If a Member does not wish to serve on the next Ward Reception

Committee, the Town Clerk shall liaise with the next Member on the rota to fill the vacancy.

4. The appointment of Aldermen shall also be by rotation, comprising two Aldermen above the Chair and four Aldermen below the Chair.
5. In the event of an entertainment for which a Ward Reception Committee has been appointed, not taking place, the Aldermen and Commoners serving on that Committee shall be re-appointed on the next available Ward Reception Committee.
6. A Member is eligible to seek election as Chair/Chairman of a Ward Reception Committee in the following circumstances:-
 - (a) provided they have completed two years' service on the Court;
 - (b) provided they are not an ex-officio Member of the Committee;
7. A Member may chair one Royal or State Ward Reception Committee and one Non-Royal or Non-State Ward Reception Committee, in either order. A Member may serve as chair of more than one Ward Reception Committee only where there is specific justification to do so, such as exceedingly close connections with the proposed state. This will be up to the Ward Reception Committee to determine by majority vote.
8. The provisions of Standing Order Number 29 as regards the election of a Chair/Chairman shall be applied at the first meeting of the Committee. Thereafter, the Member elected as Chair/Chairman will, subject to being in Common Council, continue in that office until the function has taken place.
9. If, after the list of Members eligible to serve as Chair/Chairman of a Ward Reception Committee has been read, no Member has sought election, a second list shall be read in which all Members of the Committee are eligible.
10. The Chief Commoner for the time being will serve as the Deputy Chair/Chairman.

32. Access to Meetings

1. All meetings of Committees and Sub-Committees are open to the public unless:-
 - (a) confidential information as defined in Section 100A(3) of the Local Government Act 1972 is to be discussed; or,
 - (b) a resolution has been passed to exclude the public as there is likely to be disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972;

In respect of non-local authority and non-police authority functions this Standing Order is not applied unless a Committee or Sub-Committee determines otherwise.

2. The filming, photographing or making of audio recordings of meetings will be allowed in accordance with the City of London Protocol on the filming/recording of meetings adopted by the Court in May 2014.

33. Notice of Meetings

Public notice of the time and place of meetings of Committees and Sub-Committees will be posted in an appropriate place at least five clear working days before the meeting, or if a meeting is convened at shorter notice, then at the time it is convened.

34. Summons

1. The Town Clerk will issue a Summons for each meeting stating the time and place at which the Committee or Sub-Committee will meet and setting out the order of business.
2. Any Committee may be summoned upon the written requisition of a number of its Members not less than the quorum of the Committee, provided they have business to lay before the Committee. Such business will be set out in detail together with the reason(s) why the matter(s) to be raised could not wait until the next regular meeting.
3. A special meeting of a Committee shall not, except in the case of absolute necessity, be called on the same morning or afternoon as that appointed for the regular meeting or another Committee, and under any circumstances the special meeting shall be called at a different time from that of the other Committee.
4. Except in cases of urgency or where circumstances make it impracticable, the Summons and accompanying papers will be sent to Members five clear working days in advance of the meeting.
5. A limit to the number of Committees to consider a specific item of business shall be limited to no more three (a sub-committee, a Service Committee and a Corporate Committee). The most appropriate Committee(s) in each instance shall be determined by the Town Clerk and relevant Chairs notified to provide an opportunity for objection and reappraisal. In the event of an objection, the final judgement of the Lord Mayor and Chief Commoner shall be sought. It shall not be permitted for this decision to be overturned on the appointment of their respective successors.

35. Attendance

1. Members are entitled to attend meetings of Committees and Sub-Committees of which they are not Members, but must not vote or, without the permission of the Chair/Chairman of the meeting, speak on any matter.
2. If a question is referred by the Court to any Committee to examine and report, the Member moving the reference shall be invited to attend the Committee in the event that they are not a Member of that Committee and shall be permitted to take part in any discussion that may arise therefrom, but not vote on the matter.
3. Consistent with the principles set out in Standing Order 45, in exceptional

circumstances in non-public session (including if when the Independent Appeals Panel, are considering the conduct of a Member of the Court or an co-opted Member in relation to the City of London Corporation's Code of Conduct for Members, deliberations for licensing applications, specific staffing matters or where information has been conferred to the Corporation in confidence by the Royal Household or His Majesty's Government) in non-public session, no Member or co-opted Member who is not a Member of that Committee or Sub-Committee is permitted to attend the proceedings other than those who have been requested or allowed to attend by the Chair or Panel~~by the Panel~~.

36. Quorum

1. The quorum for each Committee shall be set annually by the Court when the Committees are appointed in accordance with Standing Order Number 21.
2. If the quorum is not established within five minutes of the time stated on the Summons, the formal meeting will be dissolved and formal consideration of the business adjourned to the next regular meeting unless, in the opinion of the Chair/Chairman, a special meeting should be called before that date.
3. If, during a meeting of a Committee or Sub-Committee, a quorum ceases to exist the meeting shall adjourn until a quorum is re-established. If there is no reasonable likelihood that it will be re-established, the meeting will be dissolved and all remaining business adjourned to the next meeting. Any items that have not been considered by the meeting before its dissolution and which, in the opinion of the Chair/Chairman, require a decision before the next meeting will be considered in accordance with Standing Order Number 41.

37. Conduct of Debate

1. Every Member must confine their speech strictly to the Report, Motion or Amendment under discussion or to a point of order or explanation, and must not be repetitious. The ruling of the Chair/Chairman on issues of relevance or repetition is final.
2. At any time, a Member may raise a point of order or make a personal explanation necessitated by the statement of another Member. Any Member speaking at the time must give way when a point of order or personal explanation is made. A point of order shall relate only to an alleged breach of Standing Orders or statutory provision. A personal explanation shall be confined to some material part of a former speech by the Member at the same meeting, which may have been misunderstood. The ruling of the Chair/Chairman on a point of order or the admissibility of a personal explanation is final.
3. If a Member stands (or, if unable to do so, indicates otherwise) either while another Member is addressing the Committee or, if there is a Motion before the Committee, at the conclusion of a speech, and moves '*That the question be now put*', and this Motion is seconded and carried, that question shall be put forthwith and without debate unless the Chair/Chairman is of the opinion that the Motion is premature or in any sense is an abuse of the rules of the Committee. In no case shall the Mover be precluded from a right to reply should they elect to exercise it.

38. Decisions

1. Decisions made by Committees will be either unanimous or will represent the view of the majority of those Members present and eligible to vote. The Town Clerk will, if requested, record in the minutes of a meeting the name(s) of any Member(s) dissenting from a majority decision.
2. The Town Clerk will record in the minutes the division of Members' votes, by name, providing this has the support of a fifth of Committee Members present and voting.

39. Disorder

In the event of disorder or a persistent disregard of the authority of the Chair, and if they consider it necessary in the interests of maintaining order, the Chair/Chairman will ask that there be no further interruption. If the interruption continues, they may:-

- (a) direct the Member(s) causing disorder or disregarding their authority to retire for the remainder of the meeting or for such shorter period as the Chair/Chairman may decide. In the event of non-compliance with that instruction, and with the consent of the majority of the Committee to be shown immediately on a show of hands, the Chair/Chairman shall take all reasonable steps for the removal of such Member(s) from the meeting;
- (b) require a member(s) of the public to be removed from the meeting.

40. Duration

If, after two hours from the appointed time for the start of the meeting, the business has not concluded, the meeting will close and any unfinished business will stand adjourned to the next meeting unless a two-thirds majority of the Members present wish the meeting to continue, and subject to there being a quorum.

41. Decisions between Meetings

Between scheduled meetings of each Committee or Sub-Committee, if:

- (a) in the opinion of the Town Clerk, it is urgently necessary for a decision to be made; or
- (b) the Committee or Sub-Committee have delegated power to the Town Clerk to make a decision.

then the powers of the Committee or Sub-Committee may, where lawfully possible, be exercised by the Town Clerk. Before exercising this power, they shall seek and obtain the comments of the Chair/Chairman and Deputy Chair/Chairman of the Committee or Sub-Committee or, failing either of them, their nominees. Other than where circumstances make it impracticable, the wider views of the committee or sub-committee membership shall also be sought. Each action or decision shall be reported to the next regular meeting of the Committee or Sub-Committee.

42. Conferences

1. Members and Officers are authorised to attend events (i.e. conferences, congresses, seminars, meetings, exhibitions etc.) on behalf of the City of London Corporation in accordance with the Business Travel Scheme.
2. The Business Travel Scheme:
 - (a) forms part of the Financial Regulations;
 - (b) defines the various categories of travel on official business;
 - (c) includes a schedule of recognised events attended by Members and/or Officers approved by the Policy & Resources Committee.

43. Outside Bodies

1. A Member may serve as a representative of the City Corporation on no more than six outside bodies at the same time.
2. Standing Order Number 43 (1) shall not apply to ex-officio appointments to outside bodies including those that apply to the Court of Aldermen.

PART 4 – Interests

44. Interests

1. If a matter for decision is under consideration by the Court, or any Committee thereof, in which a Member has an interest they must act in accordance with the provisions of the Localism Act 2011 and the Members' Code of Conduct.
2. If a matter for decision relating to the City of London Corporation's Housing or Barbican Residential Estates is under consideration by the Court, or any Committee thereof, which relates to land in which a Member has a beneficial interest they:-
 - (a) must declare the existence and nature of their interest;
 - (b) subject to the provisions of the Localism Act 2011 and the Members' Code of Conduct in relation to interests may speak but not vote thereon.

PART 5 – Access to Documents

45. Access to Documents

1. A Member of the Court is entitled to inspect, or be provided with a copy of, documents belonging to the City of London Corporation that it is reasonably necessary for them to see in order to carry out their duties as a Common

Councilman or Alderman. Consistent with this presumption of a Member's entitlement to access documents, a Member has a right of access to all documents relating to business transacted or to be transacted at a meeting of the Court of Common Council, a Committee or Sub- Committee as set out in Standing Order Number 45 (2) and (3).

2. In respect of the City Corporation's local authority and police authority functions a Member has a right of access to all documents relating to business transacted or to be transacted at a meeting of the Court of Common Council, a Committee or Sub- Committee, although if it appears to the Town Clerk that information contained in the documents is exempt information by virtue of Schedule 12A to the Local Government Act 1972 they have a discretion to withhold the documents from inspection unless the information relates to the financial or business affairs of any particular person, including the City Corporation (except in respect of contract negotiations), or the information relates to any noticed imposing requirements on a person or direction the City Corporation proposes to make under any enactment, in which case the documents are required to be open to inspection.
3. Standing Order Number 45 (2) shall apply to the City Corporation's non-local authority and non-police authority functions and a Member shall have a right of access to all documents relating to business transacted or to be transacted at any relevant meeting of the Court of Common Council, a Committee or Sub-Committee, unless the Town Clerk determines otherwise.
4. Where a request for access to documents is declined by the Town Clerk, the Member may refer the matter to the Chair/Chairman and the Deputy Chair/Chairman of the appropriate Committee who will consider the advice of the Town Clerk before either granting or refusing the request.
5. A Member has the same right as a member of the public to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and to have that information communicated to them subject to any exemptions on the disclosure of information properly kept confidential.
6. A Member must preserve the confidentiality of any document containing confidential or exempt information that is in their possession.

PART 6 – Acts of Common Council

46. Bills and Acts

1. A Bill for an Act of Common Council shall be printed and circulated to all Members of the Court before it is submitted to the Court.
2. Every Bill shall be submitted to the appropriate Committee(s) for approval and to the Recorder of London for settling before it is submitted to the Court of Common Council and the report of the appropriate Committee (if any) shall be printed and circulated with the Bill.
3. Unless otherwise ordered by the Court of Common Council, a Bill for an Act of Common Council shall be read a first and second time at one meeting of the Court and shall at the next or a subsequent meeting be read a third time and made an Act of Common Council.

PART 7 – Parliamentary Legislation

47. Bills and Acts

1. No active proceedings for or against any Bill in Parliament (beyond such steps in the case of a Private Bill as may be necessary to obtain or preserve a *locus standi*, or the delivery of formal professional retainers) shall be undertaken without the express authority of the Court, save in a case of emergency which shall be reported at the next ensuing Court.
2. It shall be an instruction to the Remembrancer that where in any Act of Parliament it is necessary to mention or describe the Local Authority for the City of London, such Authority shall be stated to be “The Mayor, Aldermen and Commons of the City of London in Common Council assembled”, or “the Common Council”.

PART 8 – Finance

48. Budgets: Resource Allocation, Revenue Estimates and Capital Budgets

1. Resource allocation plans, revenue estimates and five-year capital budgets shall be prepared annually in respect of the City Fund, City’s Cash and the Bridge House Estates.
2. Resource allocation plans for the subsequent financial year shall for:-
 - (a) City Fund and City’s Cash be approved by the Policy & Resources Committee, following previous consideration by the Efficiency & Performance Sub-Committee and the Resource Allocation Sub-Committee; and
 - (b) Bridge House Estates be approved by the Bridge House Estates Board.

3.
 - (a) The Policy & Resources Committee shall determine the basis and assumptions to be adopted in the preparation of detailed revenue estimates and capital budgets for City Fund and City's Cash, together with any provisional resource allocations for those Funds.
 - (b) The Bridge House Estates Board shall determine the basis and assumptions to be adopted in the preparation of detailed revenue estimates and capital budgets for Bridge House Estates, together with any provisional resource allocations subject to any overarching policy or budget set by the Court.
4. For City Fund and City's Cash the requirements of the Local Government Act 2003 and the CIPFA Prudential Code shall be complied with, as follows:-
 - (a) the Chamberlain, as Chief Financial Officer, shall:
 - i. report on the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals; and,
 - ii. prepare Prudential Indicators in accordance with the Code.
 - (b) Members shall:
 - i. approve the Prudential Indicators as part of the budget setting process by the Court of Common Council; and,
 - ii. have regard to the Chamberlain's advice regarding the robustness of the estimates and the adequacy of reserves.
5. For Bridge House Estates (and any other charity for which the City Corporation is the Trustee), the requirements of charity law, guidance provided by the Charity Commission on financial management, and relevant requirements of the Charities Statement of Recommended Practice shall be complied with as follows:-
 - (a) The Chamberlain as Chief Financial Officer, whether or not acting by and authorized delegate with responsibility for the charity], shall report on the robustness of the budgets and adequacy of the charity's free reserves and other contingency sums allowed for in the budget proposals; and
 - (b) Members shall have regard to the Chamberlain's advice regarding the robustness of the budgets and the adequacy of free reserves and other contingency sums.
6. The Chamberlain is required to monitor against the approved Prudential Indicators for City Fund and City's Cash and report, via the Finance Committee, to the Court of Common Council if they are to be breached.
7. All financial items shall be categorised in accordance with the City Corporation's Financial Regulations and final determination of any categorisation shall be the responsibility of the Chamberlain and generally applied as follows:-

- (a) recurrent revenue items – analysed between central risk, local risk and recharges;
 - (b) one-off revenue projects – analysed between routine revenue projects financed from within existing local risk budgets; ~~and~~ supplementary revenue projects financed from one-off augmentations of local risk resources; and,
 - (c) capital projects.
8. Detailed revenue estimates for the subsequent financial year, including all recurrent revenue items and routine revenue projects, shall for City Fund and City's Cash be submitted to each Spending Committee in accordance with the Policy & Resources Committee determination, and for Bridge House Estates the relevant budgets, analysis of projected movements on reserves and proposed allocation of funding to the charity's primary and ancillary object shall be submitted to the Bridge House Estates Board. Concurrently, schedules of supplementary revenue projects, along with five-year capital budgets, shall for City's Fund and City's Cash also be presented to each Spending Committee, and for Bridge House Estates to the Bridge House Estates Board.
9. The Finance Committee for City Fund and City's Cash, and the Bridge House Estates Board for Bridge House Estates, shall as relevant present to the Court of Common Council in March of each year the following:-
- (a) the revenue estimates for City Fund and City's Cash;
 - (b) the five-year capital budgets and summaries of supplementary revenue projects;
 - (c) the annual budget reports in respect of all revenue and capital proposals for the City Fund and City's Cash, including recommendations as to the Non-Domestic Rate and Council Tax to be levied in the following financial year and the Prudential Code Indicators to apply to the City Fund.
 - (d) The annual budget reports in respect of all revenue and capital proposals for Bridge House Estates, alongside analysis of projected movements on all reserves held over the next three years, including an annual review of the reserves policy and proposed allocation of income to the charity's ancillary object which is surplus to that required for the primary object in that year.
10. No Committee or Officer shall commit the City Corporation to expenditure without the approval of the Court of Common Council, unless otherwise provided for in these Standing Orders.
11. Similar principles to those stated in Standing Order 48(9) shall operate, as appropriate, for income items, such that: where income is received outside the City Fund and City's Cash budget set for the relevant year, or outside the annual budget for a charity for which the City Corporation is charity trustee, the relevant Service Committee (for Bridge House Estates this is the Bridge House Estates Board) shall be required to authorise acceptance of those funds which must be in accordance

with the strategies and plans set for each fund.

12. No proposal (other than the grant or renewal of a lease) shall be carried out, or submitted to the Court of Common Council, until the estimated financial effect has as relevant first been submitted to and approved by the Finance Committee for City Fund and City's Cash, and to the Bridge House Estates Board for Bridge House Estates, unless otherwise provided for in these Standing Orders or authorised under existing officer delegated authority.
13. Where expenditure is necessary for which no provision has been made by the Court of Common Council but which will be wholly reimbursed by a person or organisation separate from the City Corporation, the Chamberlain may authorise such expenditure from a holding account.

49. Financial Regulations

1. The Financial Regulations form part of the City Corporation's overall system of financial management, accountability and control and shall be complied with by all City of London Corporation staff.
2. The Financial Regulations are maintained by the Finance Committee.

50. Project Management

1. Save for Bridge House Estates projects where these responsibilities lie with the Bridge House Estates Board unless reserved to the Court of Common Council:-
 - (a) approval of the City of London Corporation's programme of projects is the responsibility of the Policy and Resources Committee and Finance Committee through the joint Operational Property and Projects Sub-Committee which scrutinises individual projects, and the Resource Allocation Sub-Committee, which considers the overall programme of project activity and its funding.
 - (b) decisions about projects are made in conjunction with Spending Committees and the Operational Property and Projects Sub-Committee and the Court of Common Council for high value projects; and
2. Officers shall ensure that all routine revenue, supplementary revenue and capital projects shall comply with the provisions contained within the City of London Corporation's agreed Project Procedure.
3. The Operational Property and Projects Sub-Committee will periodically review the Project Procedure. Technical adjustments and changes to the Procedure may be authorised by the Policy and Resources Committee.
4. The Town Clerk, in consultation with the Operational Property and Projects Sub-Committee for City Fund and City's Cash or with the Bridge House Estates Board for Bridge House Estates, or the relevant Chair/Chairman and Deputy Chair/Chairman as appropriate, may vary the Project Procedure in relation to individual projects in cases when it is deemed appropriate to do so, with the

exception of:-

i. Approval of schemes for refurbishment or re-development or reinstatement of up to £5,000,000 per scheme / per property, for investment properties, with funding either from the relevant sales pool, providing the sales pool is in credit with sufficient funds to cover the total cost of the scheme, or from other appropriate sources will be granted, as provided for within the Scheme of Delegations to Officers.

5. The Town Clerk will produce and keep up to date guidance for Officers, in the form of a Project Toolkit, to ensure that the Project Procedure is followed.

51. Procurement and Contract Letting

1. All procurement and contracts activity will be undertaken by Officers in accordance with the City of London Corporation's agreed Procurement Regulations.
2. The Operational Property and Projects Sub Committee will periodically review the Procurement Regulations and may authorise any technical adjustments. Significant changes to the Regulations require the approval of the Court of Common Council. The Bridge House Estates Board shall be consulted in advance of any changes adopted which will have an impact upon the charity.
3. The Chamberlain will produce and keep up to date guidance for Officers to ensure the Procurement Regulations are followed.

52. Writing-Off Debts

1. Any Committee appointed by the Court of Common Council may agree, with the concurrence of the Chamberlain, to the writing-off of a debt due to the Corporation if satisfied that:-

(a) the debt is no longer recoverable at law; or,

(b) the cost to the City Corporation of commencing or continuing recovery at law is likely to exceed the amount of the debt or the balance uncollected; or,

(c) there are reasonable grounds for writing-off the debt subject to the amounts in excess of £500,000 for investment property debt, and £100,000 for all other City Fund and City's Cash being approved by the Finance Committee and for Bridge House Estates being approved by the Bridge House Estates Board.

(NB. 1. Standing Order Number 52 (1) (c) shall not apply to the Barbican Centre Board

N.B. 2. The financial limit for writing-off school fees shall be £3,500 per term).

2. Each Committee's powers under (1) above are delegated to specific_the relevant

Chief Officers in accordance with the relevant sections of the Scheme of Delegations.

PART 9 – Property

53. Corporate Plans and Strategies

1. The City of London Corporation shall develop and adopt plans and strategies for the management and investment of its property assets as follows:-
 - (a) Corporate Asset Management Strategy which shall be subject to regular review (not less than every five years) by
 - the Operational Property and Projects Sub-Committee and approval by the Policy & Resources Committee for City Fund and City's Cash; and
 - The Bridge House Estates Board for Bridge House Estates;
 - (b) Investment Property Strategies which shall be subject to annual reports and regular review (not less than every three years) by
 - the Property Investment Board, Finance and Policy & Resources Committees for City Fund and City's Cash, and
 - the Bridge House Estates Board for Bridge House Estates.
2. The plans and strategies referred to in Standing Order Number 53 (1) shall be based on assumption that all property transactions are on open market terms.
3. All property transactions shall be made in accordance with the plans and strategies referred to in Standing Order Number 53 (1).
4. Any proposed property transactions, including transactions which together form part of a series of transactions, that are not in accordance with the plans and strategies referred to in Standing Order Number 53 (1) or are not based on open market terms shall be subject to the approval of,
 - (a) the originating Committee and the Operational and Property Sub-Committee (for non-investment property) and the Property Investment Board (for investment Property) for City Fund and City's Cash, and the Bridge House Estates Board for Bridge House Estates; and
 - (b) the Court of Common Council if required by the parameters set out in Standing Orders Numbers 55, 57 (2), 58 and 59.

54. Capital Buildings Board (Policy & Resources Committee)

Where projects have been referred to, or are within the remit of, the Capital Buildings Board, decisions in relation to the acquisition and disposal of properties related to the project, including disposal or alternative use of current operational properties to be vacated on completion of the project, shall sit outside of the normal Standing Orders (53-60) governing acquisitions and disposals.

55. Acquisitions

1. For the purpose of this Standing Order, the following definitions shall apply:-

City Fund & City's Cash:-

- “investment property assets” - properties within the remit of the Property Investment Board that are managed by the City Surveyor as investments yielding capital and/or revenue returns.
- “operational property assets” - properties within the day to day control of committees that are held primarily for the provision of operational services by or on behalf of the City of London.

Bridge House Estates:-

- “investment property assets” properties, whether endowment or invested income funds, which are managed by the City Surveyor as investments yielding capital and/or revenue in accordance with the investment strategies and policies set for the charity.
- “operational property assets” properties which are held for use by the charity.

2. Acquisitions of interests in investment property assets shall follow the City Corporation's agreed Investment Property Acquisition Procedure adopted for each Fund and require the following approvals:-

City Fund:-

Total Acquisition Costs	Approval by
Less than £5,000,000	Property Investment Board and Finance Committee
£5,000,000 and above	Property Investment Board, Finance Committee and Court of Common Council

City's Cash:-

Total Acquisition Costs	Approval by
Less than £5,000,000 (subject to funding being available in the relevant Designated Sales Pool)*	Property Investment Board and Finance Committee
£5,000,000 and above	Property Investment Board, Finance Committee and Court of Common Council

Bridge House Estates:-

Total Acquisition Costs	Approval by
Less than £5,000,000 (subject to funding being available in the relevant Designated Sales Pool)*	Bridge House Estates Board
£5,000,000 and above	Bridge House Estates Board and Court of Common Council

**If funding is not available in the relevant Designated Sales Pool the approval of the Court of Common Council shall also be required.*

3. Acquisitions of interests in operational property assets, and for Bridge House Estates this includes a decision to re-purpose investment property as an operational property asset, shall require the following approvals:-

City Fund & City's Cash:-

Total Acquisition Costs	Approval by
Less than £2,500,000	Spending Committee and Operational Property and Projects Sub Committee
£2,500,000 and above	Spending Committee and Operational Property and Projects Sub Committee and Court of Common Council

Bridge House Estates:-

Total Acquisition Costs	Approval by
Less than £2,500,000	Bridge House Estates Board
£2,500,000 and above	Bridge House Estates Board and Court of Common Council

56. Identification of Property Assets Surplus to Departmental and/or Operational Requirements

1. Committees are required to consider the effective and efficient use of all operational property assets within their management and control. For City Fund and City's Cash property this will be monitored by the Operational Property and Projects Sub-Committee. For Bridge House Estates property this will be monitored by the Bridge House Estates Board.
2.
 - (a) For City Fund and City's Cash operational property, where assets are no longer required, in whole or in part, for the provision of operational services for which they are currently held, a report on the circumstances must be made to the Operational Property and Projects Sub-Committee. This does not apply where lettings are an integral part of the service e.g. market or housing tenancies.
 - (b) For Bridge House Estates operational property, where assets are no longer required for use by the charity, a report on the circumstances must be made to the Bridge House Estates Board.

57. Freehold Disposals

1. Disposals of freeholds subject to 2000 year leases and of former freehold highway land shall for City Fund and City's Cash be subject to the approval of the Property Investment Board (investment property assets) or the Operational Property and Projects Sub-Committee (for non-investment property assets), and for Bridge House Estates be subject to the approval of the Bridge House Estates Board.
2. All other freehold disposals shall require the following approvals:-

City Fund and City's Cash:-

Anticipated Receipt	Approval By	
	<i>Investment Property Asset</i>	<i>Non-Investment Property Asset</i>
Less than £1,000,000	Property Investment Board	Officer Delegation
£1,000,000 to less than £5,000,000	Property Investment Board and Finance Committee	Officer Delegation
£5,000,000 and above	Property Investment Board, Finance Committee and Court of Common Council	Operational Property and Projects Sub-Committee and Court of Common Council

Bridge House Estates:-

Anticipated Receipt	Approval By	
	<i>Investment Property Asset</i>	<i>Non-Investment Property Asset</i>
Less than £5,000,000	Bridge House Estates Board	Officer Delegation
£5,000,000 and above	Bridge House Estates Board and Court of Common Council	Bridge House Estates Board and Court of Common Council

58. Leasehold Disposals/Surrenders

1. All lettings shall be subject to the following:-

- (a) lettings for a period of 30 years or less, including lease renewals and the grant of easements, wayleaves and similar arrangements as well as all rent reviews, shall be solely subject to the approval of the Committee having control of such property or any properly authorised Officer (under the scheme of delegations):-
- (b) for City Fund and City's Cash the grant of any lease at less than full rack rental value for a period of 175 years or less (including optional extensions of term) shall require the approval of the Property Investment Board (investment property assets) or the Operational Property and Projects Sub-Committee (for non-investment property assets), any premium being subject to the following approvals:-

City Fund and City's Cash:-

Anticipated Premium Receipt (1) (2)	Approval By	
	<i>Investment Property Asset</i>	<i>Non-Investment Property Asset</i>
Less than £2,500,000	Officer Delegation	Officer Delegation
£2500,000 to less than £5,000,000	Property Investment Board and Finance Committee	Operational Property and Projects Sub-Committee
£5,000,000 and above	Property Investment Board, Finance Committee and Court of Common Council	Operational Property and Projects Sub-Committee and Court of Common Council

- (c) for Bridge House Estates the grant of any lease at less than full rack rental value for a period of 175 years or less (including optional extensions of term) shall require the approval of the Bridge House Estates Board, any premium being subject to the following approvals:-

Bridge House Estates:-

Anticipated Premium Receipt (1) (2)	Approval By	
	<i>Investment Property Asset</i>	<i>Non-Investment Property Asset</i>
Less than £5,000,000	Bridge House Estates Board	Bridge House Estates Board
£5,000,000 and above	Bridge House Estates Board and Court of Common Council	Bridge House Estates Board and Court of Common Council

(1) For the purpose of these Standing Orders 'receipt' means receipt by the City of London Corporation.

(2) And where the rent is no more than £1,000,000

- (d) the granting of long leases for a peppercorn rent without a premium, where there are no additional financial implications, for example, leases for substations with UKPN, will be approved as per the Scheme of Delegations to officers.

59. Variations

1. Minor variations (i.e. those which do not affect the open market value of the property) to the terms of ground lease restructurings, disposals, acquisitions and other transactions, or to leases being taken by the City of London Corporation as tenant (whether as trustee of Bridge House Estates or otherwise), and where the variations are necessary to complete the transaction expediently shall be subject solely to the approval of the Committee having control of such property or any properly authorised Officer.
2. Other variations to the terms of an existing lease, tenancy, licence or other agreement relating to property shall be subject to the following approvals:

Variation to lease income*	Premium Receipt*	For City Fund and City's Cash - Approval by	For Bridge House Estates – Approval by
Less than plus or minus 15%	Less than 12 months' income	Officer delegation	Officer Delegation
More than plus or minus 15%	More than 12 months' income	Committee controlling the property and Finance Committee.	Bridge House Estates Board
-	Any premium more than £2,500,000	Committee controlling the property, Finance Committee and Court of Common Council	Bridge House Estates Board and Court of Common Council

**Whichever is the higher value between the variation to lease income and anticipated premium receipt.*

60. Disposals Subject to Planning Agreements

When land held by the City of London Corporation as freeholder (whether as trustee of Bridge House Estates or otherwise) is approved for redevelopment subject to a planning agreement under Section 106 of the Town & Country Planning Act 1990, the following shall be solely subject to the approval of the Committee having control of such property or any properly authorised Officer:-

- (a) the inclusion of a condition within any disposal that the freeholder or lease holder must adhere to the terms of the planning agreement; and,

- (b) consenting to the City Corporation's land being bound by the planning obligations in the planning agreement.

PART 10 – Staff

61. Employee Handbook

The City of London Corporation's employment terms and conditions and the Code of Conduct for employees are contained within the Employee Handbook which is maintained by the Corporate Services Committee.

62. Officers

1. No person shall be eligible to be appointed or elected by the Court to any paid office if that person:-
 - (a) is a Member of the Court;
 - (b) has been a Member of the Court within 12 calendar months of the election, unless the paid office or situation has become vacant since the person ceased to be a Member of the Court.
2. If any person holding any place of emolument in the gift or appointment of the Court accepts the office of Alderman or Common Councilman of the City, their place shall be immediately vacated.
3. The creation of posts of Grade I or above requires the approval of the appropriate Chief Officer, the Corporate Services Committee and the Court of Common Council. The re-designation of posts of Grade I and above, where there are no grading implications, must be referred to the Town Clerk or the Service Committee where appropriate.

63. Appointments

1. All appointments for Chief Officer posts are subject to the City Corporation's Chief Officer Appointment Procedure, subject to the appointment of the following posts being made by the Court of Common Council:-
 - Town Clerk & Chief Executive
 - Chamberlain
 - Commissioner of the City of London Police
 - Comptroller & City Solicitor
 - Remembrancer
2. All appointments for designated Deputy Chief Officer posts are subject to the Chief Officer Appointment Procedure.
3. A Member of the Court shall not request for any person any appointment with the City of London Corporation, but this shall not preclude a Member from giving a written testimonial of a candidate's ability, experience or character to the City of London Corporation with or in connection with an application for appointment.
4. Each Member and senior employee of the City of London Corporation shall disclose to the Town Clerk any relationship known to them to exist between themselves and any person whom they know to be a candidate for an appointment with the City of London Corporation. The Town Clerk shall report to the Common Council, the Committee or the Chief Officer making the appointment any disclosure made to him under this Standing Order.

(N.B. For the purposes of this Standing Order, 'senior employee' means the Chief Officer, their deputy, or an employee making the particular appointment, and persons shall be deemed to be related if they are husband and wife or if either of them or the spouse of either of them is the son or daughter or grandson or granddaughter or brother or sister or nephew or niece of the other, or of the spouse of the other, including in each case step or adoptive relationships).

64. Disciplinary Action

1. In the following paragraphs:
 - (a) “Chief Finance Officer”, “Disciplinary Action”, “Head of the Authority’s Paid Service” and “Monitoring Officer” have the same meaning as in regulation 2 of the Local Authorities (Standing Orders) (England) Regulations 2001.
 - (b) “Relevant Officer” means the Head of Paid Service (Town Clerk), Chief Finance Officer (Chamberlain) or Monitoring Officer (Comptroller and City Solicitor), as the case may be.
 - (c) “Commissioning Chairs/Chairmen” means the Chairs/Chairmen of the Policy and Resources Committee, Finance Committee and Corporate Services Committee.
 - (d) “independent person” means a person appointed under section 28(7) of the Localism Act 2011.
 - (e) “the Panel” means a Committee appointed by the Court of Common Council under section 102(4) of the Local Government Act 1972 for the purposes of advising the Court of Common Council on matters relating to the dismissal of Relevant Officers of the City of London Corporation.
 - (f) “Relevant Meeting” means a meeting of the Court to consider whether or not to approve a proposal to dismiss a Relevant Officer.
 - (g) “The Regulations” mean the Local Authorities (Standing Orders) (England) (Amendments) Regulations 2015.
 - (h) “Local Government Elector” means a person registered as a local government elector in the register of electors for the City of London Corporation in accordance with the Representation of the People Acts.
2. A Relevant Officer may not be dismissed by the City of London Corporation unless the procedure set out in the following paragraphs is complied with.
3. Any complaints regarding a Relevant Officer will be considered by the Commissioning Chairs/Chairmen. The Commissioning Chairs/Chairmen will manage and oversee the investigation of these complaints and determine the appropriate action to take.
4. Where the Commissioning Chairs/Chairmen consider there is a case to be answered that could result in dismissal, a meeting of the Panel will be convened.
5. If the Commissioning Chairs/Chairmen then recommend the dismissal of a Relevant Officer, the Regulations require that the decision to dismiss is approved by the Court of Common Council. The Regulations require that the Court of Common Council considers:

- (a) any advice, views or recommendations of a properly appointed Panel (the Statutory Officer Review Panel);
 - (b) the conclusions of any investigation into the proposed dismissal; and
 - (c) any representations from the Relevant Officer.
6. The Court of Common Council must invite relevant independent persons to be considered for appointment to the Panel, with a view to appointing at least two such persons to the Panel. "Relevant independent person" means any independent person who has been appointed by the Court of Common Council or, where there are fewer than two such persons, such independent persons as have been appointed by another authority or authorities as the Court of Common Council considers appropriate. This role will be fulfilled by the Independent Persons appointed to the Independent Appeals Panel.
7. The Statutory Officer Review Panel comprises the following Members of the Court of Common Council:
- The Chief Commoner;
 - Chair/Chairman of Planning and Transportation Committee;
 - Chair/Chairman of Port Health and Environmental Services Committee;
 - Chair/Chairman of the Markets Board Committee;
 - Chair/Chairman of the City of London Police Authority Board;
 - two Independent Persons appointed to the Independent Appeals Panel.
8. The Regulations state that the Independent Persons must be appointed to the Panel in accordance with the following priority order (subject to such relevant independent persons accepting the invitation):
- (a) a relevant independent person who has been appointed by the Court of Common Council and who is a local government elector;
 - (b) any other relevant independent person who has been appointed by the Court of Common Council;
 - (c) a relevant independent person who has been appointed by another authority or authorities.
9. The Court of Common Council must appoint any Panel at least 20 working days before the relevant meeting. In the event that this requirement sets a deadline for appointment of the Panel which falls between the first meeting of the Court of Common Council in any municipal year and the election of the Chair/Chairman of any of the Committees specified at Standing Order 64(7), the Chair/Chairman of the Committee for the previous municipal year will be considered to continue to serve as the Chair/Chairman of the Committee and therefore be appointed to the Panel.

10. The role of the Panel is to review the findings of the disciplinary investigation and report of the Commissioning Chairs/Chairmen including any representations made by the Relevant Officer. The Panel is then to provide its advice, views or recommendations to the Commissioning Chairs/Chairmen.
11. Any remuneration, allowances or fees paid by the City of London Corporation to an independent person appointed to the Panel must not exceed the level of remuneration, allowances or fees payable to that independent person in respect of that person's role as independent person under the Localism Act 2011.
12. If dismissal is proposed, the Commissioning Chairs/Chairmen will report to the Court of Common Council with the findings of the investigation and the advice, views or recommendations of the Panel. The Relevant Officer will have the opportunity to make representations. Any action to dismiss the officer must be agreed through a vote of the Court.
13. Officers shall ensure that consideration of any disciplinary action relating to a Statutory Officer, including possible dismissal, shall comply with the provisions contained within the City of London Corporation's Statutory Officer Disciplinary Procedure.

PART 11 – The City Seal

65. Affixing the Seal

1. The City Seal shall not be fixed to any document unless:-
 - (a) the document has been approved by one of the Law Officers;
 - (b) the sealing has been authorised by a resolution of the Court or of a Committee to which the Court has delegated its powers on its behalf.
2. A resolution of the Court (or of a Committee thereof where that Committee has the power) to authorise the acceptance of any tender, the purchase, sale, letting or taking of any property; the issue of any stock; the presentation of any petition, memorial, or address; the making of any rate or contract; or any other matter, shall be a sufficient authority for sealing any document necessary to give effect to the resolution.
3. The affixing of the City Seal shall be attested by the Town Clerk or by their duly appointed representative or by the Comptroller & City Solicitor or by their duly appointed representative.

66. Register of Documents Sealed

The Town Clerk shall keep a Register recording details of each sealing.

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By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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