

Committee(s)	Dated:
Policy & Resources	5 May 2022
Subject: Appointment of Sub-Committees, Boards and Representatives on other Committees	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8, 10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	NA
Report of: The Town Clerk & Chief Executive	For Decision
Report author: Polly Dunn, Principal Governance and Member Services Manager	

Summary

The appointment, composition and terms of reference of the Policy & Resources Committee's sub-committees and working parties are considered annually, together with the appointment of its representatives on other City Corporation Committees. The opportunity is also taken to review the frequency of the Committee's meetings.

Following the various approvals undertaken by this Committee and the Court of Common Council, Policy & Resources Committee will have following sub-committees:-

- Resource Allocation Sub-Committee;
- Communications (formerly Public Relations) Sub-Committee;
- Civic Affairs Sub-Committee;
- Capital Buildings Board (formerly Capital Buildings [Grand] Committee);
- Freedom Applications Sub-Committee (formerly Freedom Applications [Grand] Committee);
- Equality, Diversity and Inclusion Sub-Committee (joint with Corporate Services Committee)
- Operational Property and Projects Sub-Committee (joint with Finance Committee);
- Financial Investment Board Outside Bodies Sub-Committee (joint with Finance Committee);
- Property Investment Board (joint with Finance Committee)
- Competitiveness Advisory Board.

The Committee also appoints representatives to serve on a number of other City Corporation committees and sub-committees.

For ease of reference, details of the composition and terms of reference of the Committees, Boards and Sub-committees are set out in the Appendices A-J to this report together with the details of the representatives appointed to serve elsewhere (Appendix I).

Members will recall that the traditional manner in which the appointments process is undertaken in Committee can take some considerable time and can disrupt the flow of the meeting. Therefore, in view of the large number of appointments, together with the opportunities afforded by electronic voting, it is proposed that where ballots are required, confirmation of final nominations be provided at the meeting and that electronic ballot papers be issued for completion following the meeting. This is consistent with the approach taken for your appointments in 2021/22, which worked well, and will allow all Committee Members time to consider the nominations and vote accordingly.

Recommendations

It is recommended that:-

1. consideration be given to the appointment, composition and terms of reference of the following sub-committees for the ensuing year:-
 - Resource Allocation Sub-Committee (six vacancies);
 - Communications (formerly Public Relations) Sub-Committee (five vacancies);
 - Civic Affairs Sub-Committee (four vacancies)
 - Capital Buildings Board (three vacancies);
 - Freedom Applications Sub-Committee (one vacancy);
 - Equality, Diversity and Inclusion Sub-Committee (two vacancies to be filled by the Committee membership)
 - Operational Property and Projects Sub-Committee (four vacancies);
 - Financial Investment Board Outside Bodies Sub-Committee (two vacancies)
 - Property Investment Board (two vacancies)
 - Competitiveness Advisory Board (no vacancies to be filled directly by the Committee membership).
2. The Chairman and Deputy Chairman of the Communications, Civic Affairs, Freedoms Application Sub-Committees and Capital Buildings Board be confirmed under delegated authority, following consultation, after appointments to these Sub-Committees are confirmed. This is in accordance with proposals that the Chairman of the Committee (or their nominee) take the Chair of the following sub-committees:
3. Members be appointed to represent the Committee on each of the following:-
 - Audit and Risk Management Committee
 - Barbican Centre Board
 - Education Board (this is open to all Members of the Court)
 - Local Plans Sub (Planning) Committee
 - Economic & Cyber Crime (Police Authority Board) Committee

(see Appendix K for 2021/22 appointments);

4. representatives be appointed for informal consultation with the Court of Aldermen and the Finance Committee on Mayoralty and Shrievalty Allowances (see Appendix K for 2021/22 appointments); and,
5. that the various appointments listed above be balloted on electronically (where a contest is required) and that authority be delegated to Town Clerk, in consultation with the Chair and Deputy Chairman, to approve appointments on the basis of the outcomes of the said electronic ballot process.

Main Report

Background

1. This report considers the appointment, terms of reference and composition of the Policy & Resources Committee's sub-committees and working parties. It also sets out details of the representatives the Committee is requested to appoint to serve on other City Corporation bodies.
2. The Committee is also required to review the frequency of its meetings. It usually meets on a monthly basis (with the exception of recess periods). No meetings were cancelled last year and meeting on a monthly basis is still working well.

Current Position

3. There are a number of specific areas of the Committee's work which it has historically determined require greater focus and for which it has created a sub-committees and working parties. As a result of the conclusion of the Governance Review and subsequent discussions by this Committee and the Court of Common Council, the final changes were proposed in respect of the historic Subs and Working Parties:-

2021/22 Committee Working Party	Sub- and	Summary of the final agreed recommendations post- Governance Review
Resource Allocation		Continue – with greater delegated powers from the Grand
Public Relations		Rename “Communications”
Projects		Merge with Corporate Assets and Procurement Sub (Finance) Committees Become a joint sub with Finance Committee
Outside Bodies		Merge with other functions under “Civic Affairs” Sub- Committee
Member Privileges		Merge with other functions under “Civic Affairs” Sub- Committee
Hospitality		Merge with other functions under “Civic Affairs” Sub- Committee
Ceremonial		Merge with other functions under “Civic Affairs” Sub- Committee
Culture Mile		Assumed into the work of the Culture, Heritage and Libraries Committee
Member Diversity		Merge with other functions under “Equality, Diversity and Inclusion” Sub-Committee
Tackling Racism Task Force		Merge with other functions under “Equality, Diversity and Inclusion” Sub-Committee
Member Financial Assistance		Merge with other functions under “Civic Affairs” Sub- Committee
Competitiveness		Continue – unchanged.

4. Further to these, it was determined that the Policy & Resources Committee should have oversight (or greater oversight) of the following areas (Freedom Applications,

Capital Buildings, Property and Financial Investment). As such, these appear as new Sub-Committees for appointment.

5. The Chair (or their nominee) serves in an ex-officio capacity on all the Sub-Committees. On a number, the Sub-Committees, it is proposed that in order to share responsibility and oversight, the Deputy Chairman or one of the two Vice Chairmen also serve in an ex-officio capacity. Who will act as a representative on each will be determined by the Chairman in discussion with the Deputy and two Vices. All three Deputies will serve on the Resource Allocation and Communication Sub-Committees.
6. Each of the Committee's proposed Sub-Committees and Boards, and the appointments to other committees are considered in turn below. Details of their terms of reference and proposed composition are set out in the Appendices to this report.

Resource Allocation Sub-Committee (RASC)

7. Determining resource allocation in accordance with the City Corporation's strategies is undertaken on behalf of the Committee by the Resource Allocation Sub-Committee, which also performs the role of a Reference Sub-Committee, in that it considers and makes recommendations on matters referred to it by the Grand Committee. Its constitution is determined by the Court.
8. The terms of reference are approved by the Court, however, there are amendments needed to reflect changes following changes to other Sub-Committee to be agreed this day. The Committee are invited recommend these changes to the Court for approval.
9. Within the Governance Review, it was also recommended that RASC have greater delegated powers. This is again for the Court to decide but the Committee may wish to take a view and make a recommendation accordingly.
10. There are **six** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

Communications Sub-Committee (CSC)

11. This Sub-Committee has recently re-focused on all matters relating to the City Corporation's Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies. There are normally **five** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.
12. Following recent discussions at the Sub and Grand Committee this year, Members supported adding reference to matters relating to the promotion of London to the Terms of Reference. This has therefore been included.
13. The Chairman of the Sub-Committee is to be the Chairman of Policy & Resources, or their nominee. Members will be invited to consider proposals for the Chairmanship and Deputy Chairmanship of the Sub-Committee.

Civic Affairs Sub-Committee (CAS)

14. This is to be a newly constituted Sub-Committee which will take on the work of a series of existing sub-committees and working parties.

Outside Bodies

- Oversees the City Corporation's Outside Bodies Scheme on behalf of the Committee. Its primary purpose is to keep the City Corporation's policy and protocol towards outside bodies under review to ensure that they remain fit for purpose.

Members' Privileges

- In place of the Members' Privileges Sub-Committee, the Civic Affairs Sub-Committee will focus on Members' privileges; Members' facilities (excluding Guildhall Club as this is dealt with by a dedicated committee); and Member development and training.

Hospitality

- In place of the Hospitality Working Party, the Civic Affairs Sub-Committee is responsible for considering and making recommendations on City Corporation hospitality and on the applications for the use of Great Hall. Applications for the use of other venues within Guildhall are determined by the Remembrancer in consultation with Chief Commoner.

Small changes regarding use of Guildhall and the selection of eligible caterers has been proposed following consultation with the Remembrancer.

Ceremonial

- The Ceremonial Working Party was established for a limited period in 2016 to review the City Corporation's ceremonial protocols and practices and to update and consolidate the Ceremonials Book. Whilst good progress was made, the subsequent reorganisation of Mansion House and the Central Criminal Court has had an impact on the timely delivery of this project. The ongoing discussions around a new Target Operating Model suggested it would be imprudent to recommence activity in 2021, but it is envisaged that the review would be able to resume once the reorganisation is settled later in 2021 or early 2022. It is, therefore, recommended that this work fall to the Civic Affairs Sub-Committee.

Members Financial Assistance

- In 2018, the Committee supported a review of Members' financial support. It was agreed that, rather than this being undertaken independently, a working party should be created to review the existing Scheme and to also examine what additional assistance could be given to Members to support them in conducting their duties as elected Members of the City of London Corporation. The Members' Financial Assistance Working Party was, therefore, established.

The new Member Support Scheme (and extended Scheme) is now in place and Members are invited to consider whether it wishes to task this Sub-Committee with matters relating to the Scheme, including responsibility to review this provision periodically and the potential review into allowances for specific duties.

Benefices

- To take over from the Benefices Sub (Culture Heritage and Libraries Committee) to consider matters relating to the City's obligations for its various Benefices
15. In addition to the Chair and a Deputy (or Vice Chairman), **four places** are filled by this Committee on an annual basis, along with four places reserved for Members not on the Committee, to be appointed by the Court.
 16. The Chairman of the Sub-Committee is to be the Chairman of Policy & Resources, or their nominee. The Deputy Chairman shall be the Chief Commoner.

Capital Buildings Board (CBB)

17. This is a new Sub-Committee which will take on the work of the existing Grand Committee (Capital Buildings Committee). It will be responsible for the management and oversight of major capital building projects (i.e. those projects with an estimated budget of £100 million or more), together with other such projects which have been referred to it.
18. To provide some continuity, it is proposed that the Membership of the Grand Committee be carried over, with existing Members (Alderman Ian Luder, Alderman and Sheriff Gowman and Deputy Edward Lord) being offered first refusal, to carry out the remaining one, two, and three year of their term (respectively). Beyond this, the Sub-Committee has **three places** to be filled by this Committee. This is an increase in one place for the Committee to reflect its change of status of a Grand Committee to a Sub of Policy & Resources. Members are to be elected from and by the Court of Common Council
19. The Chairman of the Sub-Committee is to be the Chairman of Policy & Resources, or their nominee. Members will be invited to consider proposals for the Chairmanship and Deputy Chairmanship of the Sub-Committee.

Freedom Applications Sub-Committee (FASC)

20. This is a new Sub-Committee which will take on the work of the existing Grand Committee (Freedom Applications Committee). It will be responsible for examining and reporting back on any applications for the Freedom referred to it by the Court of Common Council.
21. To provide some continuity, it is proposed that the Membership of the Grand Committee be carried over. The Sub-Committee has **one place** to be filled by this Committee. Two Members are to be elected from and by the Court of Common Council and it is proposed that existing Members (Tijs Broeke and Dominic Christian) be offered first refusal, to carry out the remaining one year of their term.
22. The Chairman of the Sub-Committee is to be the Chairman of Policy & Resources, or their nominee. Members will be invited to consider proposals for the Chairmanship and Deputy Chairmanship of the Sub-Committee.

Operational Property and Projects Sub-Committee (OPPS) (joint with Finance Committee)

23. This takes on the responsibilities for the Projects Sub-Committee, Corporate Assets Sub-Committee and Procurement Sub-Committee. It will provide:

- **Projects**
additional scrutiny, oversight and challenge for the management of projects and programmes;
- **Corporate Assets**
Management of the performance and adequacy of all the operational property assets, the overall annual programme of work for repairs and maintenance, the utilisation of resources and for ensuring that a summary list of proposed schemes is submitted annually as part of the resource allocation process. Oversight of asset and facilities management of Guildhall, Mansion House and the Central Criminal Court and approving the Corporate Asset Management Plan.

An additional reference has been included by request of the City Surveyor, in response to recommendations from the Service Based Review, for OPPS to have the ability to commission from Service Committees periodic management information on asset management performance.

Procurement

- Scrutiny of value for money on procurement contracts, including initial tender strategy to final contract award sign off, waivers and monitoring of lessons learned. Consulting Committees and Officers on decisions made corporately on procurement. Monitoring performance against the Chamberlain's Departmental Business Plan and related corporate initiatives; UK Public Contract Regulations and the Corporation's Procurement Code
24. There are **four** vacancies on this Sub-Committee to which this Grand Committee is asked to appoint. Up to two Members are to be co-opted from and by the Court of Common Council.
25. Given the joint nature of this Sub-Committee, it is proposed that the Chairman and Deputy Chairman of the Sub-Committee be appointed from and by its Membership at its first meeting.

Financial Investment Board (FIB) (joint with Finance Committee)

26. This is an existing Sub-Committee which used to sit under the (now abolished) Investment Committee. It will now report to both Policy & Resources Committee and Finance Committee. Following feedback at your last meeting, in consultation with Members, the composition has been revised. It is now recommended that there be **two places** filled by representatives of each Committee. Up to two Members (total) are to be co-opted from and by the Court of Common Council.
27. It is responsible for overseeing all aspects of the non-property investment arrangements of the City of London's major funds and monitors the Chamberlain's Treasury Management operations.

28. Reference to its work on the Pension Fund has been deleted, as this will be undertaken by the new Pensions Committee.
29. Reference to the management of funds for the William Coxen Trust has been added. This is to reflect a decision taken whereby FIB, on behalf of the Investment Committee, oversaw the investments of the Sir William Coxen Trust, reporting back and providing advice to the respective (Aldermanic) Committee, which would then take any necessary decisions.
30. It has been suggested that it be formally tasked with informing the decision taken by the Resource Allocation Sub-Committee on the appropriate investment proportions between property and non-property assets.
31. Given the joint nature of this Sub-Committee, it is proposed that the Chairman and Deputy Chairman of the Sub-Committee be appointed from and by its Membership at its first meeting.

Property Investment Board (PIB) (joint with Finance Committee)

32. This is an existing Sub-Committee which used to sit under the (now abolished) Investment Committee. It will now report to both Policy & Resources Committee and Finance Committee. Following feedback at your last meeting, in consultation with Members, the composition has been revised. It is now recommended that there be **two places** filled by representatives of each Committee. Up to two Members (total) are to be co-opted from and by the Court of Common Council.
33. It is responsible for determining and approving management and investment matters relating to the property within the City's Cash and City Fund in accordance with the management plans and investment strategies. The Board is also responsible for acquisition, management and disposal of all City property within its remit. Rental activity at Leadenhall Market is also overseen by the Board.
34. It has been suggested that it be formally tasked with informing the decision taken by the Resource Allocation Sub-Committee on the appropriate investment proportions between property and non-property assets.
35. Given the joint nature of this Sub-Committee, it is proposed that the Chairman and Deputy Chairman of the Sub-Committee be appointed from and by its Membership at its first meeting.

Equality, Diversity and Inclusion (EDI) (joint with Corporate Services Committee)

36. This takes on the existing responsibilities overseen by the Member Diversity Working Party, Tackling Racism Taskforce and Statues Working Party. It will provide:
 - **Members' Diversity**
Exploration for ways in which to enhance the diversity of the Court of Common Council, including the Court of Aldermen.
 - **Tackling Racism Taskforce**
Consideration of what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be

undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them. It is suggested that the remit of the EDI Sub-Committee include tackling all forms of prejudice, including racism.

Members are invited to consider whether the remit of the Sub-Committee should be broadened to include consideration of what the City of London Corporation currently does to tackle all forms of prejudice.

37. There are **two places** to be appointed directly from the Policy & Resources Committee and two places to be appointed by the Corporate Services Committee. Two Members are to be appointed from and by the Court of Common Council.
38. Given the joint nature of this Sub-Committee, it is proposed that the Chairman and Deputy Chairman of the Sub-Committee be appointed from and by its Membership at its first meeting.

Competitiveness Advisory Board (CAB)

39. This working party was established in March 2021 and focuses on questions of competitiveness. In particular, it offers guidance to officers in their delivery of the Corporation's competitiveness strategy and provides expertise and insight to Policy & Resources on the ingredients of global success of UK Financial and Professional Services.
40. There are **no places** to be appointed directly from the membership of the Policy & Resources Committee. Four Members of the Court of Common Council were appointed following an interview process in 2021 (Alderman & Sheriff Lyons, Alderwoman Langley, Deputy Shravan Joshi, Dominic Christian). Members are invited to consider whether to retain or revisit these appointments for the year ensuing.
41. The Chair of the Policy & Resources Committee will act as Chairman and the Chair of the General Purposes Committee of Aldermen will act as Deputy Chairman.

Appointments to other Committees and Sub-Committees

42. The Policy & Resources Committee is required to appoint representatives to serve on the following Committees, Sub-Committees and Boards:-
 - **Audit and Risk Management Committee** (one representative)
 - **Barbican Centre Board** (one representative)
 - **Education Board** (one representative)
 - **Local Development Framework Reference Sub (Planning) Committee** (one representative)
 - **Mayoralty and Shrievalty Allowances** (one representative, for the purposes of consultation with the Court of Aldermen and representatives of the Finance Committee)
 - **Economic & Cyber Crime Committee of the Police Authority Board** (one representative)

43. It should be noted that, when filling the vacancies on the various committees and sub-committees referred to above, a ballot will be required where expressions of interest in serving on them exceed the number of vacancies.
44. As was the case in 2021/22, it is recommended that any such ballots be held following the meeting on 5 May with Members provided the weekend to cast their votes on all ballots simultaneously, using electronic voting methods. Appointments would then be made under delegated authority in accordance with the results of the ballot process.

Lead Members

45. Following proposals within the Governance Review for 'Lead Members', the Committee is invited to note that proposals will be reported at the next meeting.

Appendices

- A – Resource Allocation Sub Committee Terms of Reference
- B – Communications Sub Committee Terms of Reference
- C – Operational Property and Projects Sub Committee Terms of Reference
- D – Civic Affairs Sub Committee Terms of Reference
- E – Equality, Diversity & Inclusion Sub Committee Terms of Reference
- F – Capital Buildings Board Terms of Reference
- G – Financial Investment Board Terms of Reference
- H – Property Investment Board Terms of Reference
- I – Competitiveness Advisory Board Terms of Reference
- J – Freedom Applications Sub-Committee Terms of Reference
- K – 2021/22 Sub-Committee Membership and Representatives on other Committees

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