



Efficiency and Performance Sub (Finance) Committee

Date: WEDNESDAY, 17 JULY 2013
Time: 1.45pm
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members: Roger Chadwick (Chairman)
Ray Catt (Deputy Chairman)
Randall Anderson
Nigel Challis
Deputy Anthony Eskenzi
John Fletcher
Jamie Ingham Clark
Edward Lord
Jeremy Mayhew
Ian Seaton
Deputy John Tomlinson

Enquiries: Matthew Pitt
tel.no.: 020 7332 1425
matthew.pitt@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF ANY PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ANY ITEMS ON THIS AGENDA**
3. **MINUTES OF THE PREVIOUS MEETING**
To agree the public minutes and non-public summary of the meeting held on 5 May 2013.

For Decision
(Pages 1 - 4)
4. **OUTSTANDING ISSUES**
Report of the Town Clerk.

For Decision
(Pages 5 - 12)
5. **TRANSFORMATION AND EFFICIENCY BOARDS UPDATE**
Joint report of the Deputy Town Clerk and the Chamberlain.

For Information
(Pages 13 - 20)
6. **INTER-DEPARTMENTAL EVENTS CO-ORDINATION**
Report of the Remembrancer.

For Information
(Pages 21 - 28)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
9. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 – Non-Public Agenda

10. **PP2P PROGRAMME REVIEW**
Report of the Chamberlain.

For Decision
(Pages 29 - 162)

11. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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Agenda Item 3

EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

Wednesday, 8 May 2013

Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at Guildhall, EC2 on Wednesday, 8 May 2013 at 1.45pm

Present

Members:

Roger Chadwick (Chairman)
Ray Catt (Deputy Chairman)
Randall Anderson
Nigel Challis
Deputy Anthony Eskenzi
John Fletcher
Deputy Edward Lord
Jeremy Mayhew
Deputy John Tomlinson

Officers:

Matthew Pitt	- Town Clerk's Department
Neil Davies	- Town Clerk's Department
Chris Bilsland	- Chamberlain
Suzanne Jones	- Chamberlain's Department
Nigel Lefton	- Remembrancer's Department
Neal Hounsell	- Community and Children's Services Department
James Palmer	- London Borough of Hackney

1. APOLOGIES

Apologies were received from Jaime Ingham Clarke and Ian Seaton.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ANY ITEMS ON THIS AGENDA

There were no declarations.

3. MINUTES OF THE PREVIOUS MEETING

RESOLVED: That the public minutes and non-public summary of the meeting held on 30 January 2013 be agreed as an accurate record.

4. OUTSTANDING ISSUES

The Sub-Committee received a report of the Town Clerk setting out actions outstanding from previous meetings.

Improved Co-ordination Progress Update

The Town Clerk drew Members attention to a note drafted by the Remembrancer concerning an improved diary system to avoid clashes and

enable Member preference to be taken into account by Mansion House in the issue of their invitations.

The Chairman added that as the Remembrancer was unable to attend the meeting that day and the issues would be discussed at the next meeting of the Sub-Committee in July.

Peer review of financial and business support services

In response to a Member's query, the Chamberlain reported that issues identified by the peer review could be itemised, to show which had been completed, and which had been incorporated into the 2013 Business Plan.

The Deputy Chairman requested that, where possible, a target date for completion of the outstanding actions could be included in future versions of the report.

RESOLVED – That item 1.2 'Peer review of financial and business support services' be removed from the outstanding actions list.

5. TRANSFORMATION AND EFFICIENCY BOARDS - UPDATE

The Sub-Committee received a joint report of the Deputy Town Clerk and the Chamberlain updating Members on the activities of the Transformation and Efficiency Boards.

The Chairman highlighted that the two Boards had been set up at the height of the City Corporation's drive to cut its budget. He added that with further cuts on the horizon he felt there was still a need to keep both Boards in operation.

Discussion ensued regarding the effectiveness of the approach currently taken by the Sub-Committee to review transformation and efficiency across the organisation with some Members feeling that the approach required a re-examination.

In response, the Chamberlain undertook to bring proposals back to the Sub-Committee.

In response to the Chairman's question regarding the disconnect between the year end of the PP2P contract and the City's financial year, the Chamberlain undertook to look at aligning them at an appropriate point in the future.

In respect of the Performance Dashboard, Members requested that future reports include comparisons with previous quarters.

RECEIVED.

6. THIRD PARTY PAYMENTS

The Sub-Committee received a report of the Chamberlain detailing a review of Third Party Payments.

The Chamberlain highlighted that further work was required on the remaining £5.5m of payments and a report would be brought back to the Sub-Committee at its September meeting.

RECEIVED.

7. TRIGGERS REPORT

The Sub-Committee received a report of the Chamberlain outlining the latest position on triggers and inviting Members to identify any areas where they feel specific work should be undertaken.

The Chamberlain confirmed that there were currently no items of great concern and that the effect of government welfare reform initiatives on the City Corporation was relatively low.

The Chamberlain further advised that a short survey of the Finance Sub-Committee regarding the PP2P project would take place as part of a mid-term review. He added that preliminary work on this had already begun and that a report would be submitted to the next meeting of the Sub-Committee in July.

In response to a Members request to see the questions of the survey prior to its general release, the Chamberlain reported that the questionnaire would go through a challenge process and he would be happy to receive Member input.

RECEIVED.

8. TRANSFER OF PUBLIC HEALTH FUNCTIONS 2013/14

The Sub-Committee received a report of the Director of Community and Children's Services regarding the transfer of public health functions from primary care trusts to local authorities, effective from 1 April 2013.

The Sub-Committee heard from a representative of London Borough (LB) Hackney outlining his experience so far in managing the transfer of responsibility for health services. He advised the Board that LB Hackney's aims were very much to limit any disruption to user services and that having achieved this, going forward the organisation would, like many other local authorities, want to consolidate the number of health contracts it was managing.

He advised that in the absence of any formal documentation relating to staff and GP contracts being received from the Department of Health, the borough had no option but to issue new contracts.

In response to a Members question, the representative advised that there were currently no targets for the reduction in the number of contracts at this stage and that this would require considered evaluation.

In response to the Chairman's question, the representative advised that it had been extremely useful working with officers in the Community and Children's Services Department at the City Corporation and that through their working

partnership, the City and LB Hackney were delivering a strong offer to the community.

In response to a question regarding user perception, the Director of Community and Children's Services advised that an understanding of this would be gained in time.

RECEIVED.

9. STAFF SUGGESTION SCHEME

The Sub-Committee considered a report of the Deputy Town Clerk seeking approval to review the staff suggestion scheme so that it better supports the generation of ideas from the front line about how to improve and develop City Corporation services.

RESOLVED: That: -

- i) a small project group be set up to review the current staff suggestion scheme;
- ii) the group be tasked with bringing forward recommendations for a revised staff suggestion scheme (which could be renamed) that positively encourages ideas and proposal for change to make the City Corporation's services more effective or efficient;
- iii) the group be tasked to design a process which is simple to access and which had some form of peer review system; and
- iv) the group be also tasked with proposing a reward strategy for successfully implementing suggestions or ideas.

10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

The meeting ended at 3.00pm

Chairman

Contact Officer: Matthew Pitt
tel.no.: 020 7332 1425
matthew.pitt@cityoflondon.gov.uk

Agenda Item 4

Committee(s):	Date(s):
Efficiency and Performance sub-Committee	17 July 2013
Subject: Outstanding Actions	Public
Report of: Town Clerk	For Decision
Summary	
<p>At the 18th September 2012 meeting, Members agreed to receive an updated schedule of outstanding actions at each meeting, with previously agreed closed actions removed.</p> <p>The attached schedule includes all actions that remained open following the last meeting, together with updates from the responsible officers.</p> <p>Recommendation:</p> <p>Members are asked to agree to the closure of the following item:</p> <p style="text-align: center;"><u>Improved co-ordination between Mansion House, Guildhall complex and the Central Criminal Court (Item 6)</u></p> <p>A report from the City Remembrancer on this issue is presented elsewhere on today's sub-Committee agenda.</p>	

Neil Davies

Head of Corporate Performance and Development

T: 020 7332 3327

E: neil.davies@cityoflondon.gov.uk

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EFFICIENCY AND PERFORMANCE SUB-COMMITTEE (EPSC) - Outstanding Actions (as at 9/7/2013)

	Meeting Date and Item	Action	Officer responsible and target date (where applicable)	Progress updates	Priority (High / Medium / Low)
3	Departmental report – Barbican Centre				
3.1	Report to 24/11/11 meeting: Item 12 Barbican Centre Update	Members were updated on the plans for reducing the Centre's expenditure and increasing income. Members requested that the sub-Committee be kept informed of any related financial matters as necessary.	Chamberlain/ Managing Director of the Barbican Centre Update as necessary	August 2012 – No issues requiring Member attention. Financial forecast for 2012/13 within budget. November 2012- No issues requiring Member attention. Financial forecast for 2012/13 within budget. Forecasts for 2013/14 are currently being compiled.	Medium
4	Improved co-ordination (“Joining-up”) between Mansion House, Guildhall complex and the Central Criminal Court				
4.1	Report to 3/2/12 meeting: Item4 Improved co-ordination – progress update	The Chairman and Deputy Chairman to be updated on progress made in all areas of improved coordination, with full updates on the CRM database and seating arrangements being reported	Remembrancer July 2013	Sept 2012 – The Remembrancer, through the Events Coordination Group, has led the development of a corporate wide diary system. More information about City Corporation events is now available within a central diary and the data is more comprehensive than before. The various departments involved, including Mansion House,	Low

EFFICIENCY AND PERFORMANCE SUB-COMMITTEE (EPSC) - Outstanding Actions (as at 9/7/2013)

		to the Committee for information as it is reported thorough the other relevant Committees.		<p>Public Relations and the Remembrancers are making sure that the diary is kept up-to-date and the system is capable of being accessed by officers from those Departments. The Remembrancer is keeping this under review to ensure that the new facility continues to deliver what Members want. On the technical side, Modern.gov will soon replace the existing software systems.</p> <p>November 2012 – The Corporate Events Management Group works to provide strategic oversight and improved co-ordination between departments in relation to corporate events. Current issues being examined by the group include an improved diary system and seating arrangements at City hospitality events.</p> <p>May 2013 – An update was provided by the Remembrancer on work undertaken on an improved diary system to avoid clashes, and to enable Member preference to be taken into account by Mansion House in the issue of invitations.</p>	
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5	Central Recharges				
5.1	Report to 24/11/11 meeting: Item 9	The Chamberlain to provide Members with further detail on comparative service	Chamberlain September 2013	February 2012 – A report was received outlining the difficulties in measuring the City Corporation against the CIPFA Public Sector Corporate	Medium

EFFICIENCY AND PERFORMANCE SUB-COMMITTEE (EPSC) - Outstanding Actions (as at 9/7/2013)

	<p>Chamberlain’s departmental recharges – Value for money analysis</p>	<p>delivery costs and to submit a report to Members to reconsider the issue of internal recharges and value for money</p>		<p>Services Value for Money. The Financial Services Director stated that she was exploring other possibilities, including a London-wide benchmarking club, supported by CIPFA, to look at the issues instead. This was welcomed by Members.</p> <p>November 2012 –Data collection for the HR, Legal and Finance benchmarking clubs currently underway. Given the IS Sourcing review, the City will not participate in the IS benchmarking club. Possible benefits of participation in the Property Services benchmarking club currently being assessed.</p> <p>June 2013 – The results have been received and analysed, and discussed with the Comptroller and City Solicitor and the Director of HR. A report is scheduled for the September sub-Committee.</p>	
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7	Efficiency Board issues				
7.2	<p>Report to 18/9/12 meeting: Item 5</p> <p>Triggers for departmental reporting</p>	<p>Members asked for a review of the triggers after 6 months of operation</p>	<p>Chamberlain Every meeting</p>	<p>The triggers are reviewed at every meeting of the Efficiency Board and an update provided in the Transformation and Efficiency Board update reports to each sub-Committee meeting.</p>	<p>Medium</p>

EFFICIENCY AND PERFORMANCE SUB-COMMITTEE (EPSC) - Outstanding Actions (as at 9/7/2013)

7.3	<p>Report to 30/1/13 meeting: Item 5</p> <p>Triggers for departmental reporting: “50 Ways to Save”</p>	<p>Members requested that officers review and report back on the incentives offered to staff who suggest good ideas through the City Corporation’s Staff Suggestion Scheme and also the level of uptake.</p>	<p>Deputy Town Clerk</p> <p>October 2013</p>	<p>May 2013: Members noted proposals for a full review of the Staff Suggestion Scheme, which were subsequently agreed by the Establishment Committee.</p>	<p>Medium</p>
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8	<p>Transformation Board issues</p>				
8.1	<p>Report to 18/9/12 meeting: Item 6</p> <p>Shared Services (City Corporation & City Police)</p>	<p>Members noted that non-emergency Police calls were being answered by the City Corporation’s contact centre and were keen to consider recharging options should this become a permanent arrangement. They also noted that any decisions to recharge for services should be applied consistently across all departments.</p>	<p>Deputy Town Clerk / Chamberlain</p> <p>September 2013</p>	<p>January 2013 (report to Police Committee): “The call handling pilot has been successful in both reducing the volume of calls received in the CoLP Control Room and in making significant improvements to the percentage of non-emergency calls answered within 30 seconds. This is now consistently above target. Following an initial evaluation of the pilot to date, options for extending both the volume and nature of calls the shared Contact Centre handle are being considered in light of the Force’s overall Contact Management Strategy.”</p> <p>June 2013 – A report is scheduled for the September meeting.</p> <p>July 2013 – A project board has been formed to progress the joining up of the City’s Contact Centre and Police Command Centre, following agreement</p>	<p>Low</p>

EFFICIENCY AND PERFORMANCE SUB-COMMITTEE (EPSC) - Outstanding Actions (as at 9/7/2013)

				of the key principles. The project board is due to meet on 16 th July, followed by a tactical workshop on 18 th July.	
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9	Miscellaneous				
9.1	<p>Report to 12/7/12 meeting: Item 5</p> <p>Transformation and Efficiency Boards update</p>	<p>The Chamberlain will explore how future finance reports could include a breakdown of internal and external staffing costs charged to City Corporation projects, especially where recharges could be made.</p>	<p>Financial Services Director</p> <p>September 2013</p>	<p>Estimated internal staff costs are now included in the gateway 1 and 2 template reports for City Corporation projects.</p> <p>July 2013 - A meeting to discuss this issue was held with the Chairman and Deputy Chairman on 2nd July, and a report will be presented to the September meeting.</p>	High
9.2	<p>Report to 18/9/12 meeting: Item 5</p> <p>Transformation and Efficiency Boards update</p>	<p>Minutes of Transformation Board (TB) and Efficiency Board (EB) to be sent to selected Members for their information.</p>	<p>Head of Corporate Performance and Development</p> <p>Monthly</p>	<p>March 2013 meetings – sent 2/7/13</p> <p>April 2013 meetings – sent 2/7/13</p>	Low

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Agenda Item 5

Committee(s):	Date(s):
Efficiency and Performance sub-Committee	17 July 2013
Subject: Transformation and Efficiency Boards - update	Public
Report of: Joint Report of the Deputy Town Clerk and the Chamberlain	For Information
Summary	
<p>Since the last sub-Committee meeting, both the Transformation Board and the Efficiency Board have met twice.</p> <p>The Transformation Board has discussed the Ways of Working project; Customer Contact Strategy data; extending the use of Yammer and trialling the My Council Services App; and received the regular updates from the current programme of strategic reviews. The Board also received a presentation from the Director of Community and Children's Services, who discussed his experience of implementing change and transformation at his previous authority.</p> <p>The Efficiency Board continues to monitor the achievement of efficiency savings and budget reductions, and the latest position is reported in Appendix 1 to this report. The Board received a presentation on measures being taken to address the projected growth in the City Corporation's energy costs, discussed how it can continue to support this sub-Committee, including by monitoring "triggers" for departmental reporting, and received updates on current projects.</p> <p>Recommendation</p> <p>Members are asked to receive this update</p>	

Main Report

Background

1. At its 23rd May 2011 meeting, this sub-Committee received a report describing the establishment of two officer boards - the Transformation Board, (concentrating on change management) and the Efficiency Board (concentrating on the achievement of savings and efficiencies). It was agreed that an update on the work of each Board would be provided at each meeting of this sub-Committee.

Transformation Board

2. The following issues have been discussed at the Transformation Board, chaired by Susan Attard, since the last sub-Committee meeting.
3. **Updates on Strategic Reviews** The Board received updates on the key strategic projects. Issues highlighted recently include:
 - a. **IS phase 3 – alternative sourcing options**: The report recommending awarding the contract to the highest scoring bidder has been presented to, and approved by, the Information Systems sub-Committee; the Finance Committee; the Establishment Committee, and the Policy and Resources Committee. IS staff in scope of TUPE have been informed of the outcome of the bid evaluation process. Final approval will be sought at the July meeting of the Court of Common Council. Once approved, wider communications to City staff will begin. The new service is due to commence in mid-August, subject to an approved transition plan.
 - b. **PP2P**: A mid-term review of PP2P is presented as a separate report on this agenda. The review of the year 3 savings target has been completed and a notice of variation signed off. Future activity includes recruitment to the Head of CLPS (City of London Procurement Service) post and three apprentices; a review of the City's Procurement Regulations; and benchmarking of the CLPS against comparable services. Savings from the PP2P project are reported in Appendix 1 to this report.
 - c. **Strategic Finance Review**: Training programmes are being developed for finance staff and for budget managers. A handbook on business partnering for finance staff has been launched and a handbook on business partnering for budget holders has been piloted with the user group.
 - d. **HR**: The final staffing structure is in place, and a post implementation review is being conducted by the Senior Management Team. Further developments in the iTrent recruitment module are being piloted.
 - e. **Accommodation** All works are projected to complete within the overall budget, subject to the approval to vire budgets between individual work tasks. The Chamberlain's Department is scheduled to move from Guildhall Yard East to Guildhall North Wing and Walbrook Wharf between late September and early November, to take account of operational requirements.
4. **Customer Contact Strategy** To update the information presented in the February 2011 Contact Strategy, the Contact Centre has gathered information from departments about the volumes of customer contact across current channels, as well as data on the social media channels used most heavily by the City Corporation (Facebook and Twitter). This analysis showed increasing use of automated telephone self-service (such as payment of parking charges and renewal of library books), the website and web transactions. Reduced use of post, telephony and email was recorded, although the latter may be due to stronger anti-spam controls. Both social media and mobile technology

have developed significantly since the previous research, with the City now having 42 Twitter and 22 Facebook corporate and departmental accounts to communicate with its customers. Updated information will be reported to the Board every six months.

5. **Ways of Working** The Board received a presentation from the Chief Information Officer on the Ways of Working programme. This covered the range of technologies currently available within the City Corporation – including ipads and mobile technology – and some of the limitations; new workstyles such as home working and mobile working; and next steps. A separate paper presented the results of a study within the Town Clerk's Department to determine the potential for mobile or flexible working. It was agreed that further trials would take place with staff in other departments.
6. Some members of the Board commented on their visit to RB Kensington & Chelsea, where a review of accommodation needs has led to the introduction of a range of flexible working capabilities. Issues raised during discussion included staff and manager attitudes to flexible working, links with the service-based review process, the opportunities offered by the various items of technology and the benefits of flexible working to the individual and the organisation. The appointment of the new IS sourcing partner was noted, and it was anticipated that this would assist with the change process.
7. **London Collaborative Efficiency Network** Officers continue to attend meetings of the LCEN, and report back to the Board on issues discussed. The meeting in July included discussion of contracting and procurement issues relating to Public Health services, and the impact of the London Living Wage and zero-hours contracts. The Network also received feedback from the London ICT Programme, the sub-regional partnerships representing North, West, East and South-West London, and the most recent meeting of the London Strategic Procurement Board.
8. **Internal Communications: Yammer** As reported at the last meeting, the City Corporation has been using a free version of the Yammer portal for internal communication, collaboration, online learning and development. In order to assess whether the City should adopt the full version, the Board considered a report which set out the experience of three organisations currently using the full version: Amey, the Commission of the European Union, and the Department of Work and Pensions. This showed that the principal areas where Yammer was of benefit were: self-reliance in terms of staff sourcing information, solving problems and sharing best practice; knowledge capture and sharing; and reduced data traffic and duplication (e.g. email), bringing reduced server costs. It was also noted that Yammer needs to be aligned to a people strategy to make it work most effectively. The Board therefore instructed officers from PRO to work with IS and HR to move the project forward.
9. **My Council Services** The Board received an update on the proposal for a one-year trial of the My Council Service App, an online and mobile IT platform that enables residents, businesses and visitors to contact authorities to submit incident reports or requests, including photographs, via a range of mobile Smartphones or the Web. The pilot will explore use of the App for a small number of high volume and high profile Contact Centre services, to determine

whether it is suitable for use corporately across all departments, replacing single service Apps.

10. **Organisational Change** The Board received a presentation from the Director of Community and Children's Services, who discussed his experience of implementing change and transformation at his previous authority, highlighting the key drivers, the approach taken, the main outcomes, and the lessons that could be transferred to the City Corporation.

Efficiency Board

11. The following key issues have been discussed at the Efficiency Board, chaired by Chris Bilsland, since the last sub-Committee meeting.
12. **Efficiency and Performance sub-Committee** At each meeting, the Efficiency Board discusses the support that it provides to this sub-Committee, including reviewing the sub-Committee's list of outstanding items and the potential departmental triggers. External triggers considered by the Board include:
 - Police Value for Money Profiles issued by HMIC – the Board noted that the Police Performance and Resource Management sub-Committee had requested that the City Police work with the Chamberlain's Department to develop an approach to benchmarking Police services.
 - Fostering Inspection by Ofsted – the Board noted that the outcome of this inspection had been reported to the Community and Children's Services and Audit and Risk Management Committees, and that there were no issues of concern relating to value for money or efficiency.
 - PwC 'The local state we're in' (2013 update) – the Board noted that the key messages were similar to the 2012 report: *"Once again, councils have demonstrated their ability to deliver significant financial savings and balanced budgets. They have done so primarily by continuing to focus on 'how they work' – by securing savings in internal processes, support services, the management of their assets and their third party expenditure. But below the surface, there are signs that cracks are appearing as councils adjust to the reality of continued and significant financial pressures, and anxiety that these will become even more pronounced after the June 2013 Spending Review"*. It was agreed that the report could be useful background to the service-based reviews and would be circulated with a covering note of useful points.
 - Department of Communities and Local Government – The Board noted that DCLG had commissioned an independent study to explore and showcase good practice examples in delivering local government savings. This is due to complete in late summer 2013, and will focus "on measures which have enabled local authorities to deliver savings and efficiencies while protecting service quality and outcomes for local people".
 - CIPFA Benchmarking – For 2011/12, the City provided data to the CIPFA Public Sector Corporate Services VfM Indicators benchmarking clubs for financial, legal and HR services. The City's data was compared against 23

London Boroughs and large Metropolitan Councils/Unitary Authorities which also submitted data. The results of this benchmarking will be presented in a separate report to the next meeting of this sub-Committee, following discussion at the Chief Officers' Group.

13. **Energy** The Board received a presentation from the Energy Manager and the Head of Sustainable Development outlining measures being taken to address the projected growth in the City Corporation's energy costs. The trend indicates a growth in energy costs from £15M in 2009/10 to £20M by 2018, which will have a substantial impact on finances. The City's Carbon Descent Plan 2009 set a target of a 15% reduction in energy consumption by 2015. Consumption for 2012/13 is approximately 9% below the base year of 2008/09.
14. The Board discussed possible initiatives to reduce both consumption and costs, ranging from simple housekeeping changes (e.g. lighting and air conditioning) to the Strategic Energy Review that has been commissioned to look specifically at longer term possibilities for energy reduction. Other issues noted in the discussion included:
 - the need for a change in staff behaviour and attitudes towards energy use (e.g. turning computers off at the end of the working day);
 - the potential impact of increased homeworking and planned accommodation changes;
 - improving corporate knowledge and information on energy usage in individual buildings; and
 - the need to share best practice and access to technical expertise.
15. The Board agreed that an action plan should be prepared for inclusion within a written report to be presented to the Chief Officers' Group and then this sub-Committee.
16. **Corporate efficiency/savings programme** The Board has received a series of updates on elements of the efficiency/savings programme, as follows:
 - a. **Service-based reviews:** The Board noted the proposals for service-based reviews, subsequently endorsed by the Resource Allocation sub-Committee, in response to the projected deficit on the City Fund. A separate paper was prepared, summarising previous savings and review programmes at the City, including the Best Value reviews, budget reviews, and departmental reporting to this sub-Committee. The paper has been circulated as background information to the Chief Officers leading the five service-based review workstreams.
 - b. **Supplies and Services:** The Board agreed the terms of reference for three reviews to be carried out by Internal Audit into elements of 'Supplies and Services' spend, identified from an initial line-by-line analysis. There are: subscriptions; research/advice/information, and hospitality. Each review will include reviewing policies, seeking comparative data, examining the benefits obtained and checking a sample of payments.
 - c. **Grants:** A listing of all grants from City Fund and City's Cash, excluding the Museum of London and London Symphony Orchestra has been compiled and analysed for alignment with the City Corporation's

strategic aims. Further work is taking place to: determine key governance arrangements, such as when and how the grants were last reviewed and what performance measures are attached to the grants; group grants by activity to analyse against key priorities; and clarify the purpose for which the grants are given.

17. **Savings from strategic reviews and other initiatives** Appendix 1 shows the latest position in respect of the savings generated by the current programme of strategic and other reviews, as monitored by the Efficiency Board. Table 1 shows the reviews that have generated savings during 2012/13 along with the anticipated 2013/14 savings. Table 2 shows the impact of the departmental budget reductions implemented in 2011/12, and table 3 shows the target reductions from the 2013/14 and 2014/15 budget reductions.
18. Since the last report to this sub-Committee, the figures for PP2P savings (table 1) have been updated.

Appendices

- Appendix 1 - Savings Schedule (as at 17th June)

Neil Davies

Head of Corporate Performance and Development

T: 020 77332 3327

E: neil.davies@cityoflondon.gov.uk

SAVINGS SCHEDULE
(as at 17th June 2013)

Notes:

	Savings shown are not cumulative – they indicate the savings achieved/anticipated in each year, compared to a base year of 2009/10 for most items.
	Forward figures are at current prices. They should only be inflated if inflation increases are to be provided in future years.

Table 1: Phase I Savings - all funds	2012/13 £000	2013/14 £000
Street Cleansing	581	581
Trade Waste	334	334
Public Conveniences	143	143
Unaccompanied Asylum Seeking Minors	50	50
HR Review (phases I and II)	300	300
IS Shared Services	428	428
Chief Officer Budget Reviews 2009	2,645	2,645
Barbican Estate Car Parks	197	197
Telecoms	77	77
Security Contract	50	50
Cleaning and Window Cleaning Contract	150	150
PP2P net (cost)/savings	(1,941)	1,324
Sub-total	3,014	6,279

Table 2: 2011/12 Budget Reductions	2012/13 £000	2013/14 £000
Departmental reductions 2.5%	3,880	3,880
Departmental reductions 10%	13,696	14,035
Museum/LSO/LSSO	800	800
New Homes Bonus (note 1)	268	372
Departmental reorganisations (note 2)	134	345
Golden Lane Leisure Centre		
Contract	40	119
Academies support post	(39)	(39)
One-off costs of change	(300)	0
Sub-total	18,479	19,512

Table 3: 2013/14 and 2014/15 Budget Reductions	2013/14 £000	2014/15 £000
All funds - Departmental reductions 2%	664	2,460
City Fund - Departmental reductions 2%	465	1,598

Notes:

1	Receivable for six years and be adjusted year on year for net additional dwellings
2	Full year impact: £550,000 (from 2014/15)

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Committee(s):	Date(s):
Hospitality Working Party Efficiency and Performance Sub (Finance) Committee	4 th July 2013
Subject: Inter-Departmental Events Co-ordination	Non-Public
Report of: The Remembrancer	For Information
<h2 style="margin: 0;">NOT FOR PUBLICATION</h2> <p style="margin: 0;">By virtue of paragraph(s) 3 of Part I of Schedule 12A of the Local Government Act 1972.</p>	
<p style="margin: 0;"><u>Summary</u></p> <p style="margin: 0;">This report records steps which have been taken to refine co-ordination between the Remembrancer's Office, Mansion House and the Public Relations and Economic Development Offices on event planning and delivery over the past year. It also outlines current and future work of the Group.</p> <p style="margin: 0;"><u>Recommendation</u></p> <p style="margin: 0;">Members are invited to note the further work which the Officers now anticipate and to endorse the approach proposed.</p>	

Main Report

Background

1. The co-ordination of events delivered by the Remembrancer's Office, Mansion House and the Public Relations/Economic Development Offices was first discussed in a report by the Town Clerk to the Policy and Resources Committee in June 2011. That report responded to issues which had been raised by Members about inter-departmental co-ordination in a number of areas, including events management. The report proposed, and Members endorsed, the creation of a Corporate Events Management Group chaired by the Remembrancer to provide a forum at which co-ordination could be reviewed.
2. A report to the Efficiency and Performance Sub Committee of the Finance Committee in February 2012 provided an account of the work of the Group. This included a review of the working of the Corporate database and contact lists used for identifying invitees to Corporation events, and seating arrangements at the Mansion House "set piece" events.
3. Following a discussion at this February's meeting of the Efficiency and Performance Sub Committee, a progress note was submitted to that Sub Committee's May meeting. The note is attached as Annex A to this report. The following paragraphs give further particulars on the matters outlined in that note.

The Diary System

4. The commitment by all the departments represented on the Corporate Events Management Group to enter relevant events on the shared calendar was confirmed at the last meeting of the Group held on 16th May. The shared calendar arrangement is now fully operational.

The Database

5. The working of the Corporate database has been reviewed by the Public Relations Office. The Director of Public Relations has commented as follows:-

The database has two main purposes: first, to provide a database of City Corporation contacts across a wide range of relevant economic sectors and other groupings, to be used for both written (including, where appropriate, email) communication and for issuing invitations to relevant hospitality and other events; and, second, to manage the City Occupiers' Database (COD) of businesses in the City, to form the basis for the annual business voter registration process.

The first part of this work involves regular and continual updating of the list, based on new information from a wide variety of sources, including individual departments, responses to mailings and other contacts and daily scanning of relevant newspapers etc., especially for changes in the business contacts. In addition to this centrally managed database, each department can also access the software and use the database facility to keep and manage their own local lists of specialist contacts etc.

Like all databases, this relies on continual updating and the willingness of users either to update information themselves (as designated people in relevant departments can) or submit to the Database Team, within the Public Relations Office (PRO), the revised information. Generally this process works well.

Invitations to the Mansion House Set Piece Events

6. The process by which invitations are allocated to these events has been the subject of extended discussion and consultation which has included both the Lord Mayor and the Chairman of the Policy and Resources Committee. The culmination of the deliberations was recorded in a letter to Members from the Private Secretary in February. The revised arrangement enables Members to express their preferences rather than relying on the rota system previously used to allocate Members to Mansion House events. The text of the letter sent by the Private Secretary (in the context of the Trade & Industry Dinner where it was first used) is set out at Annex B.
7. The Private Secretary has commented as follows:-

Arrangements for Members to express their preferences in relation to invitations to set piece dinners at Mansion House, were implemented this year

for the first time. Essentially, Members' preferences were met with the exception of the Easter Banquet which was oversubscribed by nine places. A ballot was conducted and the nine Members who were unsuccessful were contacted directly by the Private Secretary and allocated an alternative Banquet. Should any of those nine Members request the 2014 Easter Banquet they will be given priority to attend the event, as set out in the Private Secretary's note at Annex B.

Seating

8. Work has been undertaken to achieve a greater alignment between practices at Guildhall and Mansion House in the seating of Members at major events. In balancing the issues of precedence and external engagement, greater weight is now given to seating Members with a particular locus in the work of the Corporation, so far as is practicable, with guests relevant to those interests. This approach has been applied since the London Government Dinner in January.

Current and Future Work

Demarcation

9. At its meeting in May, the Corporate Events Management Group reviewed the overall arrangements for delivering events. Officers concluded that the existing arrangements by which the Remembrancer's Office leads on City Corporation events, the Public Relations Office on events closely linked to the Chairman of Policy's political and business contact programme and the Mansion House on Mayoral hospitality, provided a rational demarcation and should be maintained. It was also noted that informal consultation and discussion about specific events was also undertaken as routine.

Liaison with other Departments delivering events

10. The Group has noted that in the interests of enhancing co-ordination further it would be beneficial to establish liaison with other departments which also deliver events. The Department of Culture, Heritage and Libraries was identified as the most prominent example. Whilst such events are usually relatively small scale occasions, it seemed to the Officers that all reasonable steps should be taken to avoid clashes in dates where the intended audiences were not wholly different from City Corporation events held on the same day. Officers also thought that the potential for enlarging small scale events where the broader City Corporation interest was identified could also be considered if the events were brought to the Group's prior attention. The Director of Culture, Heritage and Libraries has indicated support for this approach and will be invited to attend future meetings of the Corporate Events Management Group.

Invitations to Incoming Overseas Delegations

11. The Remembrancer has discussed with the Foreign and Commonwealth Office's Director of Protocol the extent to which visiting overseas delegations might receive invitations to relevant City Corporation events. This is not

straightforward as the delegations are often arranged on a short time line for specific purposes with little flexibility in their timetabling. Arrangements are, however, being put in place to enhance the flow of information between the City and the Foreign and Commonwealth Office to maximise opportunities for this type of engagement.

Anniversaries

12. Anniversaries often provide a basis for considering City Corporation events linking the historic and the contemporary. The seminar to be held later this year on the occasion of the 150th Anniversary of the London Underground is one such example. It will combine history and discussion of London's current infrastructure and future needs, in a series of presentations and a question and answer session, followed by a reception.

13. Anniversaries may, of course, arise in many areas of interest to the City Corporation. Identifying them and consideration of whether they might form the basis of Corporation events is likely to be most effective if information and ideas are pooled. It is, therefore, proposed that the Corporate Events Management Group brings this subject with its ambit. It is proposed Officers from Remembrancer's, Mansion House, Public Relations and Culture, Heritage and Libraries will periodically meet informally to discuss forthcoming anniversaries and feed their findings into the Corporate Events Management Group meetings. Proposals for events which appear to merit consideration by Members will then be reported through Hospitality Working Party and Policy Committee to Members using existing reporting arrangements.

Conclusion

14. Co-ordination between departments on the delivery of events has been advanced over the past year. The outcome of the current and future work noted at paragraphs 9 to 13 above will need evaluation which the Officers will be able to undertake at the quarterly meetings of the Corporate Events Management Group over the coming year.

Contact:

Paul Double
City Remembrancer

Tel: 020 7332 1200

E-mail: paul.double@cityoflondon.gov.uk

NOTE TO THE EFFICIENCY AND PERFORMANCE SUB COMMITTEE

1. This note records the outcome of work undertaken as part of the "joining up" agenda on an improved diary system (to avoid clashes) and to enable Member preference to be taken into account by Mansion House in the issue of their invitations.
2. The diary system for events is now operational and may be found in the Corporation's 'Outlook' e-mail system as a shared calendar "COL Events". The system allows all departments organising City Corporation or Mayoral events to input into the diary. All departments concerned (Remembrancer's, Public Relations/EDO and Mansion House) have committed to entering their events on the system.
3. The system should ensure the avoidance of clashes caused by events being arranged by different departments at the same time. It also provides information about future events undertaken by the Corporation across departments. The diary is accessible by Members.
4. Arrangements for Members to express their preferences in relation to invitations to set piece dinners at Mansion House were contained in a note to Members from the Private Secretary in February. This was the product of discussions involving the Chief Commoner and Chairman of Policy, the Remembrancer and the Private Secretary with approval of the Lord Mayor. Essentially, Members' preferences will be met unless the event in question is oversubscribed in which case there will be a ballot and those who are unsuccessful will be given priority on the next subsequent occasion of that event.
5. Issues arising from the Sub Committee's February meeting (recorded in the Minutes before this Sub Committee today) will be reported on at the next meeting.

Paul Double
City Remembrancer

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**ALLOCATION OF
MANSION HOUSE BANQUET & DINNER INVITATIONS
TO MEMBERS OF COMMON COUNCIL DURING 2013**

Dear Member,

Please find attached a list of banquets and dinners to be held at Mansion House in the current year.

In a new arrangement, which is intended to make the system more responsive to Members' interests and availability, Members have not been allocated a particular banquet or dinner as previously under the rota system.

Instead each Member is being asked to indicate, on the attached reply slip, up to two functions on the list which they would prefer to attend – one single and one double for each Member.

All Members will of course also continue to be invited to The London Government Dinner.

Please respond, using the attached reply sheet, no later than close of business Monday 18th February 2013

In addition, future dates for banquets and dinners will be issued shortly after the start of each mayoralty, before the end of November – allowing Members earlier notice.

Yours truly,



**William Chapman
Private Secretary to the Lord Mayor**

BACKGROUND NOTE

These new arrangements reflect discussions in the Hospitality Working Party of the P&R Committee and elsewhere, and have been developed with the close involvement of the Chairman of Policy and the Chief Commoner and have been agreed by the Lord Mayor.

Replies will be collated and if the number of seats available to Members for a given banquet or dinner *equals or is greater than* the number of Members expressing a preference to attend that function, all Members will be issued with an invitation.

If the number of seats available to Members is *fewer* than the number of Members expressing a preference, those Members to be invited will be decided by ballot.

Members who are unsuccessful in the ballot will be issued with an invitation to any one of the other banquets or dinners at which seats are available.

Next year preference will be given to those who expressed a desire to attend a particular banquet or dinner this year but did not secure a place.

Please note that if you do not reply expressing a preference by the date indicated above you will be invited to any one of the banquets or dinners at which seats are available.

Please bear with us while we learn the lessons of the new system with the aim of providing Members with a more useful and more timely allocation process.

Agenda Item 10

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

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