



Efficiency and Performance Sub (Finance) Committee

Date: WEDNESDAY, 4 NOVEMBER 2015
Time: 1.45 pm
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members: Roger Chadwick (Chairman)
Jeremy Mayhew (Deputy Chairman)
Randall Anderson
Nicholas Bensted-Smith
Nigel Challis
Deputy Anthony Eskenzi
John Fletcher
Deputy Jamie Ingham Clark
Ian Seaton
Deputy John Tomlinson
Philip Woodhouse

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Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES OF THE PREVIOUS MEETING**
To agree the public minutes and non-public summary of the meeting held on 16 September 2015.

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

For Information
(Pages 5 - 8)
5. **SERVICE BASED REVIEW ROADMAP**
Report of the Town Clerk.

For Information
(Pages 9 - 18)
6. **WORK PLAN FOR FUTURE MEETINGS**
Report of the Town Clerk.

For Information
(Pages 19 - 20)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-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.

For Decision

Part 2 - Non-Public Agenda

10. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
To agree the non-public minutes of the meeting held on 16 September 2015.

For Decision
(Pages 21 - 22)

11. **SERVICE BASED REVIEW FINANCIAL MONITORING - QUARTER 2 MONITORING**
Report of the Chamberlain.

For Information
(Pages 23 - 34)
12. **SERVICE BASED REVIEW: DEPARTMENTAL MONITORING - CITY SURVEYORS DEPARTMENT**
Report of the City Surveyor.

For Information
(Pages 35 - 48)
13. **COMBINED HEAT AND POWER SYSTEM - ANNUAL REPORT 2014/15**
Report of the City Surveyor.

For Information
(Pages 49 - 68)
14. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **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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EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

Wednesday, 16 September 2015

Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at the Guildhall EC2 at 11.30 am

Present

Members:

Jeremy Mayhew (Deputy Chairman)	John Fletcher
Randall Anderson	Ian Seaton
Nigel Challis	Deputy John Tomlinson
Deputy Anthony Eskenzi	Philip Woodhouse

Officers:

Susan Attard	Deputy Town Clerk
Neil Davies	Town Clerk's Department
Philippa Sewell	Town Clerk's Department
Peter Kane	Chamberlain
Caroline Al-Beyerty	Chamberlain's Department
Mark Jarvis	Chamberlain's Department
Paul Nagle	Chamberlain's Department
Peter Bennett	City Surveyor
Sir Nicholas Kenyon	Director of the Barbican Centre
Sandeep Dwesar	Barbican Centre
Leonora Thomson	Barbican Centre

1. APOLOGIES

Apologies were received from the Chairman Roger Chadwick, Nicholas Bensted-Smith and Deputy Jamie Ingham Clark.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE 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 17 July 2015 be agreed as an accurate record.

4. OUTSTANDING ACTIONS

The Sub Committee received an updated schedule of outstanding actions. With regards to the Citigen contract, the Chamberlain advised that Procurement officers were working with the City Surveyor's department to build a case which would be seen by the Corporate Asset Sub Committee (and forwarded electronically to Efficiency and Performance Sub Committee Members) before negotiations began.

RESOLVED – That the report be noted.

5. **WORK PLAN FOR FUTURE MEETINGS**

The Sub Committee received and updated the programme of work for the year.

RESOLVED – That the report be noted.

6. **SERVICE BASED REVIEW ROADMAP**

The Sub Committee received a report of the Deputy Town Clerk presenting the latest update of the Service Based Review Roadmap. Officers detailed the progress on each of the cross-cutting reviews, and Members noted that a report regarding the Facilities Management Review and the Contract Management Review would be considered at the next Sub Committee meeting. Members requested that green ratings only be granted if the status could be adequately justified.

RESOLVED – That the report be noted.

7. **PERFORMANCE MONITORING: LONDON-WIDE PERFORMANCE INDICATORS**

The Sub Committee received a report of the Deputy Town Clerk presenting the dashboard of Service Performance Indicators monitored and reported quarterly by London Councils, known as LAPS (London Authorities Performance Solution), for the period January to March 2015. Members discussed the report, and agreed that the City should seek to be in the top two quartiles wherever possible and that more detail should be included in future reports on how this could be achieved, or why it was not feasible. Members also requested that a suggestion be made to London Councils to include an indicator regarding the use of brownfield land.

RESOLVED – That the report be noted, and a suggestion be made to London Councils to include an indicator regarding the use of brownfield land.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other business.

10. **EXCLUSION OF THE PUBLIC**

RESOLVED - 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.

<u>Item</u>	<u>Paragraph Number</u>
11-14	3
15-16	-

11. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**

RESOLVED - That the non-public minutes of the meeting held on 17 July 2015 be agreed as an accurate record.

12. **SERVICE BASED REVIEW FINANCIAL MONITORING - QUARTER 1**
The Sub Committee received a report of the Chamberlain.
13. **SERVICE BASED REVIEW: DEPARTMENTAL MONITORING - BARBICAN CENTRE**
The Sub Committee received a report of the Managing Director of the Barbican.
14. **BENCHMARKING THE COST OF FINANCIAL SERVICES**
The Sub Committee received a report of the Chamberlain.
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting closed at 1.14 pm

Chairman

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EFFICIENCY AND PERFORMANCE SUB-COMMITTEE - Outstanding Actions (as at 26/10/2015)

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1	January 2013	Staff Suggestion Scheme 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	Deputy Town Clerk	January 2016	<p>The three month pilot of the revised staff suggestion scheme finished at the end of September.</p> <p>A report on the evaluation of the pilot will be considered by the Customer Services Steering Group in November and the Chief Officer Summit Group in December.</p> <p>A full update will be provided to the Sub Committee in January.</p>
2	September 2015	Extension of Citigen Contract (Combined Heat and Power) Members asked to be kept informed of developments, particularly in respect of reports to the Corporate Asset Sub Committee	City Surveyor/ Chamberlain	November 2015	<p>A copy of the presentation to the October Corporate Asset Sub Committee has been sent to Members of this Sub Committee.</p> <p>There will be another presentation/report at the next Corporate Asset Sub Committee meeting (24 November), which Members of this Sub Committee are welcome to attend.</p> <p>A copy of that presentation/report will also be sent to Members of this Sub</p>

EFFICIENCY AND PERFORMANCE SUB-COMMITTEE - Outstanding Actions (as at 26/10/2015)

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
					Committee. A tour of the CHP facility has been arranged for 10 November – any Members wishing to attend should contact Chris Braithwaite in the Town Clerk's Department.
3	September 2015	Service Based Review: Chief Officer updates Members requested that the City Surveyor present to the next meeting	City Surveyor	November 2015	Departmental report for the City Surveyor on the agenda for November's meeting.
4	September 2015	Service Based Review: Roadmap Members requested an update on the Facilities Management and Contract Management Reviews	Chamberlain/City Surveyor	November 2015	Progress on these reviews is noted within the Service Based Review Roadmap report and the departmental report for the City Surveyor on the agenda for November's meeting.
5	September 2015	Service Based review: Barbican Centre Members requested an update at the next meeting on the Centre's proposals for reducing unsocial hours payments	Managing Director/Head of Corporate HR	January 2016	This proposal continues to be discussed between staff at the Centre and Corporate HR, and a fuller update will be provided to Members following a meeting between the Managing Director, Chamberlain and Director of HR scheduled for 11 th November.

EFFICIENCY AND PERFORMANCE SUB-COMMITTEE - Outstanding Actions (as at 26/10/2015)

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
6	September 2015	London-wide dashboard of performance measures A Member suggested that Use of Brownfield Land be included on the dashboard of performance measures	Deputy Town Clerk	March 2016	London Councils consult annually on additions/deletions to the dashboard of performance measures – this will be fed into the next consultation.

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Agenda Item 5

Committee:	Dated:
Efficiency and Performance Sub Committee – For Information	4 November 2015
Subject: Service Based Review Roadmap	Public
Report of: Deputy Town Clerk	For Information

Summary

Under its terms of reference, the Efficiency and Performance Sub Committee is responsible for overseeing and monitoring the agreed programme of work arising from the Service Based Review.

This report presents the Sub Committee with the latest update in respect of the agreed Service Based Review projects and cross-cutting reviews in the format of the Service Based Review Roadmap (Appendix 1). Changes since the last meeting are reported against each of the projects in the main body of the report.

Of the 10 projects currently being tracked by this Roadmap, five are rated as 'green', and five as 'amber'. Four projects have changed rating from 'green' to 'amber' as follows:

Project	Reason for change
Strategic Asset Management	All three constituent elements of this review are now individually rated amber.
Facilities Management	Slippage against planned milestone completion dates.
Contract Management (Procuring and Managing Services)	Slippage against the planned milestone completion date for the third workshop now planned for October.
Grants	Slippage in the production and resourcing of the implementation plan.

Further details are provided in the detailed commentary, starting at paragraph 7.

Recommendation

Members are asked to note the report.

Main Report






Background

1. Members agreed to receive an update report at every meeting showing progress on the delivery of Service Based Review projects and programmes, including any actions to address problems identified.

2. Progress is reported on a “Roadmap”, attached as Appendix 1. This is in a common format, developed by the Corporate Programme Delivery Unit, who also work with Chief Officers to ensure that projects and programmes are delivered.
3. At officer level, progress is reported monthly to the Service Based Review Steering Group, chaired by the Chamberlain, and the Chief Officer Summit Group, chaired by the Town Clerk.
4. A separate quarterly Service Based Review financial monitoring report is being presented at this meeting, highlighting any significant variations from the approved budget reductions, along with summary information on the progress made by every Chief Officer.

Service Based Review Roadmap

5. The Service Based Review Roadmap at Appendix 1 to this report lists all of the cross-cutting reviews agreed by the Policy and Resources Committee in September 2014, together with other work arising from the Service Based Review Challenge Meetings, or requested by the Policy and Resources Committee. It records the key activities for each of the projects. Appendix 2 contains an outline of each of the reviews reported on the Roadmap.
6. Within the Roadmap, completed actions are shaded green. Following discussion at the last meeting, the definitions for status and direction of travel have been amended as follows:

R	Project is in a critical state, guaranteed to go, or has gone, beyond agreed tolerances
A	Project is slipping, has slipped, or is about to slip within agreed tolerances
G	Project is on track
	Milestone
	Project is in a controlled state/no change since last reported
	Positive direction of travel
	Negative direction of travel
	Project Closed (in RAG column)

Detailed Commentary – Changes since the last report

Cross-cutting Reviews

7. Strategic Asset Management. This is the overarching proposal for the following three reviews to ensure that the strategic aims are aligned across all the asset-related opportunity outlines. The first meeting of the Strategic Asset Management Board will take place in October, with the aim of ensuring that there is integration

across the three reviews below. This review has been moved from green to amber as a result of all three of the subsidiary reviews now being rated amber.

8. Strategic Review of Operational Properties. This review remains rated as 'amber' due to slippage against planned milestone completion dates. The first phase of workshops with officers took longer than originally anticipated to schedule which has impacted other milestones; however this has enabled more effective preparation for engagement with Members. The next workshop to discuss accommodation and ways of working with corporate department staff is scheduled for the end of October. Presenting proposed actions to the Corporate Asset and Resource Allocation Sub Committees is now planned for November/December. Agreement to initiate implementation projects will then be sought from the relevant Service Committees.
9. Facilities Management. This review is now rated as 'amber' due to slippage against planned milestone completion dates. Following meetings with Chief Officers and senior managers involved in facilities management, a further workshop is planned for October. Baseline information across multiple service delivery mechanisms needs to be established to inform discussion on current arrangements, and to identify possible future savings. This will help establish principles for future facilities management contracts to produce the most effective model of facilities management service provision.
10. Contract Management (Procuring and Managing Services). This review is now rated as 'amber' due to slippage against the planned milestone completion date for the third workshop now planned for October. A further workshop is planned for November to discuss peer review findings, and to enable development of recommendations for appropriate governance and new contract management regime. The expected outcomes of this review include: improved contract management across the organisation, leading to improvements in, or maintenance of, quality delivery at a lower cost; the identification of any skills gap and the development of training programmes to address them, and recommendations for the appropriate governance and a new contract management regime.
11. Income Generation. Benchmarking information on local authority services was commissioned from CIPFA to determine what opportunities may exist for increasing fees and charges income. This has had to be recommissioned due to the complexities of the City Corporation's accounting system giving rise to anomalies in the data. This further analysis is still awaited from CIPFA but should be completed by early November. A first draft of the remainder of the final report (covering other public sector grants, potential commercial income opportunities and corporate sponsorship) is nearly completed. The report and recommendations will be tested in preparation for reporting to Members via the Service Based Review Steering Group and Chief Officer Summit Group in November. Following any adjustments, the report will be presented to Policy and Resources Committee in December, followed by reports to other relevant service Committees early in the New Year.

12. Grants. The final review report has been received by all of the Service Committees whose roles and remits are impacted by the review proposals. This review is rated as 'amber' due to slippage in the production and resourcing of the implementation plan. This is being developed in conjunction with the Chief Grants Officer, with an overall target date for agreed changes to commence from 1 April 2016. Following discussion at a number of Committee meetings, a complementary review of benefits in kind will be incorporated into the implementation plan. A summary report will be presented to the Policy and Resources Committee in November and then the Court of Common Council.
13. Effectiveness of Hospitality. The key benefits from this review will be: the identification of best practice in relation to prioritisation and assessment of proposed events and their delivery; increased use of common processes and procedures; and more efficient use of staff resources through greater flexibility. Following discussions with Chief Officers and some Members, provisional recommendations will be discussed with the Hospitality Working Party at its meeting in October. Final recommendations will then be presented to the Service Based Review Steering Group, the Chief Officers Summit Group, the Hospitality Working Party, the Policy and Resources Committee, and then other relevant Committees.
14. Independent Schools. The Board of the City of London Freemen's School received a report at its October meeting, covering activity in support of the Education Strategy, and the school's policy in relation to scholarships and bursaries. This follows similar reports that were presented to the other two Boards of Governors before the recess. A composite report will be presented to the Education Board in December, along with benchmarking information in respect of school fees. The key benefits from this review will be increased clarity and visibility of: the Schools' activities and how these align to the Education Strategy; and the City's support funding.

Departmental Reviews

15. Remodelling Libraries. Consultants for the design and scoping of the projects for the transformation of the Barbican and Shoe Lane Libraries are being procured and appointed by the City Surveyor's Department. Tenders for the works to Shoe Lane are to be invited by 30 November, and contractors appointed by 31st January. The target date for the completion of the works at Shoe Lane is 31st March 2016. An outline options report will be submitted for Barbican Library.
16. Barbican Centre. As part of the presentation by the Managing Director to the last meeting, Members noted that the Barbican Effectiveness Review and the implementation of the Service Based Review proposals has been embedded within the Centre's business planning or business-as-usual. A key output from the Effectiveness review is the new Strategic Plan for the Centre, which was presented at the Barbican Centre Board in July. At the last meeting, Members requested that they be kept updated in respect of the Centre's proposal to reduce unsocial hours payments from 2017/18. This proposal continues to be discussed between staff at the Centre and Corporate HR, and a fuller update will be provided to Members following a meeting between the Managing Director,

Chamberlain and Director of HR scheduled for 11th November. Whilst this proposal continues to be pursued, the Centre is considering alternative savings thorough the workforce planning process to deliver the saving in a different way.

Conclusion

17. Of the 10 projects currently being tracked by this Roadmap, five are rated as 'green', and five as 'amber'.

Appendices:

- Appendix 1 – Service Based Review Roadmap
- Appendix 2 – Outline of reviews

Neil Davies

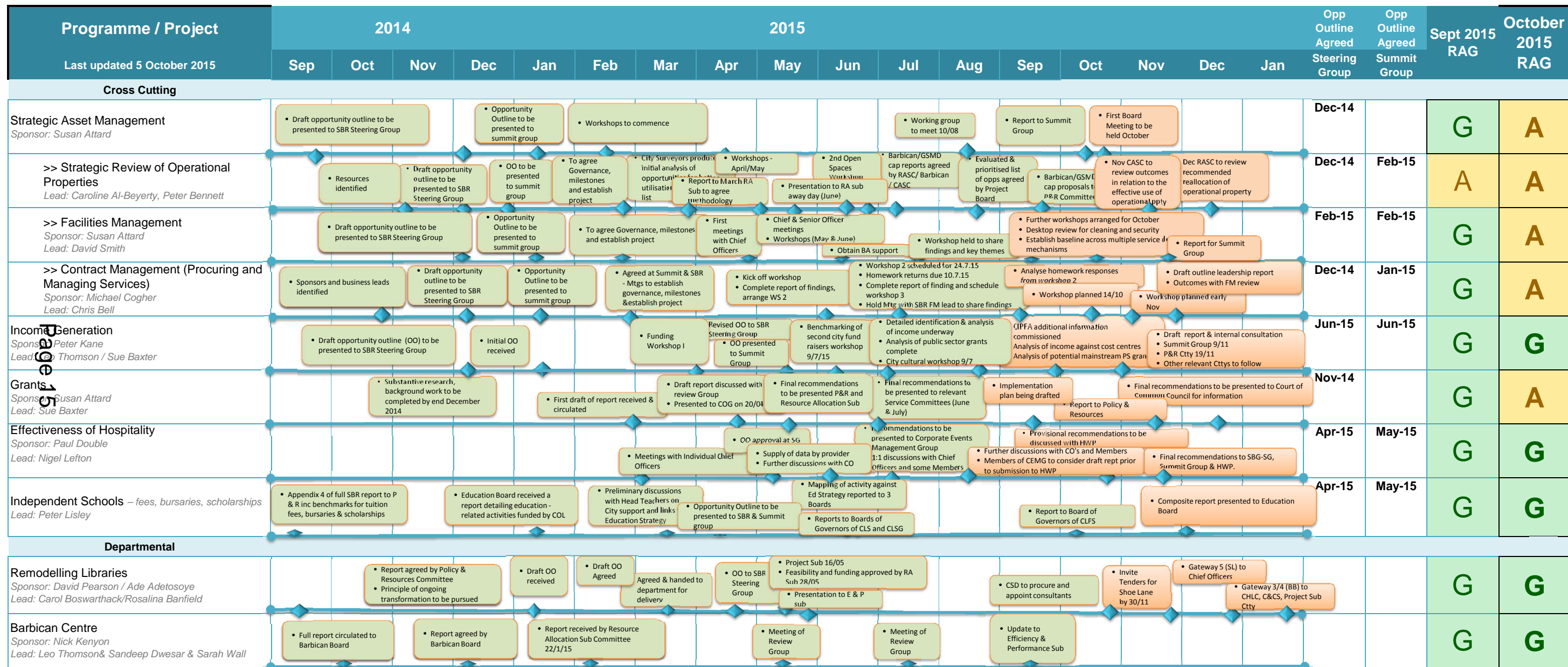
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Service Based Reviews Roadmap



R Project is in a critical state, guaranteed to go, or has gone beyond agreed tolerances (financial, benefits, timescales, quality)
A Project is slipping, has slipped or is about to slip within agreed tolerances
G Project is on track
 Milestone
 Project Closed

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**Service Based Review:
Outline of reviews included on Service Based Review Roadmap**

Cross-cutting

1. Strategic Asset Management. A number of opportunities to mitigate cost and risk across the City Corporation's asset base have been identified. Due to the diversity, scope and complexity of the different suggestions, an overarching proposal has been created to ensure that the strategic aims are aligned across all the asset-related opportunity outlines. Where appropriate joint working will be utilised to achieve better outcomes overall.

Beneath the overarching proposal sit four work streams:

- Strategic Review of Operational Properties;
- Contract Management (Procuring & Managing Services - all Contracts);
- Project Management (All Project / Programme Management), and
- Facilities Management

The key issue to be addressed is that current arrangements for providing these services are inconsistent across the organisation. There is a lack of shared organisational understanding or consistency in the levels of service and how these are identified, delivered and measured, resulting in duplication of effort in some areas and a number of pinch points. Through these reviews, the opportunity to consolidate and rationalise, in order to deliver consistent and appropriately defined services in a more efficient and cost effective manner will be thoroughly tested.

Note: In March 2015, it was agreed to defer the review of Project Management until later in the overall programme.

2. Income Generation. The majority of the departmental proposals agreed by the Policy and Resource Committee in September 2014 relate to reducing costs, although several income generating proposals were put forward as part of this exercise. However, it was felt by Members that these proposals were not ambitious enough and that further opportunities should be explored. This review aims to identify both departmental and cross-cutting opportunities, such as promoting the city as a place to visit, and consequently increase income.
3. Grants. This review examined the potential to improve the many different City Fund and City's Cash grant giving functions across the City Corporation to achieve better transparency and accountability, improved value for money, greater traction and administrative efficiencies. The final review report has been approved by the Policy and Resources Committee at the relevant spending Committees.
4. Effectiveness of Hospitality. This review will comprise a thorough examination of all aspects of the City Corporation's hospitality activities and how these link to the Corporation's Strategic Aims. Hospitality linked to events takes place in numerous ways and in different departments; and this review will examine how

such hospitality can be coordinated so far as possible to maximise efficiency and effectiveness, and to achieve effective sharing of best practice.

5. Independent Schools. This review will examine issues regarding fees, scholarships and bursaries at the three independent schools and will be conducted in consultation with School Heads and the governing bodies.

Departmental

6. Remodelling Libraries. At the December 2014 meeting of the Policy and Resources Committee, Members received a report outlining transformation opportunities for the City Corporation's Library services. They agreed that the principle of ongoing transformation of the services should be pursued and that further work should take place on planning and costing a range of options relating to the City's Lending Libraries.
7. Barbican Centre. As part of the Service Based Review process, Adrian Ellis Associates (AEA) Consulting was commissioned to provide a review of the Barbican Centre's current operations and to identify areas in which there might be scope for improvements in efficiency and effectiveness. They also scrutinised and assessed the Centre's Service Based Review proposals. An implementation plan has been developed to encompass both the Service Based Review proposals and the AEA recommendations. Progress against the plan will be monitored through the standard Corporate Programme Delivery Unit processes, and reported to a separate Steering Group which has been established, and includes the Chamberlain, the Managing Director and the Deputy Town Clerk.

Efficiency and Performance Sub Work Programme 2015/16

(Changes since the last meeting in italics)

Date	Items
13 January 2016	<ul style="list-style-type: none"> • Service Based Review Roadmap (Corporate Programme Delivery Unit report) • Departmental report: <i>Open Spaces</i> • Departmental report: <i>Town Clerk</i> • <i>Asset Management review - update</i> • CIPFA VFM Indicators 2014/15 • Performance monitoring report, LAPS Q1 and Q2 • Energy performance report (half year)
7 March	<ul style="list-style-type: none"> • Service Based Review Roadmap (Corporate Programme Delivery Unit report) • Service Based Review financial monitoring report: Q3 • Departmental report: tba • <i>Asset Management review - update</i> • Performance monitoring report
18 May	<ul style="list-style-type: none"> • Service Based Review Roadmap (Corporate Programme Delivery Unit report) • Service Based Review financial monitoring report: Q4 • Departmental report: tba • Performance monitoring report, LAPS Q3
6 July	<ul style="list-style-type: none"> • Service Based Review Roadmap (Corporate Programme Delivery Unit report) • Departmental report: tba • Performance monitoring report
12 October	<ul style="list-style-type: none"> • <i>Service Based Review Roadmap (Corporate Programme Delivery Unit report)</i> • <i>Service Based Review financial monitoring report: Q1</i> • <i>Departmental report: tba</i> • <i>Performance monitoring report, LAPS Q4</i> • <i>Combined Heat and Power Annual Report 2015/16</i>

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