



Efficiency and Performance Sub (Finance) Committee

Date: WEDNESDAY, 17 MAY 2017
Time: 11.30 am
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members: Jeremy Mayhew (Chairman)
Deputy Jamie Ingham Clark (Deputy Chairman)
Randall Anderson
Sheriff & Alderman Peter Estlin
Ian Seaton
Deputy Philip Woodhouse

Enquiries: Chris Braithwaite
tel.no.: 020 7332 1427
christopher.braithwaite@cityoflondon.gov.uk

Lunch will be served in 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 17 February 2017.
For Decision
(Pages 1 - 6)
4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
Report of the Town Clerk.
For Information
(Pages 7 - 8)
5. **CORPORATE AND DEPARTMENTAL BUSINESS PLANNING - UPDATE**
Report of the Town Clerk.
For Information
(Pages 9 - 32)
6. **EFFICIENCY AND SUSTAINABILITY PLAN - UPDATE REPORT**
Report of the Chamberlain.
For Information
(Pages 33 - 40)
7. **CONTRACT MANAGEMENT CORPORATE SUPPLIER SCORECARD**
Report of the Chamberlain.
For Decision
(Pages 41 - 48)
8. **WORK PROGRAMME FOR FUTURE MEETINGS**
Report of the Town Clerk.
For Information
(Pages 49 - 50)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **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 Schedule 12A of the Local Government Act.
For Decision

Part 2 - Non-Public Agenda

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

To agree the non-public minutes of the meeting held on 17 February 2017.

For Decision
(Pages 51 - 54)

13. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**

Report of the Town Clerk.

For Information
(Pages 55 - 56)

14. **SERVICE BASED REVIEW MONITORING**

Joint report of the Town Clerk and the Chamberlain.

For Information
(Pages 57 - 68)

15. **SERVICE BASED REVIEW - STRATEGIC ASSET MANAGEMENT FACILITIES MANAGEMENT REVIEW UPDATE**

Joint report of the Town Clerk, City Surveyor and Chamberlain.

For Information
(Pages 69 - 74)

16. **COMMERCIAL CONTRACT MANAGEMENT - INITIAL OPPORTUNITIES**

Report of the Chamberlain.

For Information
(Pages 75 - 84)

17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

This page is intentionally left blank

EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

Friday, 17 February 2017

Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Jeremy Mayhew (Chairman)	Dominic Christian
Deputy Roger Chadwick (Deputy Chairman)	Sheriff & Alderman Peter Estlin
Randall Anderson	Deputy Jamie Ingham Clark
Nigel Challis	Deputy John Tomlinson

Officers:

Christopher Braithwaite	-	Town Clerk's Department
Neil Davies	-	Town Clerk's Department
Richard Horner	-	Town Clerk's Department
Kate Smith	-	Town Clerk's Department
Amanda Thompson	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Christopher Bell	-	Chamberlain's Department
Mark Jarvis	-	Chamberlain's Department
Paul Nagle	-	Chamberlain's Department
Sarah Wall	-	Chamberlain's Department
Paul Wilkinson	-	City Surveyor
Sir Nicholas Kenyon	-	Director of the Barbican Centre
Sandeep Dwesar	-	Barbican Centre

1. APOLOGIES

Apologies were received from Ian Seaton and Philip Woodhouse.

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 30 November 2016 be agreed as an accurate record.

4. OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

The Sub-Committee considered a report of the Town Clerk which set out the outstanding actions from previous meetings of the Sub-Committee.

RESOLVED – That the outstanding references be noted and updated as appropriate.

5. **WORK PROGRAMME FOR FUTURE MEETINGS**

The Sub-Committee considered a report of the Town Clerk which set out the work plan for future meetings.

RESOLVED – That the report be noted.

6. **EFFICIENCY AND SUSTAINABILITY PLAN - IMPLEMENTATION**

The Sub-Committee received a report of the Chamberlain outlining the next steps to be taken regarding the implementation of the Efficiency and Sustainability Plan.

The Chamberlain advised that the plan needed to be viewed in the context of the overall Medium Term Financial Strategy to have a five year plan with sufficient cashable savings to present a balanced budget for all four funds, and to assist with this context and messaging, the set of core messages on the City of London Corporation's Finances had been reviewed and updated.

The Chamberlain reported that the principles of how the Peer Review programme was anticipated to work had been agreed with the Chief Officer Summit Group, however the actual approach adopted would be revised in-light of the experience gained from the first pilot review. Chief Officers would be invited to suggest key focus areas and approximate timing for Peer Review of their Departments so that a full programme could be developed.

A Member suggested that the reviews should avoid looking at each department individually and aim to be more thematic and cross-cutting so as to be more strategically focussed. It was further suggested that consideration be given to the communicating of the core messages to members during the member Induction programme.

In response to questions the Chamberlain explained that the reviews would be kept relatively light touch and draw on models/approaches developed elsewhere. Each review would seek to identify and utilise an appropriate reference point to help shape the key lines of enquiry. He explained that this process would assist with the embedding of the principle of continuous improvement across the organisation.

The Head of Corporate Performance and Strategy also reported that the Corporate Strategy Network was about to be launched, the purpose of which was to provide support for the Chief Officers leading on strategic workstreams and link to the development of the new corporate plan and revised business plans.

RESOLVED – That the core messages on the City of London Corporation Finances and the timetable and approach for implementing the Efficiency and Sustainability Plan be noted.

7. CORPORATE AND DEPARTMENTAL BUSINESS PLANNING - UPDATE

The Sub-Committee received a report of the Town Clerk updating on progress to the corporate and business planning process since the last meeting.

The Town Clerk advised that a refreshed Corporate Plan was being developed for 2018-23 which would set out a new vision and specific outcomes against which to monitor performance. Members would be invited to comment on the draft plan after the Common Council elections, before it was presented to the Court of Common Council for final approval prior to publication.

The Town Clerk advised that during January consultation meetings were held to offer Service Committee Chairmen early sight of the proposals for revising corporate and business planning, including the new template for high-level departmental plans. The proposals were generally received very positively, and a number of helpful suggestions and comments were made. These have been fed back to Chief Officers and their business planners working on the high-level plans.

Draft high-level departmental plans would be presented to Service Committees before the elections in March, where possible, or circulated to the current Chairmen and Deputy Chairmen. Following the elections, Service Committees would receive the high-level plans for approval, supported by detailed business plans.

The Town Clerk further advised that during 2017/18 further development work would take place, including the re-formatting of detailed business plans and arrangements for monitoring and reporting performance. Regular updates would be provided to the Sub Committee as the work progressed.

A Member commented that it would be helpful to see the existing Corporate Plan so that any fundamental changes included in the new one were easily identifiable and any implications arising as a result could be considered appropriately. Members also commented that departmental business plans should be revisited after the agreement of the new Corporate Plan.

Members noted that the output from the People, Place and Prosperity Chief Officer Groups would be used in the development of the Corporate Plan, and that Members would be involved in consultation on the draft plan and future priorities.

It was agreed that a copy of the current Corporate Plan should be circulated to Sub-Committee Members.

RESOLVED – That the report be noted.

8. IMPLEMENTATION OF NEW SERVICE BASED REVIEW CONTRACT MANAGEMENT INTERVENTIONS - PROGRESS REPORT

The Sub-Committee received a report of the Chamberlain updating on the implementation of the Service Based Review recommendations approved at the Efficiency and Performance Sub-Committee in March 2016.

The Sub-Committee was advised that the implementation of the SBR contract management recommendations was progressing in line with the plan to launch the service in April 2017. Members of the newly established commercial unit had started joining the Corporation and a framework and supporting toolkit was in draft format and projected to be finalised by the end of February 2017. Overall the status of the implementation was green with the only challenge being able to secure an Assistant Director to run the service, a role which might not be recruited to in advance of the April go live date.

RESOLVED – That the report be noted.

9. **CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY
VALUE FOR MONEY INDICATORS 2015/16**

The Sub-Committee received a report of the Chamberlain outlining the CIPFA Public Sector Corporate Services Value for Money (VFM) Indicators for Finance and Human Resources (HR) and 2015/16 (the latest available statistics) and comparing movements to the previous two years. The comparator base used was London Boroughs.

The Chamberlain reported that overall both Finance and HR scored well on embedding modern practices and on impact in the organisation, reflecting the high quality of the service provided. Both departments were relatively high cost compared to the local authorities in the comparator group due to the nature of the corporate structure and the mix of work undertaken. However, the relative cost, compared to the size of the organisation, of both services had fallen from the previous year.

The Chamberlain advised that he was focusing on securing further efficiencies through process re-engineering and system improvements, improving the financial management information to service users and ensuring appropriate professional development of staff.

The Director of HR was focusing on a number of areas to reduce costs going forward as part of the City Corporation's efficiency plan.

The Chairman questioned the usefulness of the data provided, particularly the comparisons to very different local authorities, and suggested that the inclusion of more trend-analysis and graphic content would be more useful.

The Chamberlain acknowledged that while the data provided limited value, any externally validated data was always helpful if the Corporation were to be challenged.

RESOLVED – That the report be noted.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business.
12. **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 Schedule 12A of the Local Government Act.
13. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
RESOLVED - That the non-public minutes of the meeting held on 30 November 2016 be agreed as an accurate record.
14. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**
The Sub-Committee considered a report of the Town Clerk which set out the non-public outstanding actions from previous meetings of the Sub-Committee.

RESOLVED – That the non-public outstanding references be noted and updated as appropriate.
15. **SERVICE BASED REVIEW - STRATEGIC ASSET MANAGEMENT - FACILITIES MANAGEMENT REVIEW - UPDATE**
The Sub-Committee noted a joint report of the Town Clerk, Comptroller and City Solicitor, City Surveyor and Chamberlain which provided an update on the Strategic Asset Management (SAM) Programme. The report informed Members that the SAM Programme was making steady progress towards rationalising and consolidating service resource and contracts across the City Corporation to achieve greater collaboration, savings and better service outcomes.
16. **BARBICAN CENTRE SERVICE BASED REVIEW UPDATE**
The Sub-Committee noted a report of the Managing Director of the Barbican Centre which provided an update on the Barbican Centre service based review.
17. **SERVICE BASED REVIEW MONITORING**
The Sub-Committee noted a joint report of the Town Clerk and the Chamberlain which provided an update on the Service Based Review, including cross-cutting reviews, key departmental projects and the monitoring of financial savings.
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

19. **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 3.30 pm

Chairman

Contact Officer: Chris Braithwaite
tel.no.: 020 7332 1427
christopher.braithwaite@cityoflondon.gov.uk

EFFICIENCY AND PERFORMANCE SUB-COMMITTEE – OUTSTANDING ACTIONS

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	Feb 2017	Efficiency and Sustainability Plan – Implementation Members suggested that consideration be given to communicating the core messages on the City Corporation's finances to Members as part of the Member induction programme.	Chamberlain	May 2017	The core messages considered in February are being used as a basis for briefing stakeholders and in the Member Induction and Refresher Programme. A document providing the core messages of the Efficiency and Sustainability Plan will be circulated to all Grand Committees, alongside Financial Outturn Reports, in June or July 2017.
2.	Feb 2017	Corporate and Departmental Business Planning – Update Regular updates to be provided to the Sub Committee as work progresses.	Head of Corporate Strategy and Performance	May 2017	A report regarding this is included within the agenda. Regular reports have been added to the work programme.
3.	Feb 2017	Corporate and Departmental Business Planning – Update It was agreed that a copy of the current Corporate Plan should be circulated to Members.	Town Clerk	May 2017	A copy has been circulated with the agenda for the May meeting. The Plan is available on the City's website: http://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Pages/corporate-plans.aspx

This page is intentionally left blank

Committee:	Date:
Efficiency and Performance Sub-Committee	17 May 2017
Subject:	Public
Corporate and Departmental Business Planning – update	For Information
Report of:	
Head of Corporate Strategy and Performance	
Report author:	
Neil Davies, Town Clerk's Department	

Summary

Work is continuing on the revision to the corporate and business planning process discussed with Members at the last meeting.

A refreshed Corporate Plan is being developed for 2018-23 which will set out a new vision and specific outcomes against which we will measure our performance. A draft of the Corporate Plan (attached as Appendix 2.) is being presented in the current cycle of meetings to all Grand Committees and Boards of Governors for comment and will be discussed at two sessions to which all Members have been invited as part of the new Member Induction and Refresher Programme in May. A revised draft of the Corporate Plan will then be discussed at the Resource Allocation Sub Committee away day in June. This will be followed by further consultation and engagement with Members and officers in the autumn and external partners and stakeholders thereafter. The finalised plan will be presented to the Court of Common Council in early 2018 for approval prior to publication.

All Service Committees in the current cycle, at the same time as seeing the draft Corporate Plan, will be receiving the new high-level departmental business plans for approval, supported by more detailed business plans in the format used last year. During 2017/18, further development work will take place on the format of detailed business plans and on arrangements for monitoring and reporting performance against the corporate and business plans, in preparation for the 2018/19 cycle of business planning. This will enable Members and officers to see the impact their work is having and thereby help us use our resources to achieve continuous improvement and better value for money.

As the full development of the new approach to corporate and business planning involves changes to a number of processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members will develop during this time. Regular updates will be provided to this Sub Committee as the work progresses.

Recommendation

Members are asked to note this report.

Main Report

Background

1. At the last meeting, Members received an update on the development of the approach to refreshing the five-year Corporate Plan and the alignment of annual departmental business plans. The aim of this approach is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal and, by considering competing pressures, to help us to establish a shared understanding amongst Members and officers of the priorities going forward.
2. The approach involves:
 - Identifying the overarching goal and the specific outcomes that support it in the refreshed Corporate Plan;
 - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, is included in their departmental business plans and can be measured in terms of impact on the outcomes;
 - Enhancing the “golden thread”, such that everything we do and develop is guided by the Corporate Plan and captured within appropriate departmental business plans, team plans and individual work plans, and
 - Developing a culture of innovation, collaboration and continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add.
3. This report updates Members on progress since the last meeting, and includes the key milestones for the next few months.

Development of the Corporate Plan 2018-23

4. The refreshed Corporate Plan being developed for 2018-23 will include: a vision statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance, an outline of our top-level strategies for achieving our outcomes and indicators against which we will measure our performance. The refreshed plan will replace the current Corporate Plan, which runs until 2019. The aim is to produce a plan which sets out one set of overarching strategic goals for the organisation, for everyone within it to work towards, and which will allow us to prioritise those areas of activity on which to focus our attention over the medium term and thereby achieve more in the context of reducing budgets.
5. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan, departments have been working on their business plans to provide the golden thread, and a new Corporate Strategy Network of senior officers is mapping activities listed in departmental business plans to the draft outcomes in the Corporate Plan. This will enable us to see where our efforts are currently being directed and the impact we are having on our priority areas

and will provide information to help inform better decisions in future about how to use our resources.

6. Informal consultation has taken place with current Service Committee Chairmen and Deputy Chairmen, in advance of the draft Corporate Plan being presented for comment to all Service Committees and Boards of Governors during May and June. The presentation used for this informal consultation is attached as Appendix 1. A number of proposals for revising the wording were made, along with helpful suggestions in respect of future consultation and engagement.
7. The draft Corporate Plan is attached as Appendix 2. This draft is primarily an engagement tool which is being used to check the shape and sense of the plan so that it can be used to guide its onward development. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes. All of the outcomes will be supported by strategic workstreams and measures, which will be monitored and reported annually.
8. This draft will also be discussed at two sessions to which all Members have been invited as part of the Member Induction and Refresher Programme in May. A further draft of the Corporate Plan will be discussed at the informal meeting of the Resource Allocation Sub Committee (away day) in June. This will take into account the balance of all comments made by Members to date.
9. Further consultation is being planned to take place with Members, Chief Officers and staff from September, and with external stakeholders and partners thereafter.
10. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example, from 2018/19 departmental plans will explicitly refer to the relevant outcomes from the approved Corporate Plan, and all departmental activity, as set out in business plans, will be assessed to see how well it supports delivery of the Corporate Plan.

Departmental Business Planning

11. In parallel with the development of the refreshed Corporate Plan, officers have been working on a new framework for business planning which will support the aims of closer alignment and enhancing the golden thread.
12. In response to comments from Members regarding the length and complexity of existing business plans a new high-level 2-page departmental plan template has been developed. This shows Service Committees more clearly what each department has in terms of resources, what it does and how its work contributes to the achievement of the Corporate Plan outcomes. These standardised plans

will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.¹

13. Prior to the March Common Council elections, Chief Officers presented draft high-level plans to their Service Committees, or sent them to the Chairmen and Deputy Chairmen, for discussion. Service Committees were supportive of the new format and the overall approach being taken. Following this feedback, no significant changes were made to the standard format, which captures key information on ambitions, budget and objectives, as well as work on corporate projects and programmes, development plans, and a horizon-scan of developing workstreams.
14. During May and June, Chief Officers are submitting their high-level plans to Service Committees for approval, supported by detailed business plans where appropriate. For this year, those detailed plans will be in the same format as used last year, but include the additional detail noted above. Where the remit of departments and Committees do not align, Members will be directed towards the information in the departmental plan that is relevant to their Committee. The draft Corporate Plan is being circulated to Committees for comment as part of the same report. As the draft Corporate Plan is still taking shape, it has not been possible to align business plan activities with it this year.
15. Further work will be done on standardising the format of the detailed plans in preparation for the 2018/19 cycle of departmental business planning. This is planned to start in September 2017, with the aim of improving the alignment of business planning and priority outcomes with budget setting.
16. Further work will also take place on performance monitoring and reporting frameworks and processes, leading to the development of an enhanced process that is fit-for-purpose, aligns with the governance arrangements, and enables reporting against the agreed outcomes at both corporate and departmental levels. This will also respond to Members' demands for more focussed and meaningful performance measures which concentrate on outcomes and impact rather than just outputs and activity and will thereby help us use our resources more effectively.
17. As part of this work, consideration will be given to ways in which reporting can become more streamlined, with performance information provided through the website for external audiences and in more detail for Members and officers through the intranet. This approach is consistent with good practice observed elsewhere, for example Scotland (<http://www.gov.scot/About/Performance/scotPerforms>) and New York City (<https://onenyc.cityofnewyork.us/>).

¹ NB: This business planning process does not currently cover the City of London Police, GSMD, and the three independent schools, who have their own arrangements.

Key Milestones and future updates

18. The following key activities will take place over the next few months:

May/June	Service Committees receive high-level and detailed 2017/18 Business Plans for approval
May (10 and 17)	Member Induction and Refresher Programme – “Developing the new Corporate Plan – Strategy and Performance”
June (23/ 24)	Resource Allocation Sub Committee away day
tbc	Further Member consultation and engagement
September	Senior Officer meetings – start of general staff engagement
Autumn	External partner and stakeholder engagement
January 2018	Corporate Plan 2018-23 to Policy and Resources Committee for endorsement
March 2018	Corporate Plan 2018-23 to Court of Common Council for approval
April 2018	Start of engagement with external stakeholders and partners as part of building the Corporate Plan over year one

19. Further updates will be submitted to this Sub Committee as the work programme progresses, including updated proposals for monitoring and reporting corporate and departmental performance measures against the agreed outcomes.

Conclusion

20. Good progress is being made on the development of proposals for the revised corporate and business planning process. Since the last meeting the draft high-level departmental plans have been positively received by Service Committees and Chairmen, the format of those plans has been agreed, and Chief Officers have begun the process of presenting their business plans to Service Committees for approval. A draft Corporate Plan has been developed, with assistance from Chief Officers, business planners and a new Corporate Strategy Network. Briefings have been offered to Committee Chairmen and Deputy Chairmen in April and all Members during May, and the draft Corporate Plan is being presented for comment to all Grand Committees and Boards of Governors. Further consultation and engagement is being planned for Members, officers, external partners and stakeholders. Regular updates will be provided to this Sub Committee as work progresses.

Appendices

- Appendix 1 – Presentation for Service Committee Chairmen and Deputy Chairmen; April 2017
- Appendix 2 – Draft Corporate Plan; April 2017

Neil Davies

Corporate Performance Manager, Town Clerk's Department

T: 020 7332 3327

E: neil.davies@cityoflondon.gov.uk

This page is intentionally left blank

Developing the new Corporate Plan

Kate Smith
Head of Corporate Strategy
and Performance

April 2017



LEAD
EMPOWER
TRUST

Agenda

To update Service Committee Chairmen and Deputy Chairmen on the development of the 2018-23 Corporate Plan

- Recap of key principles
- Where are we now?
- The draft Corporate Plan
- What happens next?

Key principles

- To get everyone working towards overarching long-term outcomes, with clear links through the 'golden thread':
 - Corporate Plan
 - Departmental Business Plan
 - Divisional/Team/Annual Plans
 - Individual Staff Appraisals
- To help us consider competing pressures, and establish a shared understanding amongst Members and officers of the priorities going forward

Corporate Plan framework

CORPORATE PLAN FRAMEWORK	VISION & MISSION	CURRENT REALITY	REVIEW OF CURRENT WORKSTREAMS	OPTIONS, OBSTACLES & OPPORTUNITIES	ASSETS, STAKEHOLDERS & PARTNERS	STRATEGY
Workstreams (existing and emerging) N.B. All for example only	What we are aiming for [TO-BE]	What is it like now? - Aligned with vision - Counter to vision - Vision neutral [AS-IS]	What are we / others doing already to help achieve the vision? What is working well and what isn't? What are the obstacles / gaps / limiting factors?	What needs to change to achieve the vision? What haven't we tried / have others tried / found? What else could we try? How might we unblock / optimise?	What do we currently lack? What expertise / learning / contacts can we bring? Who else do we need? Who else might be interested? What might be in it for them?	How we will achieve it [5 / 10 / 15 yr plans]
PLACE led						
PROSPERITY led						
PEOPLE led						
Strategic Resources						
Customer Services						

BUSINESS PLAN FRAMEWORK	DELIVERABLES ROADMAP		TRACKING PERFORMANCE (Outcomes and benefits linked to vision)		EVALUATION	APPLICATION OF LEARNING and change control	OWNERSHIP (golden thread)
	What we will do...	by when	What we'll measure to know...	how we're doing	What this tells us about...	what we need to do differently	Who is responsible
Workstreams (existing and emerging) PLACE led							
PROSPERITY led							
PEOPLE led							
Strategic Resources							
Customer Services							

Corporate Plan 2018-23

We are refreshing the Corporate Plan for 2018-23 to set out:

- one vision that describes the one overarching goal - for everyone to work towards
- a set of ambitious outcomes – against which we will measure our performance – and within which everyone can find relevance to their work

This will allow us to prioritise those areas of activity on which to focus our attentions over the medium term

Where are we now?

The development of the Corporate Plan (2018-23) has been led by the Head of Corporate Strategy & Performance working closely with:

1. Chief Officers via the People, Place and Prosperity Steering Groups,
2. Business planners working on high-level business plans, to provide the golden thread, and
3. The Corporate Strategy Network which is mapping business plan activities and measures to Corporate Plan draft outcomes

Mission and Vision

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

Strategic Objectives

We aim to...

Benefit society

By fostering a culture of inclusivity, opportunity and responsibility

Shape the future City

By strengthening its connectivity, capacity and character

Secure economic growth

By promoting the City as the best place in the world to do business

Outcomes

People

- People live enriched lives and reach their potential
- People enjoy good health and well-being
- People enjoy our thriving and sustainable public spaces
- People are safe and feel safe

Place

- The Square Mile is the ultimate co-working space: flexible, secure and inspiring
- The Square Mile is digitally and physically well-connected and responsive
- The Square Mile is known for world-leading culture and creativity
- The Square Mile has outstanding public spaces, retail, leisure and hospitality

Prosperity

- The City has the world's best access to global markets and regulatory framework
- The City is the global hub for business innovation – new products, new markets and new ways of doing business
- The City nurtures and has access to the skills and talent it needs to thrive
- The City's activities at home and abroad are known to benefit society and business

“Page two”

Currently being used as an engagement tool.

Once completed the Corporate Plan will include references to:

- Strategies
- Priorities
- Targets and
- Indicators

and be updated and reported on annually over the five-year period.

About us

What we are responsible for...

- London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

We want to...

- Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

Our unique selling points...

- Our independent voice
- Our convening power and reach
- Our long-held traditions yet ability to be a catalyst for change
- Our long-term view and local, regional, national and global perspectives
- Our private, public and voluntary sector expertise



**LEAD
EMPOWER
TRUST**

Our commitments

- Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee
- Championing diversity and London's cosmopolitan nature
- Listening to our customers and providing excellent services
- Being active partners, open to challenge, leading and learning
- Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches
- Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do
- Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do



LEAD 
EMPOWER
TRUST

What happens next?

- May: Induction Briefings for all Members
- May/June: High-level business plans being submitted to all Service Committees for approval ..
 .. with detailed business plans in the same format as last year
 .. and this draft of the Corporate Plan for information
- All types of activity included in the business plans including projects, development plans, and pipeline/horizon scan

What happens then?

- June: Draft Corporate Plan to Resource Allocation Sub Committee away day (23rd – 24th) – supported by agreed high-level business plans
- From September consultation with:
 - **Members**
 - Staff
 - External partners and stakeholders

Corporate Plan approval

Subject to the results of consultation:

- January 2018: Corporate Plan 2018-23 to Policy and Resources Committee for endorsement
- March 2018: Corporate Plan 2018-23 to Court of Common Council for approval
- Spring 2018: Corporate Plan 2018-23 published

2018 and beyond ...

- Improved support for collaborative work
- Tracking of performance against corporate outcomes
- Improved consideration of risk management and value for money (continuous improvement)
- Corporate Plan and performance to inform allocation of resources

Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to...

Benefit society

By fostering a culture of inclusivity, opportunity and responsibility

Shape the future City

By strengthening its connectivity, capacity and character

Secure economic growth

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

People

People live enriched lives and reach their potential

People enjoy good health and well-being

People enjoy our thriving and sustainable public spaces

People are safe and feel safe

Place

The Square Mile is the ultimate co-working space: flexible, secure and inspiring

The Square Mile is digitally and physically well-connected and responsive

The Square Mile is known for world-leading culture and creativity

The Square Mile has outstanding public spaces, retail, leisure and hospitality

Prosperity

The City has the world's best access to global markets and regulatory framework

The City is the global hub for business innovation – new products, new markets and new ways of doing business

The City nurtures and has access to the skills and talent it needs to thrive

The City's activities at home and abroad are known to benefit society and business

Draft Corporate Plan 2018 - 23

What we are responsible for...

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

We want to...

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

Our unique selling points are...

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

We commit to...

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do

Committee:	Date:
Efficiency and Performance Sub-Committee	17 May 2017
Subject:	Public
Efficiency and Sustainability Plan – Update Report	For Information
Report of:	
Chamberlain	
Report author:	
Caroline Al-Beyerty, Chamberlain's Department	

Summary

This report provides new Members as well as continuing Members of the Efficiency and Performance Sub-Committee with a reminder of the key principles agreed within the Efficiency and Sustainability Plan and the activities and milestones to support the implementation of the plan.

The Court of Common Council approved the published Efficiency and Sustainability Plan on the 13th October 2016. This Plan needs to be viewed in the context of the overall Medium Term Financial Strategy to have a five year plan with sufficient cashable savings to present a balanced budget for all funds and adopting an investment approach utilising the headroom to invest in one-off projects such as the Museum of London relocation project and 'bow wave' list of outstanding repairs.

A separate update report on the Service Based Review programme is on the agenda. This programme will complete in 2018/19 with the majority of the savings now delivered through adjustments to Departmental Budgets at the beginning of the 2017/18 fiscal year.

The forward-looking part of the Efficiency and Sustainability Plan sets out a framework that incorporates continuous improvement savings, with a rolling programme of Chief Officer peer reviews to help secure more radical changes in efficiency and effectiveness, alongside a limited number of cross-cutting reviews

The medium term financial strategy agreed by Members in January 2017 incorporates a 2% budget reduction for City's Cash and City Fund from 2018/19. Departments are now developing their proposals to manage services within these tighter budgets, and will identify how service objectives will be delivered within available resources through business planning for 2018/19 and subsequent years.

The principles of how the Chief Officer Peer Review programme is anticipated to work have been reviewed and developed as part of the preparation of the pilot reviews. This has involved consulting with Chief Officers to ensure the approach adopted provides optimum value. An external executive performance coach is assisting with developing the approach and will help facilitate workshops or 'action set' sessions.

The Chief Officer Peer Review is intended to explore:

- The practicalities of how Chief Officers and service committees will deliver the 2% efficiency savings year on year;
- Ways of securing greater value for money; and

- Better alignment of activities to the outcomes in the corporate business plan, including cross departmental working on the 'big issues' for the Corporation and London e.g. air quality

The first 'action set' pilot will start in June 2017 with the intention of completing the Peer Review by March 2018. However, it is likely that the approach will be refined following the pilot; and a detailed timetable and model for delivery of the Peer Review will be established at that stage.

The high level milestone plan for the implementation of the Efficiency and Sustainability Plan is at **Appendix 1**.

Recommendation

Members are recommended to note the report

Main Report

Background

1. The Court of Common Council approved the published Efficiency and Sustainability Plan on the 13th October 2016. The Efficiency and Sustainability Plan focuses on the existing Service Based Review (SBR) programme and other agreed transformation initiatives, along with the framework that currently exists and is being developed for continuous efficiency improvement for 2017/18 and later years. The SBR programme will complete in 2018/19 with the majority of the savings now delivered through adjustments to Departmental Budgets at the beginning of the 2017/18 fiscal year.
2. The forward-looking part of the Efficiency and Sustainability Plan sets out a framework that incorporates continuous improvement savings, with a rolling programme of Chief Officer peer reviews to help secure more radical changes in efficiency and effectiveness, alongside a limited number of cross-cutting reviews. The key aspects are:-
 - An across the board light touch continuous improvement target reducing departmental budgets by 2% from 2018-19, with an incentive element adopted - in which a share of any savings above 2% could be re-invested in new priorities in the subsequent year as part of a revised carry-forward process.
 - A rolling programme of Chief Officer peer reviews to help identify more radical effectiveness and efficiency improvements, most likely to impact from 2018-19 onwards.
 - Further cross-cutting reviews, including prevention/demand management, when the current SBR reviews have been implemented.

Efficiency and Sustainability Plan context within the overall Financial Position

3. The Efficiency and Sustainability Plan needs to be viewed in the context of the overall Medium Term Financial Strategy to have a five year plan with sufficient cashable savings to present a balanced budget for all four funds and adopting an

investment approach utilising the headroom to invest in one-off projects such as the Museum of London relocation project and 'bow wave' list of outstanding repairs.

4. To assist with this context and messaging, a set of core messages on the City of London Corporation's Finances which were considered by the Committee at its February 2017 meeting are being used as a basis for briefing stakeholders, and supporting the Member Induction programme.
5. These messages will be communicated to all Members through inclusion as an annex in the next available Finance Reports to Service Committees.

Peer Reviews

6. The Efficiency and Sustainability Plan set out the principle of a rolling programme of Chief Officer peer reviews to help identify more radical effectiveness and efficiency improvements, most likely to impact from 2018-19 onwards.
7. The peer reviews will be strategically focused on performance and effectiveness identifying areas where:-
 - There is potential for significant improvement in economy, efficiency and effectiveness.
 - Significant opportunity exists for increased contributions to strategic priorities and outcomes with reference to the draft Corporate Plan outcomes.
 - Discuss how Chief Officers are going to achieve the 2% saving reductions and manage services within budgets with no inflation uplift.
8. Potentially these peer reviews will assist in helping identifying those activities that require realignment in order to deliver the ambitions stated in the emerging Corporate Plan, including cross departmental working on the 'big issues' for the Corporation and London e.g. air quality. Financial saving may occur as a result of the implementation of recommendations arising from these reviews; however financial savings will be consequential rather than the driver for this review activity. These reviews are to be kept relatively light touch and draw on models/approaches developed elsewhere.
9. The principles of how the Chief Officer Peer Review programme is anticipated to work have been reviewed and developed as part of the preparation of the pilot reviews. This has involved consulting with Chief Officers to ensure the approach adopted provides optimum value. An external executive performance coach is assisting with developing the approach and will help facilitate workshops or 'action set' sessions.
10. The first 'action set' pilot will start in June 2017 with the intention of completing the Peer Review by March 2018. However, it is likely that the approach will be refined following the pilot; and a detailed timetable and model for delivery of the Peer Review will be established at that stage.

The Implementation of a 2% Continuous Budget reduction from 2018/19

11. The Efficiency and Sustainability Plan agreed the principle of an across the board light touch continuous improvement target reducing departmental budgets by 2% from 2018-19, with an incentive element adopted - in which a share of any savings above 2% could be re-invested in new priorities in the subsequent year as part of a revised carry-forward process.
12. The Medium Term Financial Strategy agreed by Members in January incorporates a 2% budget reduction for City's Cash and City Fund from 2018/19. There is no provision for an uplift in pay and prices from 2018/19, although specific budget increases are being proposed for a 3.5% increased employer contributions and an adjustment for the last assessment of the impact of the apprenticeship levy. Should service committees identify significant cost pressures in 2018/19 onwards, a business case should be submitted to the Chamberlain.
13. Departments are now developing their proposals to manage services within these tighter budgets, and will identify how service objectives will be delivered within available resources through business planning for 2018/19 and subsequent years.
14. The next steps for implementation of the budget reduction are set out in **Appendix 1** along with the timing of when any flexibility will be considered in terms of the application of the target to Departmental budgets from 2018/19.

Identification of further cross-cutting reviews and Central Risk Budget reviews

15. The next steps for undertaking a Central Risk budget review starting in May 2017 and identification of the next set of cross-cutting reviews are set out in **Appendix 1**.
16. The Central Risk budget review will focus on budgets held corporately that are not controlled in local risk, because of the difficulty for individual Chief Officers in forecasting expenditure. Corporate Departments will be subject to the same 2% budget reduction and peer review process as Service Departments and Institutional Departments.

Corporate & Strategic Implications

17. The review supports Key Policy Priority 2 in the Corporate Plan 2015-19: "Improving the value for money of our services within the constraints of reduced resources".

Conclusion

18. The development of the Efficiency and Sustainability Plan for the City Corporation will provide a framework to consider how the City Corporation will continually review its priorities and operations and seek further efficiency and performance improvements. Savings made as a consequence of further efficiency initiatives can then be positively applied to addressing funding gaps, enhancing services and pursuing new priorities.

Appendices

Appendix 1 - Efficiency & Sustainability Plan – Milestones

Background Papers

Efficiency and Sustainability Plan – Court of Common Council 13th October 2016

Caroline Al-Beyerty

Deputy Chamberlain - T: 020 7332 1164, E: caroline.al-beyerty@cityoflondon.gov.uk

This page is intentionally left blank

Efficiency and Sustainability Plan – Milestones

1. The table below sets out the forward milestones and next steps for the various strands of work which support the agreed Efficiency and Sustainability Plan.

Milestones

Overall	When	Next Steps
Develop draft Chief Officer/all staff internal communication thanking for support on SBR and setting scene for continuous improvement	6 th June 2017	Agree communication at Strategic Resources Group
Peer Reviews	When	Next Steps
Develop draft overall Programme and approach	26 th April 2017	Approach to Peer Review updated following input from Town Clerk and consultation with Chief Officers. - Action learning approach to be pursued
Undertake first pilot reviews –	June 2017	First Workshops scheduled. Preparation work by Chief Officers with Departmental Management Teams
Assess resource requirements to support Peer Review programme and consider preparing Business Case for Transformation Fund bid for interim Business Analysis resource	July 2017	Agree resourcing position – on-going as pilot progresses SRG Transformation Fund bid will be considered in light of experience from Pilot.
Update overall Peer Review programme and approach based on lessons learned from pilot reviews	August 2017	Review issues/lessons from pilot – July 2017 Report to SRG/ Summit Group in August 2017

Budget Reduction Target	When	Next Steps
Confirm budget reduction 2% for 2018/19 budget estimates round at RASC awayday. – plus confirm view that no inflation uplift other than proposed 3.5% increase for employer pension contributions and adjustment for apprenticeship levy . Also confirm position on schools re:- application of the 2% re:- Bursaries	June 2017	Prepare report in May 2017. Report to COG/Summit Group in May 2017 – to consult with Chief Officers on principles.
Finance Committee and Policy & Resources Committee consider any requests for flexibility in timing of budget reductions by Departments for 2018/19 budget setting and business planning round. <u>Exceptional</u> basis only.	September 2017	Remind Chief Officers at Summit Group in May 2017. Incorporate guidance in budget estimates process for 2018/19. P&R/Finance Committee approve any revision to targets re:- flexibility of 2% reductions in 2018/19. – use October 2017 meetings of Finance & P&R
Central Risk Review		
Review of principles that distinguish between central and locally held budgets	June 2017	Report to Strategic Resources Group on principles
Review of central risk budgets to determine if there are opportunities for identifying efficiency savings	July 2017	Town Clerk/Chamberlain – line by line review of central risk Report outcome and recommendations via SRG and Summit Group, and then EPSC – in Autumn
Further Cross-Cutting Efficiency and Performance Improvement Reviews		
Initial assessment of potential cross-cutting reviews	September/ October 2017	Develop potential reviews in light of Corporate Plan priorities, progress in cross-cutting review implementation.
Update reports to Members on proposed cross-cutting review programme	November 2017	EPSC/Finance Committee/P&R Committee

Paul Nagle
Head of Finance - Projects
Chamberlains Department
020 7332 1277

Committee:	Date:
Efficiency and Performance Sub-Committee	17 May 2017
Subject:	Public
Contract Management Corporate Supplier Scorecard	
Report of:	For Decision
The Chamberlain	
Report author:	
Chris Bell, Commercial Director, Chamberlain's	

Summary

This report provides Members with the recommended Corporate Supplier Scorecard that will be introduced to drive best practice contract management across the organisation. It is proposed that it will be mandatory to our performance monitoring and interventions with our key suppliers (known as “*Category A*” suppliers).

The recommended scorecard focuses on 10 key areas to ensure robust contract management provision commensurate to the value and risk of a contract:

1. Supplier Performance and Service Delivery
2. Health and Safety
3. Risk Management
4. Internal Contract Management Performance
5. Social Value
6. Environmental Protection
7. Ethical Sourcing
8. Market Intelligence, Economic and Financial Standing
9. Commercialism & Innovation
10. Supplier Relationship & Supply Chain Management

Each of these scorecard elements are explained in more detail at paragraph 6 in the main report.

The introduction of the scorecard supported by proactive monitoring, management and actions with our key contracts will drive greater level of contract compliance, higher assurance on performance, reduce risk and deliver commercial benefits to the organisation.

Recommendation

Members are asked to approve the Corporate Supplier Scorecard.

Main Report

Background

1. The development of a Corporate Supplier Scorecard is one of the key components of the new Contract Management framework that is scheduled to be implemented during 2017/18. This is one of the interventions deriving from the Service Based Review recommendations to strengthen the Corporation's

contract management procedures and improve our management of risk, contract performance and commercial performance.

2. The scorecard itself measures ten corporate contract priorities and not just the actual supplier service performance and KPIs. It is there to ensure all aspects of supplier performance, contractual terms, commercials and risk are monitored and adhered to. In instances that a measurement is not hitting the expected standards, the scorecard will highlight these and explain the action plan in place using the corporate toolkit to improve the rating and mitigate any risks.
3. The finalisation and approval of the scorecard is a key milestone, as this drives the final design of the supporting toolkit and overall Contract Management framework which remain in draft format until the scorecard is approved.

The Scorecard

4. The scorecard has been developed after extensive consultation with key stakeholders, consideration of appropriate corporate strategies and key aims in delivering best in class contract management.
5. It is proposed that it will be mandatory to our performance monitoring and interventions with our key suppliers (known as “*Category A*” suppliers). There are forty-five *Category A* suppliers identified, the full list can be found in Appendix 1.
6. The recommended Scorecard focuses on ten key areas to ensure robust contract management provision commensurate to the value and risk of a contract. Below we explain the ten scorecard elements:
 1. **Supplier Performance and Service Delivery** – This will be a metric based on the supplier’s performance focused around the contract KPIs, customer satisfaction, budget and billing controls, finance performance and items of statutory compliance. We believe this element to be where the majority of contract management resource is currently focused and therefore should be readily accessible in terms of monitoring.
 2. **Health and Safety** – This metric will ensure suppliers have appropriate Health and Safety management provision in place, ensuring suppliers are complying with specific additional relevant requirements, have up to date data confirming their evidencing competence in Health and Safety and have provision to deliver interventions that satisfy the Corporation’s key policy and strategies in Health, Safety and Wellbeing.
 3. **Risk Management** – This metric will ensure risk and business continuity is at the heart of each of our key contracts. It will ensure suppliers have “live” risk registers, risk handling and escalation procedures, business continuity plans in place and procedures to mitigate the risk of organised crime. There will also be consideration of the internal contract management team’s performance in following the corporate risk procedure and tools.

4. **Internal Contract Management Performance** – This metric will be inward looking as we will have a number of dependencies to deliver to ensure a successful contract outcome. Measured in this area will be assurances there are contract handover plans, regular diarised supplier meetings, milestone monitoring and clear roles and responsibility documentation in place. It will also ensure that a maintained change control and contract variations log, action plan, contract file, issues log and contract exit/closedown plan are in place.
 5. **Social Value** – There will be a focus on ensuring contracts deliver stipulated social value deliverables across social inclusion, community benefit, local economic regeneration, skills and apprentices amongst other key themes. In instances where such deliverables are not part of an existing contract, we could develop an action plan with existing suppliers to deliver social value outcomes through contract variations.
 6. **Environmental Protection** – Measurements in this area are looking to ensure suppliers are complying with mandatory Government Buying Standards and are supporting our energy efficiency strategies and other key policies like noise reduction etc. Once again we could choose to put action plans in place for those suppliers who have no existing requirements contractually to comply with our emerging or recently published policies.
 7. **Ethical Sourcing** – This area will ensure suppliers are compliant with the Modern Slavery Act, legal working rights in the UK, human rights requirements as well as ensuring they are sourcing from countries and suppliers that meet our mandatory requirements.
 8. **Market Intelligence, Economic and Financial Standing** – This area will proactively seek assurances that our key suppliers can continue to deliver the required service and monitors in particular reputational risk and early indicators that a supplier may fail to meet our standards or are at risk of going into liquidation etc. We will monitor finance health, media coverage, market intelligence and news.
 9. **Commercialism & Innovation** – There will be an opportunity in this area to consider how innovation has been introduced or considered by our key suppliers. It will monitor opportunities and their implementation and track savings, efficiencies and income generation outputs derived from the contract during its life cycle. More contractual requirements such as regular benchmarking will also be part of this metric.
 10. **Supplier Relationship & Supply Chain Management** – The final measurement will include a subjective score on the overall relationship taking into consideration all aspects on the contract, their reputation in the marketplace and their ability to manage their supply chain to the levels required by us as the buying authority.
7. We believe by proactively monitoring, managing and taking mitigating action on our key contracts using the corporate scorecard will drive a greater level of

contract compliance, higher assurance on performance, reduce risk and deliver commercial benefits to the organisation.

How it will work

8. The scorecard will be produced quarterly, with all data being collated by the Supplier Performance Officer within Chamberlain's from the responsible contract management officer for the particular contract and area of measurement. These will be a mixture of dedicated department contract management personnel and corporate specialist personnel from Health and Safety, Audit and Risk and City Procurement.
9. Each of the ten elements of the scorecard will be rated on a 0-3 range with 0 constituting a complete failure through to 3 which will represent exceeding expectations. The ratings will be refreshed quarterly based on the evidence and data provided with any element scoring a 0 or a 1 automatically having a requirement for an action plan to be put in place as well as when appropriate a risk added to our corporate risk management tool.
10. The scorecard will have the aim to have all our key suppliers scoring a 2 or above and highlight and intervene when any standards drop below this, with appropriate actions put in place.

How it will be reported

11. The dashboard (see Appendix 2) of the key supplier performance will be reported to senior leadership via Strategic Resources Group and Summit Group and to a number of committees including Efficiency and Performance Sub, Audit and Risk and Health and Wellbeing. There will be a more detailed scorecard available and presented at the relevant forums, typically for those suppliers who have red or amber risks and a number scorecard elements achieving below 2 as a score. Appendix 3 shows an example of the scorecard and action summary report.

Conclusion

12. The implementation of the SBR contract management recommendations includes the roll out of a corporate framework and supporting toolkit. The first phase of this is to finalise the Corporate Supplier Scorecard which will measure all elements of required performance to satisfy our performance, commercial and policy driven expectations. The scorecard presented for adoption has been designed in consultation from key stakeholders and considers key policies relevant to third party suppliers. We recommend approval of the corporate supplier scorecard. When finalised, this will allow the toolkit, framework and training courses development to be concluded for implementation during 2017/18.

Appendices

Appendix 1 - Recommended Category A" suppliers

Appendix 2 - Illustrative Dashboard of Category A Suppliers Performance

Appendix 3 - Illustrative example of a Corporate Supplier Scorecard and action summary report

Background Papers

- *City Procurement restructure to incorporate new Commercial Contract Management team* – Establishment, Policy and Resources and Finance Committees – July 2016
- *Service Based Review of Procuring and Managing Services Final Report* – Efficiency and Performance Sub-Committee – March 2016

Chris Bell

Commercial Director, Chamberlain's

T: 020 7332 3961

E: christopher.bell@cityoflondon.gov.uk

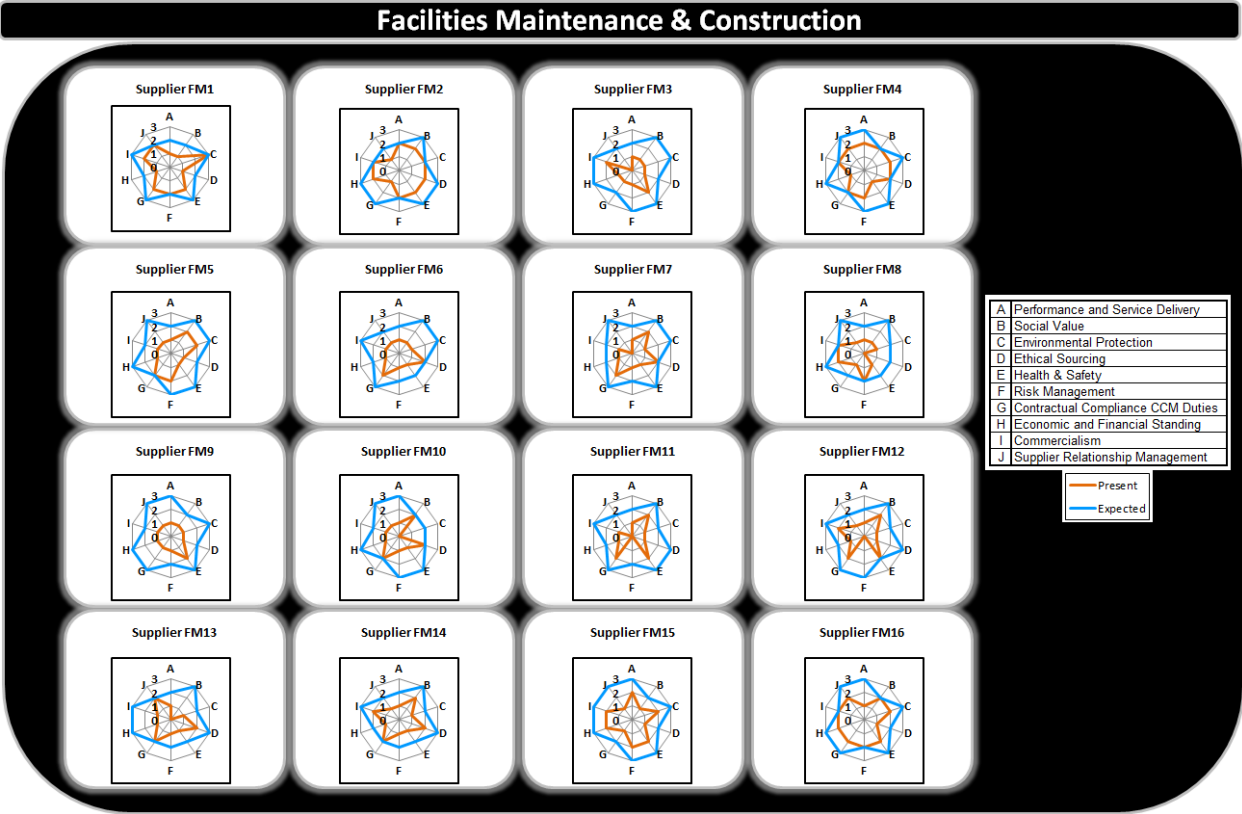
Appendix 1

Recommended Category A” suppliers

	Supplier Name	Title	Category
1	Enterprise Managed Services Ltd	Waste Collection, Street Cleansing and Ancillary Service	FM & Construction
2	J B Riney & Co Ltd	Highway Maintenance Term Contract	FM & Construction
3	Mitie Technical Facilities Management Ltd	Integrated Building Repair and Maintenance Services	FM & Construction
4	Servest Group Ltd	Corporate Cleaning Services	FM & Construction
5	Countrystyle Recycling Ltd	Combined market Cleaning Waste Collection and Disposal & Ground Maintenance	FM & Construction
6	VINCI Park Services UK Ltd	Off Street Car Parking Services	FM & Construction
7	Noonan Services Group (UK) Ltd	Corporate Security Service	FM & Construction
8	Sodexo Ltd	Freemen's School Soft FM	FM & Construction
9	Holroyd Howe Ltd	Catering Services - City of London School	FM & Construction
10	Compass Group, UK & Ireland Ltd	Barbican Catering (Food Hall and Lounge)	FM & Construction
11	Brookwood Partnership Ltd	Catering Services - City of London School for Girls	FM & Construction
12	Apex Lift & Escalator Engineers Ltd	Corporate Lift R&M (Lot 4)	FM & Construction
13	VINCI Park Services UK Ltd	Combined Services for Civil Parking & Traffic Enforcement including Cash Collection 2014-2019	FM & Construction
14	Guideline Lift Services Ltd	Barbican and Housing Estates R&M of Lifts	FM & Construction
15	Wates Living Space (Maintenance) Ltd	Building Fabric Repairs (Minor Works)	FM & Construction
16	Sykes & Son Ltd	Minor Mechanical & Electrical Works	FM & Construction
17	Citigen (London) Ltd	The City of London Combined Heat and Power (CHP) system	FM & Construction
18	Konica Minolta Business Solutions (UK) Ltd	Photocopiers	ICT
19	Niche Technology UK Ltd	CCCI	ICT
20	Tyco Integrated Systems Ltd	CCTV Support and Maintenance	ICT
21	British Telecommunications Plc	IMS DRS	ICT
22	Phoenix Software Ltd	Microsoft Licences	ICT
23	Telefonica UK Ltd	Mobiles	ICT
24	Oracle Corporation (UK) Ltd	Financial System	ICT
25	Cornerstone Telecommunications Infrastructure Ltd	Wireless Concession	ICT
26	IBM United Kingdom Ltd	Action Fraud	ICT
27	Daisy Communications Ltd	Landlines	ICT
28	British Telecommunications Plc	WAN lines	ICT
29	XMA Limited & Insight Direct (GB) Limited	IT hardware - Laptops/desktop tops	ICT
30	Virgin Media Business Ltd	WAN Legacy	ICT
31	Agilisys Ltd	IT Infrastructure Services	ICT
32	TBC	London Sexual Health eServices	Corporate Services
33	Comensura Ltd (Hay Plc in May 2017)	Temporary Staff	Corporate Services
34	Addison Lee Plc	Taxi Services	Corporate Services
35	Thistle London Market Risks	Professional Indemnity Insurance	Corporate Services
36	Majestic Wine Warehouses Ltd	Contract for the supply of Barbican Spirits, Mixers and Beers	Corporate Services
37	TMP (UK) Ltd	Recruitment and Public Notice Advertising	Corporate Services
38	Risk Management Partners	Insurance Services	Corporate Services
39	Allstar Business Solutions Ltd	Police Fuel Cards	Corporate Services
40	British Engineering Services Ltd	Engineering Insurance & Inspection Service including Engineering Business Interruption	Corporate Services
41	Office Depot UK Ltd	Office Stationary	Corporate Services
42	Kent County Supplies	Office Stationary and Books	Corporate Services
43	Greenham	PPE and Workwear	Corporate Services
44	TBC	Police Uniforms	Corporate Services
45	Angel Supported Living Ltd	Supported Living	Corporate Services

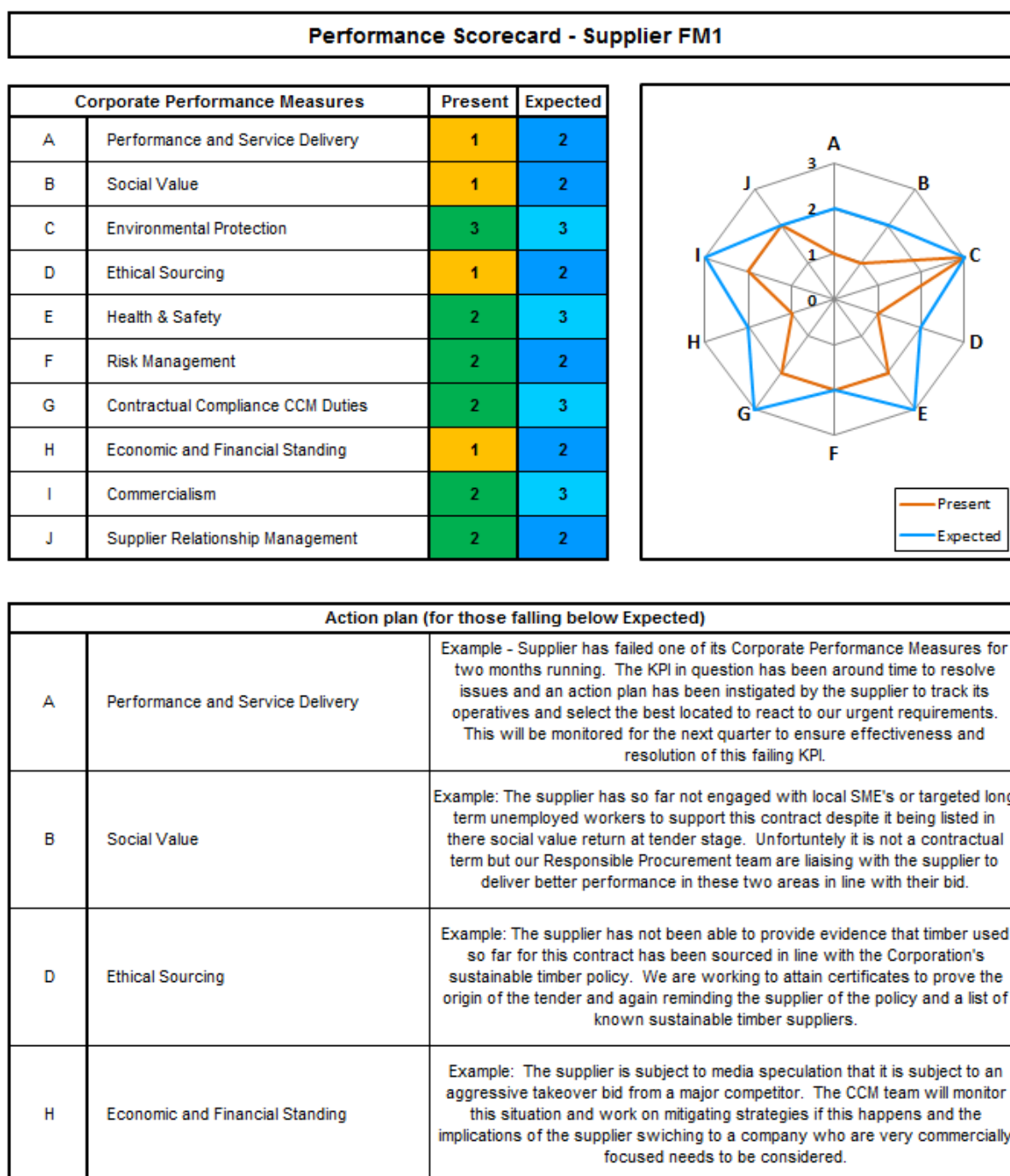
Appendix 2

Illustrative Dashboard of Category A Suppliers Performance



Appendix 3

Illustrative example of a Corporate Supplier Scorecard and action summary report



Efficiency and Performance Sub-Committee – Work Programme

Meeting:	17/5/17	5/7/17	26/9/17	15/11/17	January 2018
Benchmarking and Value for Money					
	Further items regarding value for money and comparison with local authorities will be included in future work programmes.				CIPFA Benchmarking (Finance and HR)
Outcomes and Performance					
	Corporate and Departmental Business Planning	Update on Departmental Business Planning		Departmental Performance against KPIs	Departmental Performance against KPIs - Update
Monitoring of Savings Programmes					
	Service Based Review: 2016/17 Quarter 4 Update	Service Based Review: 2017/18 Quarter 1 Update	Service Based Review: 2017/18 Quarter 2 Update	Service Based Review: 2017/18 Quarter 3 Update	Service Based Review: 2017/18 Quarter 4 Update
	Faculties Management Review - Update	Strategic review of Asset Management - Update	Strategic review of Asset Management - Update	Strategic review of Asset Management - Update	Strategic review of Asset Management - Update
Commercial/Income Generation Opportunities					
	Commercial Opportunities		Commercial Opportunities - Update		Commercial Opportunities - Update
	Corporate Contract Management Performance Scorecard				

Meeting:	17/5/17	5/7/17	26/9/17	15/11/17	January 2018
Continuous Improvement					
	Efficiency and Sustainability Plan – Implementation Update	Efficiency and Sustainability Plan – Implementation Update	Efficiency and Sustainability Plan – Implementation Update Central Risk Budget Review	Efficiency and Sustainability Plan – Implementation Update	Efficiency and Sustainability Plan – Implementation Update
Specific Departmental Focus					
	City Surveyor (information is contained within the SBR report and the Facilities Management Review report)	Guildhall School – Update on Operating Model Review	To be determined	To be determined	To be determined

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank