



Efficiency and Performance Sub (Finance) Committee

Date: TUESDAY, 26 SEPTEMBER 2017
Time: 11.30 am
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

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

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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 May 2017.

For Decision
(Pages 1 - 6)
4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
Report of the Town Clerk.

For Information
(Pages 7 - 8)
5. **WORK PROGRAMME FOR FUTURE MEETINGS**
Report of the Town Clerk.

For Information
(Pages 9 - 10)
6. **GUILDHALL SCHOOL OPERATING MODEL REVIEW**
Report of the Principal of the GSMD (TO FOLLOW).

For Decision
7. **UPDATE ON CORPORATE AND DEPARTMENTAL BUSINESS PLANNING**
Report of The Head of Corporate Strategy & Performance

For Information
(Pages 11 - 20)
8. **EFFICIENCY & SUSTAINABILITY PLAN UPDATE**
Joint Report of the Chamberlain and The Town Clerk.

For Information
(Pages 21 - 24)
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 May 2017.
- For Decision**
(Pages 25 - 28)
13. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**
Report of the Town Clerk.
- For Information**
(Pages 29 - 30)
14. **DEMAND AND VALUE FOR MONEY REVIEW - SHORT TERM RECOMMENDATIONS AND NEXT STEPS; INCLUDES INDICATIVE TIMELINE**
Report of The Commissioner of the City of London Police
- For Information**
(Pages 31 - 54)
15. **SERVICE BASED REVIEW MONITORING**
Joint Report of the Town Clerk and the Chamberlain.
- For Decision**
(Pages 55 - 60)
16. **UPDATE ON STRATEGIC REVIEW OF FACILITIES MANAGEMENT**
Joint Report of the Town Clerk, the City Surveyor and the Chamberlain
- For Information**
(Pages 61 - 66)
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**

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EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

Wednesday, 17 May 2017

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

Officers:

Chris Braithwaite	-	Town Clerk's Department
Neil Davies	-	Town Clerk's Department
Richard Horner	-	Town Clerk's Department
Kate Smith	-	Town Clerk's Department
Sacha Than	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Chamberlain's Department
Christopher Bell	-	Chamberlain's Department
Adam Perry	-	Chamberlain's Department

1. APOLOGIES

No apologies were received.

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 February 2017 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.

The Town Clerk explained that a copy of the Sub-Committee's Terms of Reference had been put around the table.

RESOLVED – That the Committee notes the report.

5. 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 next item on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

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

The Sub-Committee noted a report of the Chamberlain which updated Members on the initial commercial work of the new Commercial Contract Management team within City Procurement.

Following the conclusion of this item, the Sub-Committee agreed to admit the public to the meeting.

7. **CORPORATE AND DEPARTMENTAL BUSINESS PLANNING - UPDATE**

The Sub-Committee considered a report of the Town Clerk which provided an update on the work being undertaken to revise the Corporate Plan and the Departmental Business Planning process.

The Town Clerk explained that the process had begun with briefings for Service Committee Chairmen and Deputy Chairmen in January and April 2017. The Town Clerk explained that a common version of the Corporate Plan summary had been circulated to all Service Committees. Comments had been received from Members at these Committees, which would be used to develop the next version of the Corporate Plan and to help to refine the Departmental Business Plans for future years. Members were informed that, once all Committees had been sighted on the draft Corporate Plan, the Plan would be revised, following which further comment would be sought from Members and engagement would begin with staff and stakeholders.

The Town Clerk also informed Members of the creation of the Corporate Strategy Network, which had been established to allow strategy and business planning officers from all Departments to discuss approaches to business planning, share best practice and map activities listed in departmental business plans to draft the Corporate Plan outcomes. This Network also provided input to the various Chief Officer Groups which were responsible for developing the themes of the Corporate Plan.

RESOLVED – That the Sub-Committee notes the report.

8. **EFFICIENCY AND SUSTAINABILITY PLAN - UPDATE REPORT**

The Sub-Committee considered a report of the Chamberlain which provided Members with information about the key principles agreed within the Efficiency and Sustainability Plan and the activities and milestones to support the implementation of the plan.

The Chamberlain explained that, to assist with the embedding of the Efficiency and Sustainability Plan throughout the organisation, a document setting out the key messages of the Plan would be circulated to all Service Committees, alongside the revenue outturn reports, during June and July 2017. A copy of this document was put around the table.

The Chamberlain noted that, with the current inflation estimates, the real terms impact of the 2% year-on-year budget cuts within the Efficiency and Sustainability Plan could be in the region of 15% over the next three years. He explained that the overall principle of the Plan would be considered on an annual basis by the Resource Allocation Sub-Committee. If the level of saving was found to be too high, amendments could be made. The Chamberlain also noted that complying with this requirement could be challenging for some Departments, but any requests from Departments for an exemption should only be considered in conjunction with an appropriate business case.

The Chamberlain also explained that a trial of the Chief Officer Peer Reviews, as part of the Efficiency and Sustainability Plan, was due to take place in the next month. Members were informed that a report was expected to be presented to the Sub-Committee's next meeting providing information of the findings of this trial.

RESOLVED – That the Sub-Committee notes the report.

9. **CONTRACT MANAGEMENT CORPORATE SUPPLIER SCORECARD**

The Sub-Committee considered a report of the Chamberlain which provided Members with the recommended Corporate Supplier Scorecard which would be introduced to drive best practice contract management across the organisation.

The Chamberlain explained that, at Callover, the Chairman had suggested that the Scorecard would be more user-friendly if the ten key areas were grouped into a few categories. The Chamberlain explained that the categories used would be Commercial; Risk and Health & Safety; Performance; and Social Value. He confirmed that these categories would be used for reporting to Members of performance against the Scorecard. The Chairman commented that this categorisation would need to take place before the Scorecard was rolled-out.

In response to a question from a Member, the Chamberlain explained that the intention was to use the full scorecard for performance monitoring and interventions with the City Corporation's key suppliers (known as "Category A" suppliers), rather than piloting it for a small number of suppliers. He explained that the Scorecard captured contract management activities in which the City Corporation should already be engaging and, therefore, the Scorecard should be rolled out as quickly as possible. He explained that the Scorecard would not be used in its entirety for lower category suppliers, but would be used to inform the contract management approach used with those suppliers; this would be determined on a case-by-case basis.

A Member asked whether this Scorecard would also be used in instances where Corporate Purchasing Cards were used. The Member also asked whether progress had been made in diverting spend from Purchasing Cards. The Chamberlain explained that the Scorecard was not related to spend on Purchasing Cards. The Chamberlain explained that he could provide the

Member with the information which was provided to Managers regarding the use of Purchasing Cards.

RESOLVED – That the Sub-Committee approves the Corporate Supplier Scorecard, subject to the categorisation of the key areas.

10. **WORK PROGRAMME FOR FUTURE MEETINGS**

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

The Chairman commented that, with regard to the Specific Departmental Focus section of the Work Programme, it was beneficial to have flexibility regarding which Department would be reviewed. However, he suggested that it would be helpful to Members if the Work Programme could provide some possible options for the focus of future meetings, based on the areas which might benefit most from the Sub-Committee's scrutiny.

The Chamberlain explained that it would be appropriate for the City of London Police to be the Department in focus in September, due to the funding challenges for the Police. Following the Police, IT may be an appropriate area for scrutiny at the November meeting.

RESOLVED – That the Sub-Committee notes the report.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There were no items of urgent business.

13. **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.

Item(s)	Paragraph(s)
14-19	3

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

The non-public minutes of the meeting held on 17 February 2017 were agreed as an accurate record.

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

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

16. **SERVICE BASED REVIEW MONITORING**

The Sub-Committee noted a joint report of the Town Clerk and the Chamberlain which provided the latest update in respect of the Service Based Review (SBR) cross-cutting reviews and key departmental projects, and the monitoring of SBR financial savings.

17. SERVICE BASED REVIEW - STRATEGIC ASSET MANAGEMENT FACILITIES MANAGEMENT REVIEW UPDATE

The Sub-Committee noted a joint report of the Town Clerk, City Surveyor and Chamberlain which provided an update on the Strategic Asset Management Facilities Management Review.

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 were no items of urgent business.

The meeting closed at 1.00 pm

Chairman

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EFFICIENCY AND PERFORMANCE SUB-COMMITTEE – OUTSTANDING ACTIONS: PUBLIC

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	May 2017	Efficiency and Sustainability Plan – Implementation A document setting out key messages to be circulated to all Service Committees, alongside the revenue outturn reports, during June and July 2017.	Chamberlain	July 2017	Core messages on the City of London Corporation’s finances were circulated to all Service Committees in June/July.
2.	May 2017	Efficiency and Sustainability Plan – Implementation A report to be presented to the Sub-Committee’s next meeting providing information of the findings of the Chief Officer Peer Review pilot.	Town Clerk/ Chamberlain	September 2017	Update report presented to this meeting.
3.	May 2017	Contract Management Corporate Supplier Scorecard The ten key assessment areas to be grouped into fewer categories before the Scorecard is rolled-out for road testing.	Chamberlain	June 2017	Revised 4-point measurement (Commercial; Performance; Compliance & Risk; Corporate Responsibility) approved by Chairman and roll-out commenced.
4.	May 2017	Contract Management Corporate Supplier Scorecard The Sub Committee to receive reports on performance against the high-level categories.	Chamberlain	March 2018	Initial performance report to be presented to the Sub Committee in March 2018.
5.	May 2017	Contract Management Corporate Supplier Scorecard Information regarding the use of Corporate Purchasing Cards to be provided in response to a query from a Member.	Chamberlain	November 2017	Following discussions with two Members of the Sub Committee a report will be presented to the Finance Committee in November.

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
6.	May 2017	Work Programme for Future Meetings The work programme to provide options for future departmental focus areas.	Town Clerk/ Chamberlain	September 2017	Suggested focus areas have been added to the work programme presented to this meeting.

Efficiency and Performance Sub-Committee – Work Programme

Meeting:	26/9/17	15/11/17	12/1/18	2/3/18	17/4/18
Benchmarking and Value for Money					
			CIPFA Benchmarking (Finance and HR)		
Outcomes and Performance					
	Update on Corporate and Departmental Business Planning	Update on Corporate and Departmental Business Planning	Update on Corporate and Departmental Business Planning	Update on Corporate and Departmental Business Planning	Update on Corporate and Departmental Business Planning
Monitoring of Savings and Efficiency Programmes					
	Update on Service Based Review savings	Update on Service Based cross cutting reviews	Update on Strategic Review -	Update on Strategic Review -	Update on Strategic Review -
	Update on Strategic Review of Facilities Management	Update on Strategic Review of Asset Management			
Commercial/Income Generation Opportunities					
		Commercial Contract Management – update on four initial projects		Contract Management Corporate Supplier Scorecard – initial performance report	
Continuous Improvement					
	Update on Efficiency and Sustainability Plan - Chief Officer Peer review pilot	Update on Efficiency and Sustainability Plan – Central Risk review	Update on Efficiency and Sustainability Plan –	Update on Efficiency and Sustainability Plan –	Update on Efficiency and Sustainability Plan –

Meeting:	26/9/17	15/11/17	12/1/18	2/3/18	17/4/18
Specific Departmental Focus					
	Guildhall School – Update on Operating Model Review	Chamberlain's	EDO (TBC)		

Committee(s)	Dated:
Efficiency and Performance Sub Committee	26 September 2017
Subject: Update on Corporate and Business Planning	Public
Report of: The Head of Corporate Strategy & Performance	For Information
Report author: Kate Smith, Head of Corporate Strategy & Performance	

Summary

This paper provides Efficiency and Performance Sub Committee with an update on progress with the development of the new Corporate Plan and departmental Business Plans and how, this year, Corporate and Business Planning processes are being linked to budget-setting processes for the first time.

It also provides an update on further Member, officer and targeted external consultation and engagement on the draft Corporate Plan, taking place between September and November, and how this is being used to develop performance measures and targets and to help inform the selection of strategic priorities for 2018/19.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The Corporate Plan is currently being refreshed to enable the City Corporation to drive departmental activities to deliver on corporate priorities and to optimise allocation of resources.

Current Position

2. Between April and July 2017 the draft Corporate Plan was presented to all Grand Committees and a series of informal briefings either for Chairmen and Deputy Chairmen or open to all Members as part of the Member Induction / Refresh programme. This gave all Members at least three opportunities to comment on the draft, either formally or informally where it was possible to have more in-depth and cross-cutting discussions.

3. Members welcomed the move from a plan describing what the City Corporation does to a plan that focuses on why and how it does what it does – our overarching purpose and competencies. The new two-side format was also well received. Questions at Committees generally related to specific mentions of activities within the remit of the Committee, and there were comments on the lack of emphasis given to the delivery of high-quality public services; the cultural offer, and an acknowledgement of customers.
4. Members also asked about the development of Key Performance Indicators (KPIs) and other measures for the outcomes, and were informed that these are in development as part of the supporting detail that will be made available with the published plan.
5. The feedback received from Members at the informal sessions and at the Grand Committees was used to produce a second draft of the Corporate Plan and will be borne in mind as the process of linking Corporate and Business Planning processes is completed. As requested, all Members were invited to an additional briefing session after the Committee cycle finished to comment on the revised draft and the next level down of the plan which consisted of three or four points under each of the twelve outcomes describing the broad themes of work the City Corporation engages in to achieve each.
6. The Members present fed back that they thought the plan was a very good representation of the City Corporation and its aims and abilities and shared practical advice on how to improve a couple of areas which were less compelling, suggesting brevity, good examples to look at and urging targeted external consultation prior to the plan being presented for endorsement.
7. The resultant draft, now on five sides rather than just the initial two, was circulated to all Members just before recess and can be found at **appendix 1**. This is the version that will be used in consultation and engagement during the autumn.

Further engagement on the Corporate Plan

8. Officer engagement commenced at the Senior Leaders Forum on 6 September where the most senior 120 officers discussed the draft Corporate Plan and committed to using it within their departments to shape their business plans and provide a 'golden thread' through to appraisals.
9. All officers, including the police and schools, have been invited to attend one of twenty staff feedback sessions, half of which will be held in non-Guildhall locations, in an attempt to stimulate engagement with the Corporate Plan and help them see and demonstrate how they will contribute to it. These, if fully booked, will reach around 500 officers. All officers have also been sent a survey so that everyone has a chance to comment by 6 November.
10. As suggested, selected stakeholder groups, partners and peers will also be asked for feedback on the draft corporate Plan over a similar timescale. This is

likely to be over a short series of breakfast events and presentations at existing meetings.

11. One Committee (Port Health and Environmental Services) requested the draft Corporate Plan be brought back for a second discussion. To give all Members this further opportunity to comment an all-Member briefing will be organised on a nearby date in late October or early November.
12. It is expected that there will be some minor changes resulting from the consultation and engagement outlined above before it is submitted to Policy and Resources Committee in January 2018. A more extensive programme of Member engagement will then be held in preparation for presentation to the Court of Common Council in March 2018 alongside the 2018/19 Budget Report.
13. This joining up of decision-making processes and timescales across budget-setting and priority-setting represents a significant step towards the City Corporation being able to allocate its resources in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK.

Next steps

14. The next steps in linking up these processes are:
 - redesigning detailed Business Plans to reflect the draft Corporate Plan
 - identifying relevant performance indicators in departmental Business Plans so that performance against the Corporate Plan can be reviewed formally on an annual basis and to respond to Members' demands for more meaningful performance measures focused on outcomes and impact rather than just outputs and activity
 - aligning, integrating and enabling tracking of other corporate processes through Business Plans, such as risk management, workforce planning and actions to meet budget reduction challenges
 - putting mechanisms in place for sharing learning and expertise and stimulating innovation across the City Corporation in order to drive organisational culture change and, thereby, continuous improvement.
15. Members will first notice a change at the Service Committees in the lead up to Christmas, where, for the first time, this year draft high-level (two page) Business Plans will be submitted to Service Committees alongside Budget Estimate reports. This will mark the beginning of joint budget-setting and priority-setting and the move towards corporate and business planning being processes rather than merely documents.

Appendices

- Appendix 1 – 1: Draft Corporate Plan

Background Papers

Corporate and Departmental Business Planning update, 17 May 2017

Kate Smith, Head of Corporate Strategy & Performance, Town Clerk's

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E: Kate.Smith@cityoflondon.gov.uk

Draft Corporate Plan 2018 - 23

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

We aim to...

Grow the economy

By championing the City and UK as the best place in the world to do business

Shape the City of the future

By strengthening its connections, its capacity and its character as a great place to work, live and visit

Contribute to a flourishing society

By inspiring everyone to play their part in an inclusive culture of creativity and opportunity

Everything we do supports the delivery of these **three strategic objectives**.

We contribute through our departmental activities to the achievement of **twelve corporate outcomes**:

Grow the economy

The UK has the world's best regulatory framework (focusing on Financial and Professional Services) and access to global markets

The City is the global hub for business innovation

London nurtures and has access to the skills and talent it needs to thrive

The City positively impacts people and the environment

Shape the City of the future

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

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

The Square Mile has outstanding public spaces, heritage, attractions, retail and hospitality

The Square Mile is a focal point for world-class creativity and culture

Contribute to a flourishing society

People are safe and feel safe

People enjoy good health and wellbeing

People have access to suitable accommodation in cohesive communities

People lead enriched lives and can reach their full potential



Who we are

We are responsible for...

Promotion of the City and UK's global reputation
City of London Police including its national economic crime responsibilities
The Old Bailey, the Central Criminal Court of England and Wales
Significant parts of London's green-belt and natural heritage
A property portfolio and housing both within and beyond the Square Mile
City Bridge Trust, London's biggest independent charitable funder
Five Thames bridges
London's Port Health Authority for the tidal Thames
London's Animal Health Authority and Heathrow Animal Reception Centre
The Square Mile's local authority services
Education, through our leading group of Academies, independent schools and array of educational and cultural facilities
The Barbican, Europe's largest multi-arts centre
The Guildhall School of Music and Drama, a world-leading conservatoire
London Metropolitan Archives and other heritage assets
The UK's three largest wholesale food markets

We want to achieve far more for the City, London and the UK by:

Building on our distinctive capabilities...

Our extraordinary blend of private, public and voluntary sector responsibilities and expertise
Our independent voice, convening power and reach
Our longer-term view, informed by our local, regional, national and global perspectives
Our resilience and the length, breadth and depth of our ever-expanding experience and relationships

And committing to...

Being relevant, responsible, reliable and radical
Displaying passion, pace, pride and professionalism
Being open, transparent, inclusive and greater than the sum of our parts
Unlocking the full potential of our many assets:

our elected Members and staff
our stakeholders and partnerships
our data and technology
our funds and property
our heritage

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and thereby our legacy

How we grow the economy

We contribute to these four outcomes through our work in:

1. The UK has the world's best regulatory framework (focusing on FPS) and access to global markets

- Influencing UK policy and regulatory issues and promoting regulatory confidence founded on the rule of law
- Protecting, enhancing and promoting the UK's access to global markets and the ease, reliability and cost-effectiveness of doing business here
- Leading nationally and advising internationally on the fight against economic and cyber crime
- Attracting and retaining investment and promoting exports

2. The City is the global hub for business innovation

- Strengthening local, regional, national and international relationships to help identify and secure new opportunities for business, collaboration and innovation
- Supporting organisations in pioneering, preparing for and responding to changes in markets, products and ways of working
- Supporting business growth and sustainability in new and emerging, small and medium-sized and large and established enterprises

3. London nurtures and has access to the skills and talent it needs to thrive

- Protecting and enhancing access to global talent
- Promoting the City, London and UK as attractive and accessible places to work and our industries as exciting and accessible career choices
- Identifying future skills needs, shortages and saturations
- Nurturing a relevant and sustainable skills pipeline

4. The City positively impacts people and the environment

- Championing responsible practices to improve economic, social and environmental outcomes
- Facilitating the giving of time, skills, knowledge and money to support achievement of positive social and environmental outcomes
- Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices

How we shape the City of the future

We contribute to these four outcomes through our work in:

5. The Square Mile is the ultimate flexible-working space – inspiring, dynamic and secure

- Creating an exciting and enriching environment to attract and engage the City's current and future workers
- Opening up opportunities to stimulate learning, collaboration and innovation
- Continually adapting workspaces to meet changing needs and excite enterprise and creativity
- Building resilience to natural and man-made threats by protecting and adapting our built environment and infrastructure

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

- Championing and facilitating a world-leading broadband experience, both inside and outside
- Championing ease of access to London, from within the UK and across borders, via air, rail and road
- Improving the experience of arriving in and moving through the City
- Collaborating to develop and trial smart innovations that address City challenges and unlock potential

7. The Square Mile has outstanding public spaces, heritage, hospitality and retail

- Creating and transforming buildings, streets and spaces to make places for people to admire and enjoy
- Promoting greening and animation of buildings and streetscapes
- Protecting, curating and promoting world-class heritage assets, cultural attractions and events
- Championing a distinctive and attractive gastronomic, hotel and retail experience

8. The Square Mile is a focal point for world-class creativity and culture

- Curating and driving delivery of Culture Mile, an internationally distinctive destination and catalyst for innovation, learning and collaboration both across and beyond the Square Mile
- Building a Cultural Education Partnership - Culture Mile Learning - to increase access and opportunities for enrichment, inspiration and learning
- Cultivating excellence in creative arts that add to the vibrancy and attractiveness of the City
- Inspiring people from all communities to discover and love the arts

How we contribute to a flourishing society

We contribute to these four outcomes through our work in:

9. People are safe and feel safe

- Promoting community safety through facilitating justice, tackling terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and preparing our response to natural and man-made threats
- Safeguarding children, young people and vulnerable adults
- Protecting consumers and users of buildings, roads and open spaces
- Reassuring people about safety

10. People enjoy good health and wellbeing

- Providing access to thriving and biodiverse green spaces for physical activity, recreation and learning
- Providing a clean urban environment and facilities that support healthy lifestyles
- Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services
- Reducing health inequalities through outreach and better service design

11. People have access to suitable accommodation in cohesive communities

- Providing and maintaining appropriate housing, workspaces and community facilities and helping people access them
- Curating a complementary mix of buildings and uses and designing out crime and anti-social behaviour
- Facilitating opportunities for communities to come together and to consider and accommodate each other's needs
- Reaching out to vulnerable people, providing sanctuary and facilitating activities that support social wellbeing and prevent social isolation, violence and extremism

12. People lead enriched lives and can reach their full potential

- Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve
- Promoting effective transitions from education to employment
- Increasing employment opportunities and chances and thereby social mobility
- Bringing individuals and organisations together to create public value and gain positive experiences through giving time, skills, knowledge and money

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Committee:	Date:
Efficiency and Performance Sub Committee	26 September 2017
Subject: Efficiency & Sustainability Plan Update	Public
Report of: The Chamberlain and the Town Clerk	For Information
Report author: Geoff Parnell, Chamberlain's, Neil Davies, Town Clerk's	

Summary

This report provides Members with an update on the Efficiency & Sustainability Plan, including next steps with the Chief Officer Peer Review, as well as the review of Central Risk items. These reviews are part of the work being done to support and prepare departments to deliver the 2% continuous improvement targets over the next three years from 2018/19.

The Chief Officer Peer Review has been designed to help Chief Officers develop their business plans to make efficiency savings or generate income to help meet the annual 2% requirements of the Efficiency and Sustainability Plan and achieve better alignment of activities to the outcomes in the Corporate Plan, including cross departmental working on the 'big issues' for the City Corporation and its role in supporting the City, London and the UK.

The pilot tested the concept and methodology for the peer review. As a result of the feedback from the Pilot Group a small number of refinements have been agreed for the subsequent sessions starting in September.

A report on the review of Central Risk items will be provided to Members in November.

Recommendation:

Members are asked to note the progress on the Chief Officer Peer Review and the review of Central Risk items.

Main Report

Background

1. 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.
- A rolling programme of Chief Officer Peer Reviews to help identify more value for money and continuous improvements.
- A review of central risk items.
- Further cross cutting reviews, including prevention/demand management, when the current reviews have been implemented.

Chief Officer Peer Review

2. The Chief Officer Peer Review has been designed to help Chief Officers develop their business plans to make efficiency savings or generate income to help meet the annual 2% requirements of the Efficiency and Sustainability Plan and achieve better alignment of activities to the outcomes in the Corporate Plan, including cross departmental working on the 'big issues' for the City Corporation and its role in supporting the City, London and the UK.
3. The pilot for the Chief Officer Peer Review has been completed and the methodology refined for the subsequent groups starting in September. The Chief Officers involved in the Pilot Group were Peter Kane, Carolyn Dwyer, David Smith and David Farnsworth. The Pilot Group started with a short kick-off briefing meeting to discuss the review, followed by three 'action set' sessions led by an external facilitator held between May 2017 and July 2017. The purpose of these sessions is to help the Chief Officers to explore how their departments can be more innovative, collaborative and agile; to develop their business plans, and to formulate efficiency savings or income generation proposals to help meet the annual 2% continuous improvement requirement.

Next Steps for the Chief Officer Peer Review

4. The wider rollout of sessions for the remaining three Chief Officer Peer Review groups will commence in September and run concurrently, with the intention of completing the Peer Review by March 2018. The format of four Chief Officers supported by a facilitator has been retained.
5. The collection of innovative, collaborative and agile ideas provided beneficial learning from the Pilot Group and a tangible output of the Chief Officer Peer Review. These emerging ideas will help both to deliver the 2% continuous improvement savings or income generation as part of the Efficiency and Sustainability Plan and help us develop the organisation we need to deliver on the Corporate Plan.

Review of Central Risk Items

6. A review of all Central Risk items has begun with the aim of reducing expenditure budgets or increasing income in line with the general requirement for continuous improvement savings. An initial analysis has identified areas for further review including: income provisions, insurance, contingencies, and charges made to external bodies. A full report on the review of Central Risk items will be provided to Members in November.

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