

## **EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE**

**Monday, 5 November 2018**

Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at Guildhall, EC2 on Monday, 5 November 2018 at 11.00 am

### **Present**

#### **Members:**

Jeremy Mayhew (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Randall Anderson  
Alderman Robert Howard  
Paul Martinelli  
Deputy Hugh Morris  
Deputy Philip Woodhouse

#### **Officers:**

John Cater	-
Peter Kane	- Chamberlain
Sir Nicholas Kenyon	- Director of the Barbican Centre
David Smith	- Director of Markets & Consumer Protection
Caroline Al-Beyerty	- Chamberlain's Department
Peter Young	- City Surveyor's Department
Kate Smith	- Town Clerk's Department
Tom Conniffe	- Town Clerk's Department
Geoff Parnell	- Chamberlain's Department
Sarah Wall	- Chamberlain's Department
Sandeep Dwesar	- Barbican Centre

#### **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 of the meeting held on 11<sup>th</sup> September 2018 be agreed as an accurate record.

#### **4. OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**

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

**RESOLVED** – that Members note the report.

5. **WORK PROGRAMME FOR FUTURE MEETINGS**

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

The Chairman requested that future iterations of the Report should include the “Chief Specific Departmental Focus and Commercial/Income Generation Opportunities” line at the top of the table.

The Chairman also pointed out that given the changes for the City Bridge Trust (CBT) taking place over the next few months, it would be prudent to move the Director of CBT to later in 2019 (he was currently scheduled to address E&P Members in March).

**RESOLVED** – that Members noted the report.

6. **INCENTIVISING EFFICIENT DEMAND MANAGEMENT - LEGAL SERVICES CHARGING**

The Sub-Committee considered a Report of the Chamberlain concerning internal legal services charging.

The Chairman expressed his frustrations about the delays with this project and asked officers to come back to the Sub-Committee with the prospective rollout programme for other departments.

He stressed that the shift from centralised “command and control”, to departments being given the devolved choice on how they pay for services would not be easy, indeed, at times it would be painful.

**RESOLVED** – that Members:

- Note the progress made in moving to an internal trading account model for C&CS legal services.
- Agree to progress under option 2 of this report, which recommends implementing the internal trading account for legal services from 2019/20.

7. **CORPORATE PERFORMANCE AND BUSINESS PLANNING UPDATE**

The Sub-Committee received a Report of the Town Clerk concerning Corporate Performance and Business Planning.

The Town Clerk opened the discussion by explaining that having explored lots of options and their comparative benefits and logistical challenges, the mechanism officers homed in on was holding four sessions between November and January to cover related 'clusters' of Business Plans: City, Corporate, Services and Culture. It was felt that this would give maximum opportunity for Members to look across and challenge the plans without being inundated.

The Chairman responded that Members wanted to ensure that officers focused on prioritisation; these papers are amongst the most important that Members will see throughout the year, as it provides a bridge between strategy and prioritisation. Officers had to recognise that resources were finite so prioritisation (and offering Members choices) was critical.

Members raised concerns that too big an attendance at the four proposed sessions would dilute overall effectiveness; smaller groups, in contrast, were likely to deliver greater focus – e.g. Chairmen and Deputy Chairmen and a small group of nominees.

In response to concerns, officers reassured Members that when departmental officers were working on business plans, and negotiating budgets with the Chamberlain's team, internal integrity was robust, with access to the excel workbooks strictly limited to a small group.

The Chairman summed up by suggesting that the proposal needed more thought, and ultimately would require a political steer from the Town Clerk himself, to ensure officers and Members were giving this initiative the consideration it deserves.

**RESOLVED** – that Members noted the Report.

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

There were no questions.

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

There were no items of urgent business.

**10. EXCLUSION OF THE PUBLIC**

**RESOLVED** - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

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

**RESOLVED** - That the non-public minutes of the meeting held on 11 September 2018 be agreed as an accurate record.

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

The Sub-Committee received a Report of the Town Clerk concerning non-public outstanding actions from previous meeting of the Sub.

**13. DEPARTMENTAL MONITORING**

**13.1 Department of Markets and Consumer Protection**

The Sub-Committee received a Report of the Director of Markets and Consumer Protection.

**13.2 The Barbican Centre**

The Sub-Committee received a Report of the Managing Director of the Barbican Centre.

**14. OPERATIONAL PROPERTY REVIEW - PROGRESS REPORT**

Due to time constraints, Members agreed to take this item at the next scheduled ordinary meeting of the Sub-Committee on 29<sup>th</sup> January 2019.

**15. SERVICE BASED REVIEW UPDATE REPORT**

Due to time constraints, Members agreed to take this item at the next scheduled ordinary meeting of the Sub-Committee on 29<sup>th</sup> January 2019.

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

There were no questions.

**17. 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 ended at 1.00 pm**

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Chairman

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