



## Efficiency and Performance Sub (Finance) Committee

**Date:** TUESDAY, 29 JANUARY 2019  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS - WEST WING, GUILDHALL

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

Also in attendance

Deputy Doug Barrow – Chairman of Police Committee  
Deputy Keith Bottomley – Chairman of Project Sub-Committee

**Enquiries:** John Cater  
tel.no.: 020 7332 1407  
[john.cater@cityoflondon.gov.uk](mailto:john.cater@cityoflondon.gov.uk)

Lunch will be served in the Guildhall Club at 1pm  
N.B. Part of this meeting could be the subject of audio 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 of the meetings held on 5<sup>th</sup> November and 14<sup>th</sup> December.  

**For Decision**  
(Pages 1 - 6)
4. **WORK PROGRAMME FOR FUTURE MEETINGS**  
Report of the Town Clerk.  

**For Information**  
(Pages 7 - 8)
5. **GUILDHALL WORKPLACE UTILISATION PROGRAMME - SMART WORKING REPORT**  
Joint Report of the Town Clerk and the City Surveyor  

**For Decision**  
(Pages 9 - 12)
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
8. **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

9. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**  
To agree the non-public minutes of the meetings held on 5<sup>th</sup> November 2018 and 14<sup>th</sup> December 2018.  

**For Decision**  
(Pages 13 - 22)
10. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**  
Report of the Town Clerk.  

**For Information**  
(Pages 23 - 24)

11. **NON-PUBLIC APPENDICES TO ITEM 5**  
Report of the City Surveyor  

**For Decision**  
(Pages 25 - 30)
12. **OPERATIONAL PROPERTY REVIEW - UPDATE**  
Report of the Chamberlain and the City Surveyor  

**For Information**  
(Pages 31 - 44)
13. **SERVICE BASED REVIEW - UPDATE**  
Report of the Chamberlain  

**For Information**  
(Pages 45 - 50)
14. **DEPARTMENTAL MONITORING: COMPTROLLER AND CITY SOLICITOR**  
Report of the Comptroller and City Solicitor  

**For Information**  
(Pages 51 - 66)
15. **ACTION AND KNOW FRAUD PROJECT**  
Report of the Commissioner of the City of London Police  

*To follow*  
**For Information**
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **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

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  
Hugh Morris  
Deputy Philip Woodhouse

#### Officers:

John Cater	- Committee Clerk
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 meeting with 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 could 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 which officers were recommending 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 they provide 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**

-----  
Chairman

**Contact Officer: John Cater**  
**tel.no.: 020 7332 1407**  
**john.cater@cityoflondon.gov.uk**



## EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

Friday, 14 December 2018

Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at Guildhall, EC2 on Friday, 14 December 2018 at 1.45 pm

### Present

#### Members:

Jeremy Mayhew (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Randall Anderson

#### Officers:

John Cater	-	Committee Clerk
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Chamberlain's Department
Geoff Parnell	-	Chamberlain's Department
Simon Latham	-	Town Clerk's Department
Ian Dyson	-	Commissioner of the City of London Police
Oliver Shaw	-	City of London Police

#### 1. APOLOGIES

Apologies were received from Alderman Robert Howard, Paul Martinelli, Hugh Morris, Ian Seaton and Deputy Philip Woodhouse.

#### 2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

#### 3. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions.

#### 4. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

#### 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 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.

6. **UPDATE - COLP'S ANNUAL EFFICIENCY SAVINGS / TRANSFORM PROGRAMME**

Members received a Report of the Commissioner of the City of London Police providing an update on CoLP's Efficiency Savings and the Transform Programme.

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

There were no questions.

8. **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 3.30 pm**

-----  
Chairman

**Contact Officer: John Cater  
tel.no.: 020 7332 1407  
john.cater@cityoflondon.gov.uk**

**Efficiency and Performance Sub-Committee – Work Programme 2019**

Meeting:	29/1/19	1/3/19 (CANCELLED)	16/4/19	June/July (Date TBC)	13/9/19	4/11/19	Jan/Feb 2020 (TBC)
<b>Specific Departmental Focus &amp; Commercial/Income Generation Opportunities</b>							
	<b>Comptroller – (confirmed)</b>		<b>Culture Mile &amp; Major Projects / Human Resources / Economic Development / City Bridge Trust</b>	<b>Remembrancer / Police (TBC)/Barbican?</b>  * Income generation/ commercial opportunities	<b>Mansion House &amp; Central Criminal Courts / Open Spaces (TBC)</b>	<b>Chamberlains/ Markets and Consumer Protection (TBC)</b>  * Income generation/ commercial opportunities	<b>Community and Children Services / City Surveyor (TBC)</b>
<b>Continuous Improvement (Efficiency and Sustainability Plan)</b>							
	* Action Fraud – <b>Commissioner (confirmed)</b> attending * Operational Property Review * SBR Update – Final steps			* Robotics Process Automation (RPA) – pilot and potential wider roll-out * Efficiency Plan Update – Cross- Cutting Programmes * SBR Update – Close out	* Asset Management Review * Operational Property Review * ERP Review (including HR, Payroll and OPN systems)	TBC	TBC
<b>Outcomes and Performance (Benchmarking)</b>							
	* Efficient Use of Space		* Corporate Performance and Business Planning Update	* Efficient Use of Space * Review of the Business Planning Cycle	* Corporate Performance and Business Planning Update		* Corporate Performance and Business Planning Update

This page is intentionally left blank

<b>Committee</b> Establishment Committee	<b>Date:</b> 16 January 2019
Efficiency and Performance Sub Committee	29 January 2019
<b>Subject:</b> Guildhall Workplace Utilisation Programme - Smart Working Report	<b>Public</b>
<b>Report of:</b> The Town Clerk and The City Surveyor	<b>For Decision</b>
<b>Report author:</b> Dorian Price, Guildhall Manager	

## Summary

The purpose of this report is to update Members on progress with the Guildhall Workplace Utilisation Programme and refreshed as Smart Working.

## Recommendations

Members are asked to;

- note the contents of this report,
- approve the six Design Principles to support the Smart Working programme.

## Main Report

### Background

1. In support of the City's Corporation Property Asset Management Strategy and Operational Property Review, the Accommodation and Ways of Working programme was formally initiated in September 2016. In early 2017, it became clear that this project was failing to gain momentum as a result of dependencies on other workstreams and a lack of clarity around the rationale for change and target operating model. The decision was taken to pause the delivery of the project to tackle these issues.
2. Subsequent developments within each of the three workstreams; IT Transformation, HR Transformation and Operational Property Review; support the resumption of activity under a revised Smart Working Programme.
3. The focus of the programme is the efficient use of space with a resultant improvement on current desk allocation, moving away from the culture of "owned" desks, achieved by introducing additional docking stations (thus allowing effective use of IT equipment and increased mobility) and implementing a clear desk policy.

4. “Smart working” is defined by the Chartered Institute of Personnel and Development as ‘an approach to organising work that aims to drive greater efficiency and effectiveness in achieving job outcomes through a combination of flexibility, autonomy and collaboration, in parallel with optimising tools and working environments for employees.’
5. The purpose of the Smart Working Programme in the City Corporation is to bring about change to current practice in three areas – workforce, organisation, and physical and digital. The following strategic objectives, set within the framework of the Corporate Plan, are proposed for each area:
  - **To contribute to a flourishing Society (Workforce):**
    - To make Officers safe in their digital and physical work environment.
    - To enable Officers to have the best work-life balance possible whilst meeting business requirements.
  - **To support a thriving Economy (Organisation):**
    - To enable Officers to adopt and optimise new technologies to meet business requirements.
  - **To shape outstanding (Physical and Digital) Environments:**
    - That the work environment enables Officers to meet business requirements e.g. City Surveyors 2018/19 business plan target ratio of 1 Full Time Employee (FTE) per 7 sqm. (currently 1 FTE per 8.1 sqm).

### **Current Position**

6. High level strategic planning is currently undertaken to inform decisions relating to the future of Guildhall complex properties (west wing, north wing, 65/65a Basinghall Street and 20/21 Aldermanbury. To this end it is deemed important to develop a comprehensive Architect led masterplan for the Guildhall complex subject to Corporate Asset Sub Committee approval and funding. Such a masterplan will provide a framework by planning the estate to maximise future development potential and flexibility. See Appendix 1 – current/future utilisation capacity.
7. In the interim, the key tactical objective is to relocate office-based staff from Walbrook Wharf to the Guildhall Complex, thus releasing space in Walbrook Wharf to generate income. However, one of the many tactical challenges is to find circa 420 sqm office and auxiliary mixed-use space for Market & Consumer Protection, excluding their additional requirements for storage and laboratory space at Guildhall.
8. The vacating of the majority of the Walbrook Wharf offices will be interdependent with the Operational Property Review, ensuring that the identified benefits of running cost savings and rental and service charge income generation, see Appendix 2 – Estimated Walbrook Wharf Income.

### **Proposals**

9. The new Workplace Manager will continue to manage a number of tactical space related issues in the interim period, e.g.;
  - Compiling thorough headcount data for Guildhall Complex (GHC)

- Reviewing options for Guildhall Justices Room and moving Agilisys IT team
- Working with Town Clerk/Department of Community and Children's Services /Economic Development Office and City Bridge Trust teams to improve their department utilisation
- Assisting the current security Bomb Blast Mitigation project as point of contact for GHC
- Key member of Smart Working Group.

The main focus of activities will be on consolidating the operational footprint by relocating departments from Walbrook Wharf offices to Guildhall Complex to facilitate the proposed letting.

10. **Design Principles**, the following draft design principles are proposed;

- i. Taking a zero-based approach to workstyle requirements, i.e. everyone needs to demonstrate that they need a particular element (e.g. office, fixed desk, other equipment) rather than the programme having to persuade them to give it up.
- ii. Setting benchmarks around numbers of desks, meetings spaces and other facilities per person, using a 'neighbourhood' approach rather than 'sit anywhere'.
- iii. Allocating resources in every department to help identify workstyles, related provision of desks etc and any other local requirements (such as equipment for specific roles/teams) AND to helping baseline and track improvements as per the goals set out.
- iv. Requiring all changes to be cleared through the Smart Working Task and Finish Group and anything significantly different from the benchmark to be cleared by Strategic Resources Group / Summit.
- v. Recycling equipment where possible before procuring afresh. All spend to be approved by the Smart Working Task and Finish Group or accountable group if above thresholds.
- vi. Running all communication through the internal comms campaign that will cover all organisational change projects and programmes and thereby hold the narrative on what staff said and what we are doing in response to the survey.

### **Corporate & Strategic Implications**

11. The Smart Working programme aligns with the following Corporate Plan outcomes.

- Outcome 1: People are safe and feel safe.
- Outcome 2: People enjoy good health and wellbeing
- Outcome 4: Communities are cohesive and have the facilities they need
- Outcome 5: Businesses are trusted and socially and environmentally responsible
- Outcome 8: We have access to the skills and talent we need
- Outcome 9: We are digitally and physically well-connected and responsive
- Outcome 10: We inspire enterprise, excellence, creativity and collaboration

Further assessment of outcomes and measures which could be used to evaluate the impact of the Smart Working Programme are listed in the table in Appendix 3. The results of the staff survey will be analysed to find out where staff feel least satisfied with their working environments.

## **Other Implications**

12. There is demand from departments and from Members for the Corporation to move to better ways of working and more efficient use of space and with the IT in place we can now progress with the project.
13. How much we spend on improving work spaces will depend on the nature and level of improvement we want to deliver and, for how long the benefits will be felt.
14. This means we need to;
- a) understand the size and scale of the challenge versus an acceptable benchmark;
    - We have information on occupancy levels that we can compare with other organisations, and the recent staff survey will tell us which departments are least happy with their physical environment, plus give us private, public and charitable sector benchmarks for comparison. This can be used to prioritise a programme of work, to be co-ordinated by the Workplace Manager, in the context of also needing to vacate Walbrook Wharf.
  - b) Take a view on how long it will be before we have a full refurbishment;
    - We need to undertake a high level options appraisal on three options –
      - i. move quickly to refurbishment,
      - ii. delay for as long as possible or,
      - iii. a compromise option i. and ii. somewhere between the two.This then needs to be considered alongside the major capital works programme.

## **Financial Implications**

15. Outside a consultancy budget funding the workplace manager, there are at present no funds earmarked for this project. Given the competing priorities for City's resources any initiatives from this programme will need to have a robust business case and demonstrate an acceptable return, in accordance with our usual property metrics.

## **Conclusion**

It is recommended that the Design Principles are approved in order that these can be incorporated into the Smart Working programme, providing the DNA behind any future evidence-based design.

## **Appendices – These can be found in the non-public section of the Agenda.**

- Appendix 1 - Current/Future Capacity
- Appendix 2 - Estimated Income
- Appendix 3 - Outcomes and measures for the Smart Working Programme

## **Dorian Price**

Guildhall Manager

T: 020 7332 1487

E: [dorian.price@cityoflondon.gov.uk](mailto:dorian.price@cityoflondon.gov.uk)



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



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