



## **Efficiency and Performance Sub (Finance) Committee**

**Date:** TUESDAY, 16 APRIL 2019  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS - WEST WING, GUILDHALL

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

**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**

**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 meeting held on 29<sup>th</sup> January 2019.  
  
*To Follow*
4. **WORK PROGRAMME FOR FUTURE MEETINGS**  
Report of the Town Clerk.  
  
**For Decision**  
  
**For Information**  
(Pages 1 - 2)
5. **CORPORATE AND BUSINESS PLANNING UPDATE**  
Report of the Town Clerk.  
  
**For Information**  
(Pages 3 - 6)
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 meeting held on 29<sup>th</sup> January 2019.  
  
**For Decision**  
(Pages 7 - 12)
10. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**  
Report of the Town Clerk.  
  
**For Information**  
(Pages 13 - 14)

11. **DEPARTMENTAL MONITORING**

**For Information**

- a) Economy, Efficiency and Effectiveness Health Checks City Bridge Trust (CBT)  
(Pages 15 - 22)

Report of the Chief Grants Officer and Director of CBT.

- b) Economy, efficiency and effectiveness health check - Economic Development  
Office (EDO) (Pages 23 - 34)

Report of the Director of the Economic Development Office

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

13. **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-Committee – Work Programme 2019

Meeting:	16/4/19	July (Date TBC)	13/9/19	4/11/19	Jan/Feb 2020 (TBC)	Mar/Apr 2020 (TBC)	May 2020 (TBC)	July 2020 (TBC)
<b>Specific Departmental Focus &amp; Commercial/Income Generation Opportunities</b>								
	<b>Economic Development/ City Bridge Trust</b>	<b>City Surveyor / Barbican (TBC)</b>  * Income generation/ commercial opportunities	<b>Remembrancer / Police (TBC)</b>	<b>Culture Mile &amp; Major Projects / Human Resources</b>  * Income generation/ commercial opportunities	<b>Mansion House &amp; Central Criminal Courts / Markets and Consumer Protection (TBC)</b>	<b>Open Spaces / Chamberlains (TBC)</b>  * Income generation/ commercial opportunities	<b>Community and Children Services / Built Environment (TBC)</b>	<b>Guildhall School / Comptroller (TBC)</b>  * Income generation/ commercial opportunities
<b>Continuous Improvement (Efficiency and Sustainability Plan)</b>								
		* Operational Property Review	* Asset Management Review	* Robotics Process Automation (RPA) – pilot and potential wider roll-out				
<b>Outcomes and Performance (Benchmarking)</b>								
	* Corporate Performance and Business Planning Update	* Efficient Use of Space * Review of the Business Planning Cycle		* Corporate Performance and Business Planning Update	* Efficient Use of Space	* Corporate Performance and Business Planning Update	* Efficient Use of Space	* Corporate Performance and Business Planning Update

This page is intentionally left blank

<b>Committee(s):</b> Efficiency & Performance (Finance) Sub Committee	<b>Date:</b> 16 April 2019
<b>Subject:</b> Corporate and Business Planning Update	
<b>Report of:</b> Kate Smith, Head of Corporate Strategy & Performance	
<b>Authors:</b> Tom Conniffe, Corporate Performance Manager	<b>For information</b>

## Summary

This paper sets out the next steps in the Business Planning process, including the timings for the 2020/21 cycle and seeks Member comments on the cluster meetings that were convened to promote Member scrutiny of draft high-level summary Business Plans. It also updates Members on developments with the Corporate Performance Framework especially in the light of the forthcoming fundamental review.

## Recommendations

It is recommended that Members:

- i. Provide feedback on the Business Plan Member scrutiny process;
- ii. Note the new timings for Business Planning in 2020/21 to integrate with the budget-setting cycle and link to the fundamental review; and
- iii. Note the progress made with developing the Corporate Performance Framework.

## Changes to the business planning cycle

1. As reported to Efficiency & Performance Sub Committee in July 2018, 2020/21 Business Planning and budget setting processes will be brought together for the first time. This means that departments will need to start their conversations on business priorities for the next financial year in May / June.
2. An added benefit of bringing business planning activity forward is that draft outline plans can be used to inform the Resource Allocation Sub Committee Away Days and so inform both medium-term financial planning and the development of spending priorities. Once this steer has been provided by Members, any changes can then be reflected in the Business Plans when they are brought to Committees for approval in the autumn, alongside budget estimates. Figure 1 overleaf sets out the revised timings.

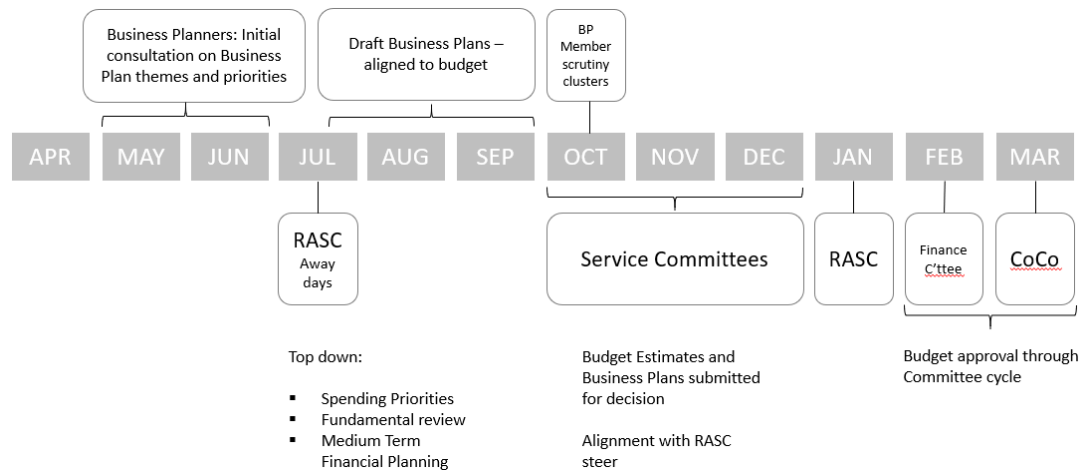


Figure 1: The integrated Business Planning and budget-setting cycle for 2020/21 onwards

## Member scrutiny of draft Business Plans

3. The Chairman of Finance suggested at Efficiency & Performance Sub-Committee (EPSC) in July 2018 that deeper Member engagement with Business Plans could be secured if Committees had an opportunity to look at them in more detail.
4. The Chair and Deputy Chairman of RASC subsequently agreed that the purpose of the Member engagement sessions would be to provide informal opportunities for Chairmen and Deputy Chairmen of Committees to scrutinise how departments are using their 2019-20 Business Plans to prioritise activities towards corporate goals.
5. The Chair and Deputy Chairman of RASC chaired four informal meetings in early February, following on from January's Resource Allocation Sub Committee. Each meeting focused on one cluster of Business Plans – City, Culture, Services and Corporate. These sessions replaced the submission of draft high-level summaries to Committees, a feature of the previous Business Planning cycle.
6. To complement this, and to give all Members a chance to ask questions and put their views to their Chairmen and Deputy Chairmen in advance, a 'Business Plan Surgery' hosted by the Corporate Performance Team took place on 10 January immediately before Court of Common Council. Eleven Members attended. Officers responded to information requests on the day or subsequently and also advised Members to put any suggestions or concerns to their Chairmen and Deputy Chairmen for discussion at the relevant Committees.
7. The process for Committee approval of final high-level summary Business Plans remains unchanged and Business Planners were advised, where timing allows, to secure this by 31 March. This has happened as planned.

8. If Members choose to run scrutiny sessions again in the 2020/21 cycle, it is suggested that these take place in October. This would place them after Policy & Resources' confirmation of Members' priorities and provide time for any final changes to the departmental high-level summary Business Plans to be made ahead of their submission to Committees for approval. This is represented in figure 1 above.
9. Members are asked for their views on the timing, purpose and format so that a plan can be put to the Chair and Deputy Chairman of RASC.

### **Corporate Performance Framework developments**

10. A number of components constitute the Corporate Performance Framework currently in development, two of which are discussed below: the Core Indicator Set and the Corporate Plan Indicator Set.
11. The Core Indicator Set will enable departmental performance on a suite of twelve common business management measures to be benchmarked against departmental class (service department, institution or corporate) and the City Corporation as a whole. Work to unify the range of departmental naming conventions is in progress, and a prototype report for use by the Town Clerk has been created using the Power BI data visualisation tool.
12. Further development is underway on the Core Indicator Set measures not yet being collected, alongside a method to automate data capture and cleansing and report publication. The latter is dependent on implementing a performance system to store these disparate data sets. Pentana Performance has duly been ordered and is in the process of being set up.
13. The Corporate Strategy and Performance Team has reviewed performance measures from the 2019/20 Business Plans to assess their fitness for measuring performance against the suite of strategies adopted by the City Corporation. This has resulted in three baskets of performance indicators – for tracking impacts on society, the economy and our environments – that will form another layer of the Corporate Performance Framework. Business Planners have been advised to link, wherever possible, the performance indicators in their draft Business Plans back to workstreams and Corporate Plan high-level actions, thereby developing a “golden thread”.
14. Finally, the fundamental review will enable us to identify additional performance measures for onward tracking in order to ensure that the principles and priorities identified through the review are embedded in practice wherever relevant across the City Corporation.

### **Security implications**

15. There are no specific security implications arising from the contents of this report.

**Financial implications**

16. There are no specific financial implications arising from the contents of this report.

**Public sector equality duty**

17. There are no specific equalities implications arising from the contents of this report.

**Resourcing implications**

18. There are no specific resourcing implications arising from the contents of this report.

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