



Efficiency and Performance Sub (Finance) Committee

Date: TUESDAY, 2 JULY 2019
Time: 11.00 am
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members: Jeremy Mayhew (Chairman)
Deputy Jamie Ingham Clark (Deputy Chairman)
Randall Anderson
Deputy Clare James
Alderman Nicholas Lyons
Paul Martinelli
Deputy Hugh Morris
Deputy Henry Pollard
Deputy Philip Woodhouse

In attendance

Tom Sleigh (Representing Barbican Centre Board and PIB)

Enquiries: John Cater
tel.no.: 020 7332 1407
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 16th April 2019.
For Decision
(Pages 1 - 4)
4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
Report of the Town Clerk.
For Information
(Pages 5 - 6)
5. **WORK PROGRAMME FOR FUTURE MEETINGS**
Report of the Town Clerk.
For Information
(Pages 7 - 8)
6. **CORPORATE AND BUSINESS PLANNING UPDATE**
Report of the Town Clerk.
For Information
(Pages 9 - 14)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
9. **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

10. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
To agree the non-public minutes of the meeting held on 16th April 2019.
For Decision
(Pages 15 - 24)

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

Report of the Town Clerk.

For Information
(Pages 25 - 26)

12. **DEPARTMENTAL MONITORING**

For Information

- a) City Surveyor's Department - Economy, Efficiency, Effectiveness Health Check (update) (Pages 27 - 36)

Report of the City Surveyor.

- b) Barbican Centre - Economy, Efficiency, Effectiveness Health Check (update) (Pages 37 - 46)

Report of the Managing Director of the Barbican Centre.

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

14. **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

Tuesday, 16 April 2019

Draft Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at Guildhall, EC2 on Tuesday, 16 April 2019 at 11.00 am

Present

Members:

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

Officers:

John Barradell	- Town Clerk and Chief Executive
John Cater	- Committee Clerk
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Chamberlain's Department
Kate Smith	- Town Clerk's Department
Damian Nussbaum	- Director of Economic Development
David Farnsworth	- Town Clerk's
Karen Atkinson	- Chamberlain's Department
Tom Conniffe	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Christopher Hill, Deputy Hugh Morris and Ian Seaton.

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 29th January 2019 be agreed as an accurate record.

4. WORK PROGRAMME FOR FUTURE MEETINGS

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

Members stressed that, given it was vital for the Sub-Committee to focus on those departments that were likely to be facing the most acute challenges during the Fundamental Review, officers should update the forward plan in light

of the discussions and decisions taken at the Resource Allocation Sub-Committee's Away Day in July.

RESOLVED – That the Sub-Committee notes the report.

5. **CORPORATE AND BUSINESS PLANNING UPDATE**

The Sub-Committee received a Report of the Head of Corporate Strategy & Performance.

Members thanked the Head of Corporate Strategy & Performance for the update and provided feedback on the high-level summary business plan, most notably;

- Officers should review the template two-pager to include wording that would better serve to 'force' debate at Committees as to what to prioritise. The Chairman added that it was critical that, as pressures on the Corporation's finances began to intensify due to the large projects coming on stream, Members confronted the need partly to make choices; any wording needed to express 'if you do this, this is what you'll achieve in terms of outcomes' and offer real choices not "shroud waving".

The proposed new cycle in 2020, where scrutiny sessions would take place after Policy & Resources' confirmation of Members' priorities, would 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, Members noted, was a positive step, Chief Officers, however, needed to be proactive in ensuring that choices about prioritisation were presented for Members' consideration. The Deputy Chairman added that the Sub-Committee does not set the Corporation's priorities, but it does monitor how priorities are being met.

- Officers needed to distinguish more clearly and separate out areas where debate is needed
- Officers needed to highlight changes from the previous year; the business plan needed to be a living document, with its "evolution" transparently presented to officers and Members alike.
- Members noted that some departments (e.g. CCS) won't have much room for debate as priorities, clearly, follow risk. Others will need to be longer, so a one-size-fits-all approach should be avoided.
- The Deputy Chairman was concerned that reference to the Capital Budget was missing; capital bids needed to be aligned with the business and corporate plan cycles.

In conclusion, Members were not yet fully convinced by the proposals. The two-pager, at least in its current state, was "too flat" and didn't do enough to drive choices. In light of the Fundamental Review, Chief Officers had a real challenge

here and it was critical that this process was robust and added real value to both officers and Members. The Head of Corporate Strategy & Performance would take these thoughts away and come back with amended proposals to the Chairman via email before submitting a further Report to Members.

RESOLVED – that the Sub-Committee noted the Report

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

There were no questions.

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

There were no items of urgent business.

8. **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.

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

RESOLVED - That the non-public minutes of the meeting held on 29th January 2019 be agreed as an accurate record.

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

The Sub-Committee received a Report of the Town Clerk.

11. **DEPARTMENTAL MONITORING**

11.1 **Economy, Efficiency and Effectiveness Health Checks City Bridge Trust (CBT)**

The Sub-Committee received a Report of the Chief Grants Officer and Director of City Bridge Trust (CBT) concerning Economy, Efficiency and Effectiveness Health Checks for the CBT.

11.2 **Economy, efficiency and effectiveness health check - Economic Development Office (EDO)**

The Sub-Committee received a Report of the Director of the Economic Development Office (EDO) concerning the Economy, efficiency and effectiveness health check for the EDO.

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

There were no questions.

13. **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 12.50 pm

Chairman

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

DRAFT

EFFICIENCY AND PERFORMANCE SUB-COMMITTEE – OUTSTANDING ACTIONS: NON-PUBLIC

Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
April 2019	<p>CORPORATE AND BUSINESS PLANNING UPDATE</p> <p>The Sub-Committee received a Report of the Head of Corporate Strategy & Performance. Members were not yet fully convinced by the proposals. The two-pager, at least in its current state, was “too flat” and didn’t do enough to drive choices. In light of the Fundamental Review, Chief Officers had a real challenge here and it was critical that this process was robust and added real value to both officers and Members. The Head of Corporate Strategy & Performance would take these thoughts away and come back with amended proposals to the Chairman via email before submitting a further Report to Members.</p>	Committee Clerk	July 2019	Update Report in July’s agenda.

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Efficiency and Performance Sub-Committee – Work Programme 2019

Meeting:	16/4/19	2/7/19	13/9/19	4/11/19	Jan/Feb 2020 (TBC)	Mar/Apr 2020 (TBC)	May 2020 (TBC)	July 2020 (TBC)
Specific Departmental Focus & Commercial/Income Generation Opportunities								
	Economic Development/ City Bridge Trust	City Surveyor / Barbican * Income generation/ commercial opportunities	Culture Mile & Major Projects / Human Resources (TBC)	Remembrancer / Committee Services / Police (TBC)/ * Income generation/ commercial opportunities	Mansion House & Central Criminal Courts / Markets and Consumer Protection (TBC)	Open Spaces / Chamberlains (TBC) * Income generation/ commercial opportunities	Community and Children Services / Built Environment (TBC)	Guildhall School / Comptroller (TBC) * Income generation/ commercial opportunities
Continuous Improvement (Efficiency and Sustainability Plan)								
			* Asset Management Review	* Robotics Process Automation (RPA) – pilot and potential wider roll-out				
Outcomes and Performance (Benchmarking)								
	* Corporate Performance and Business Planning Update	* Corporate and Business Planning Update		* 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

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Committee(s): Efficiency & Performance (Finance) Sub Committee	Date: 2 July 2019
Subject: Corporate and Business Planning Update	
Report of: Kate Smith, Head of Corporate Strategy & Performance	
Authors: Tom Conniffe, Corporate Performance Manager	For information

Summary

This paper updates Efficiency and Performance Sub Committee on the analysis of 2019/20 Business Plans and sets out the next steps in the process, including the proposed draft high-level summary template for the 2020/21 cycle.

Recommendations

1. Efficiency and Performance Sub Committee is asked to:
 - i. Note the key findings from the analysis of high-level summary Business Plans for 2019/20; and
 - ii. Note the updated draft high-level summary Business Plan template at Appendix 1 for use by departments in the 2020/21 Business Planning cycle and provide any feedback or comments.

Background

2. The 2019/20 Business Planning cycle was the third cycle in which the high-level summary (aka the "two-pager") Business Plan was used to capture key business planning information by department. It was the second cycle in which a suite of detailed templates and documents were deployed, including the workforce plan and an integrated workbook including KPIs, the IT plan and workstream and Economy, Efficiency and Effectiveness Health Check information. High-level summary Business Plans are submitted for consideration by Committees, with departments retaining the workbook and document suite for internal use and, where appropriate, officer challenge.

Summary of the findings of the 2019/20 Business Plans review

3. The Corporate Strategy and Performance Team has undertaken an analysis of the 2019/20 Business Plan contents, looking at both the high-level summary and the detailed documents, to identify any gaps, duplications or potential for collaboration between departments and to highlight improvements to be made in the next cycle.
4. The full analysis will be fed into the fundamental review. The key findings are as follows:

- **Completeness.** All departments in scope have completed high-level summary Business Plans and taken these through relevant Committees for approval.
- **Corporate Plan alignment.** The most popular Corporate Plan outcome was outcome 5 – Business are trusted and socially and environmentally responsible – which is the same as last year. This was balanced by an almost even distribution of projects and workstreams across other Corporate Plan outcomes. 42% of the total number of KPIs are economy, efficiency or effectiveness measures rather than Corporate Plan outcome-based measures.
- **Performance management.** There is little benchmarking in evidence, making it challenging to contextualise the KPI results. There is also little to track year-on-year performance as only 40% of the total measures had a target attached and only 20% of the total measures had a baseline. 40% of the total workstreams focus on delivering existing work or activity. Only 12% of the total KPIs are outcome-based, with a greater proportion focusing on outputs. Compared to the previous year, there is a higher percentage of measures focused on outcomes, however these are limited to a small number of services.
- **Departmental collaboration and comparisons.** Corporate Plan outcome 5 also shows the highest crossover of linking departmental objectives – 15 departments map individual objectives to it, which could be expected as the outcome is focused on ease, reliability and cost-effectiveness of doing business. KPIs that overlap most across departments are measures linked to budgets (income generation and achieving efficiencies), feedback from stakeholders, capital projects, infrastructure and events.

Business Planning for the 2020/21 cycle

5. The 2020/21 Business Planning cycle has been brought forward in order to integrate with the budget-setting cycle. Figure 1 refers.

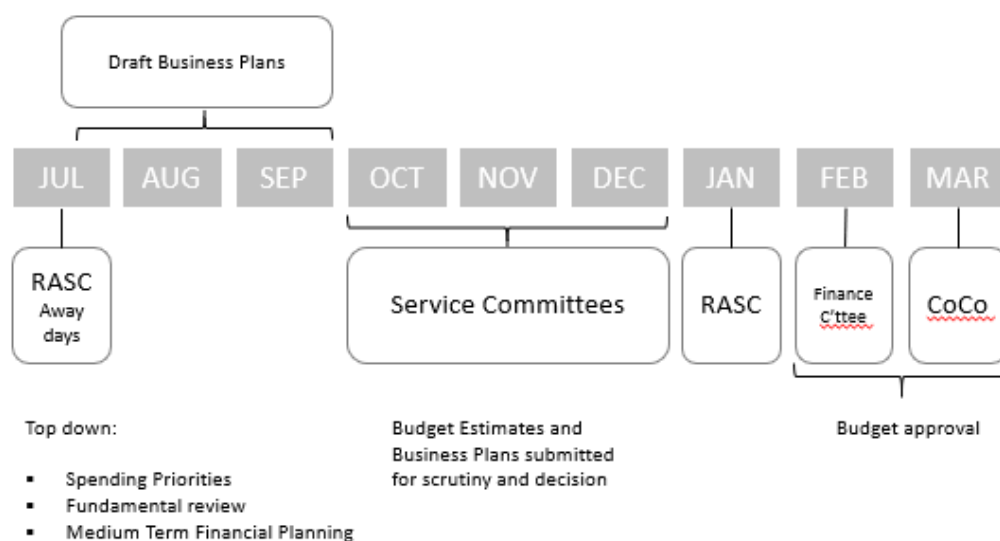


Figure 1: The integrated Business Planning and budget-setting cycle for 2020/21

6. At its April meeting, Efficiency & Performance Sub Committee requested that an enhanced high-level summary Business Plan template be prepared in time for the 2020/21 Business Planning cycle to help drive Member debate and prioritisation. **A sample version is presented at Appendix 1, using dummy data.** The main enhancements include:
 - Departmental workstreams ranked by priority with reasoning explained to aid discussion;
 - Changes from the previous year are highlighted; and
 - An enhanced financial section to include analysis of expenditure and income and the capital pipeline.
7. Once the Resource Allocation Sub Committee awaydays have taken place and an initial Member steer on priorities is known, the Business Plan template will be issued to Business Planners along with new guidance and a streamlined detailed workbook so that work can get underway. Chief Officers and Business Planners will be informed of direction given formally at Policy & Resources in September and Resource Allocation Sub Committee in October so that the draft plans can be amended to reflect priorities and presented to Committees during the autumn cycle, now alongside budget estimates.

Security implications

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

Financial implications

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

Public sector equality duty

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

Resourcing implications

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

Appendix 1 – Sample high-level summary Business Plan



Our aims and objectives are...

- To protect, conserve, maintain and care for our parks and outdoor spaces
- To promote the use and enjoyment of our parks and outdoor spaces for public recreation, health and wellbeing
- To maintain and develop the biodiversity of our parks and outdoor spaces
- To support the advancement of education
- To promote national heritage

Our five major workstreams this year will be...

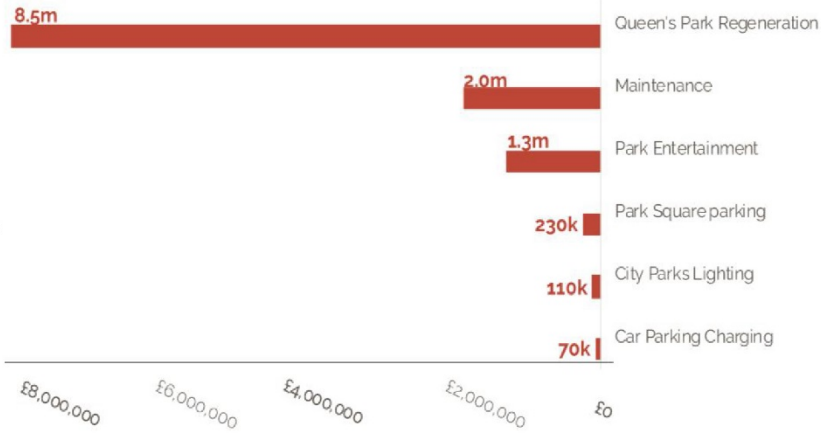
In order of priority

- To deliver the Queen's Park regeneration project
- To deliver value for money by renewing our maintenance contract
- To deliver the workstreams and efficiencies stemming from the fundamental review
- To successfully deliver the Lord Mayor's Show
- To increase income from our assets

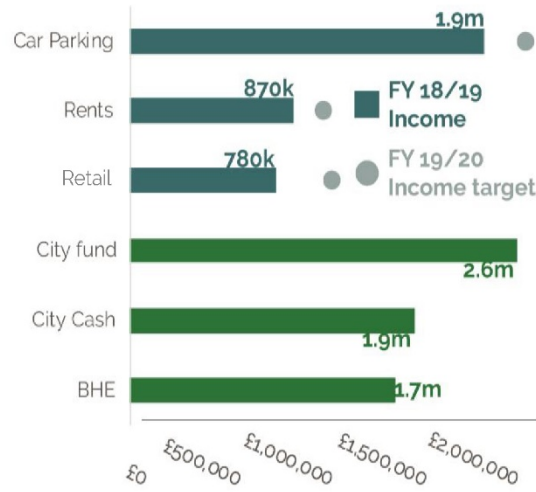
We suggest these priorities because...

Insert two or three sentences

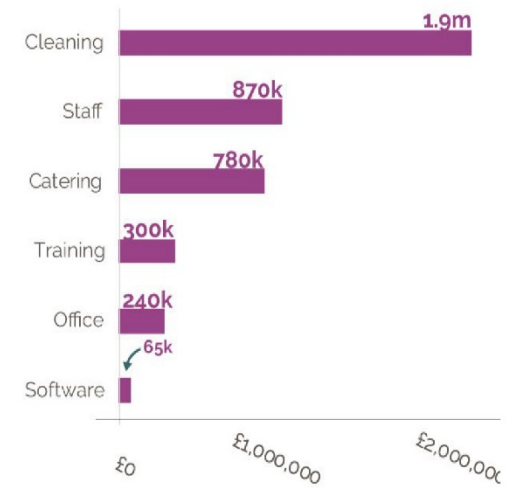
Capital Project Spending



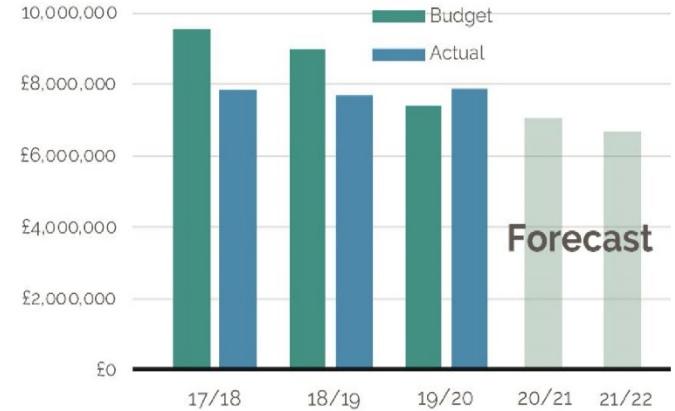
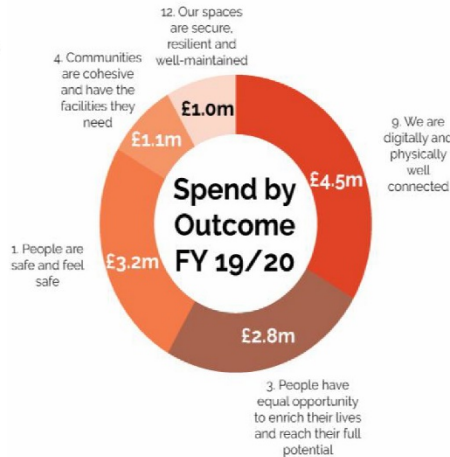
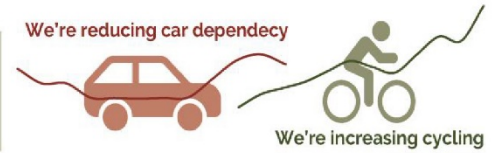
Where our money comes from



Where our money is spent



Our impact >



Dummy data sample 2019 / 2020 Business Plan...



What's changed since last year...

Projects

- The Main Road Park regeneration project was completed one month behind programme
- The Main road café service was discontinued due to consolidation of café facilities

Risks

- Maintenance staff safety risks have been reduced through the staff engagement programme

Staff

- Staff turnover has remained steady at 12%

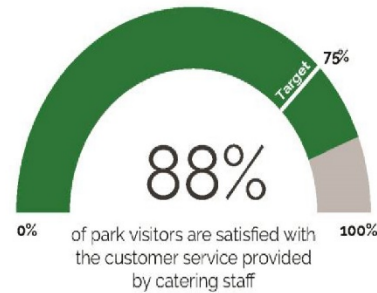
Training

- 87% of eligible staff have completed the project management academy training

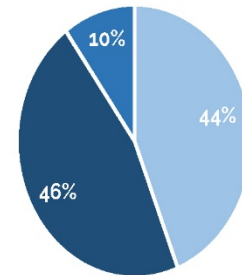
Plans under consideration...

Change action	Timescale
As part of the maintenance contract renewal, more of the maintenance contract will be outsourced	Q4 FY 19 / 20
New government legislation on finance regulation is expected	FY 24 / 25
To reduce pressure on desk space, more remote working will be encouraged	FY 20 / 21
We will be planning a long term to change to our café facilities	FY 22/23

Key Customer Feedback



Results of our parking charge increase consultation



■ No ■ Yes, if it made it easier to park ■ Yes

Equalities

We're aiming to reduce our departmental pay gap by a further

3%

Our delivery partners and key stakeholders

- City of London Residents Action Group
- Transport for London
- Royal Parks
- City of London Police
- Chamberlains

Service level KPI's

Target for 19/20

Key Workstream

To increase our number of Green Flags	+1	Queen's Park Regeneration Project
To maintain our biodiversity	200 More hedgehogs	Maintenance Contract Renewal
Increase our accessibility	15 new access ramps	Park entertainment
To increase usership of our sports facilities	10% More users	Park Square Parking
To maintain our heritage assets	5% More maintenance Checks	City Park Lighting
Increase the number of trees in our parks and outdoor spaces	300 More trees	
Increase our overall visitor numbers	10% More users	

Key Risks

Departmental

Fire risk average across our assets



Project

Increase in scope of the Queen's Park regeneration project may result in late delivery



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