



Efficiency and Performance Sub (Finance) Committee

Date: FRIDAY, 10 JULY 2020

Time: 11.00 am

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE VIA MICROSOFT TEAMS)

Members: Jeremy Mayhew (Chairman)
Deputy Jamie Ingham Clark (Deputy Chairman)
Randall Anderson
Deputy Roger Chadwick
Dominic Christian
James de Sausmarez
Alderman Sir Peter Estlin
Deputy Clare James
Oliver Lodge
Alderman Nicholas Lyons
Paul Martinelli
Deputy Hugh Morris
Deputy Philip Woodhouse

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Accessing the virtual public meeting
Members of the public can observe this virtual public meeting at the below link:
<https://youtu.be/oV50HEXfonc>

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 14th January 2020.
For Decision
(Pages 1 - 4)
4. **CORPORATE PERFORMANCE FRAMEWORK UPDATE**
Report of the Head of Corporate Strategy & Performance.
For Information
(Pages 5 - 8)
5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
7. **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

8. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
To agree the non-public minutes of the meeting held on 14th January 2020.
For Decision
(Pages 9 - 14)
9. **NON-PUBLIC APPENDIX TO ITEM 4**
For Information
(Pages 15 - 22)
10. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

Tuesday, 14 January 2020

Draft Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at Guildhall, EC2 on Tuesday, 14 January 2020 at 1.45 pm

Present

Members:

Jeremy Mayhew (Chairman)
Deputy Jamie Ingham Clark (Deputy Chairman)
Deputy Clare James
Deputy Hugh Morris
Deputy Philip Woodhouse

Officers:

Ian Dyson	- Commissioner of the City of London Police
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Chamberlain's Department
Kate Smith	- Town Clerk's Department
John Cater	- Town Clerk's Department
Cecilie Booth	- City of London Police
Alistair Cook	- Chamberlain's Department
Simon Latham	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Alderman Nicholas Lyons and Paul Martinelli.

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

There were no declarations.

3. MINUTES OF THE MEETING HELD ON 27TH NOVEMBER 2019

RESOLVED - That the public minutes of the meeting held on 27th November 2019 be agreed as an accurate record.

4. MINUTES OF THE MEETING HELD ON 17TH DECEMBER 2019

RESOLVED - That the public minutes of the meeting held on 17th December 2019 be agreed as an accurate record.

5. WORK PROGRAMME FOR FUTURE MEETINGS

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

RESOLVED – That the Sub-Committee notes 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 MEETING HELD ON 27TH NOVEMBER 2019**

RESOLVED - That the non-public minutes of the meeting held on 27th November 2019 be agreed as an accurate record.

10. **NON-PUBLIC MINUTES OF THE MEETING HELD ON 17TH DECEMBER 2019**

RESOLVED - That the non-public minutes of the meeting held on 17th December 2019 be agreed as an accurate record.

11. **CITY OF LONDON POLICE**

Members received a series of Reports (listed below) and supporting remarks from both the Commissioner of the City of London Police Force (CoLP) and officers for the Police Authority.

a) Police Medium-Term Financial Plan (MTFP) Summary – *Report of the Police Authority*

b) Transform Programme: Update on the Development of CoLP's Target Operating Model (TOM) and aligned efficiencies – *Report of the City of London Police*

c) Principles for Shared Services – *Report of the Police Authority*

d) Review of Shared Services – *Report of the City of London Police*

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 3.15 pm

Chairman

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Meeting	Date
Efficiency & Performance Sub Committee	10 July 2020
Subject Corporate Performance Framework Update	
Report of Kate Smith, Head of Corporate Strategy & Performance	
Report Author Hayley Hajduczek, Corporate Strategy & Performance Officer	For information

Summary

This paper provides an update on the changes made to the Corporate Performance Framework (CPF) project due to COVID-19. Due to the pandemic, the work the Corporate Strategy & Performance Team had planned on the CPF had to be paused. It has now restarted but with an initial focus on gathering and presenting information weekly on how activity levels are changing in the Square Mile as lockdown eases. The information is being used to inform operational decisions, external messaging and the Policy Chair and Lord Mayor's virtual engagement programme.

Recommendations

Efficiency & Performance Sub Committee is recommended to:

- i. Note the update.

Main Report

Background

1. In March 2020, before the Efficiency & Performance Sub Committee meeting was cancelled, its members received a report which provided an update on the design of the Corporate Performance Framework (CPF), feedback on the first step towards integrating Business Plans and budget estimates at committees, and examples of how the CPF data is expressed in Business Plans. That report can be found [here](#) at item 5.
2. Days after this paper was submitted, the Corporate Strategy & Performance Team (CSPT) paused this work to allow service departments to complete urgent crisis management and recovery work. Several team members were also redeployed until the end of June 2020 or redirected to other work, such as the Covid-19 Pulse Staff Survey.
3. In June, the CSPT was commissioned by the Gold 'Recovery From' Group to gather and present information on how activity levels are changing in the Square Mile as lockdown eases. The purpose is to inform operational decisions, external messaging and the Policy Chair and Lord Mayor's virtual engagement programme.

Corporate Performance Framework (CPF) update

4. The CPF is the ideal tool for this job as it uses the same data visualisation software used across London for collating reports during the crisis – PowerBi – and has been designed to capture and display external data as well as internal performance data.
5. The CPF is being used to gather information from a number of external and internal sources and present, in a systematic and comprehensive a way, information on:
 - a) how demand for our public services is changing in order to forecast future staffing needs;
 - b) how quickly private businesses, such as food and beverage outlets, are opening to help businesses with their own staffing plans; and
 - c) how and how many people are travelling to and within the Square Mile to inform messaging to influence behaviour.
6. This information is also being used by Public Health colleagues to help predict the spread of the virus and inform planning.
7. A Bronze Activity Levels Group has been set up to guide the development of the CPF in its new form so that it meets both Members' and officers' needs. The first deliverable was to produce a high-level dashboard, using existing data and focused on understanding and monitoring changes in the Square Mile to enable effective public health, public realm and regulatory activity to be planned for and undertaken.
8. Teams across the organisation gather various pieces of data and intelligence, but the overall picture can only be developed by pulling all of these fragments together. This project is also complemented by softer intelligence gathering exercises to ascertain the views of businesses in the City, including the virtual CEO meetings led by the Chair of Policy and the Lord Mayor, work led by Innovation and Growth to monitor shifts in macro-economic indicators as these are published, and feedback from a regular business survey conducted by the City Property Advisory Team.
9. The first pack of dashboards was produced within two weeks of the initial request. It is being updated and growing in scope on a weekly basis. The information within it is classed as 'Official Sensitive' so it is included as a non-public appendix at **Appendix 1**.
10. A data protocol on sharing this information is also under development. This is aligned to the Information Management Strategy and will be cleared by the Gold 'Recovery From' Group. The protocol has been developed in order to:
 - support the Corporate Plan commitment to unlocking the potential of our data and partnerships;
 - encourage good information management practice and minimise the risk of sharing data in a non-compliant fashion;
 - help the group maintain control over the way the data is used, particularly with regard to external messaging that may influence public behaviour; and

- enable sense-checking by data owners to ensure any errors are identified quickly.

11. The data pack has been very well received and demand for it is high across departments – it is fulfilling the brief of being corporate resource.

Next steps

12. Using the CPF build and development methodology set out in the paper to this sub-Committee in March, the CSPT will work with departmental analysts to develop the second, departmentally focused, layer of the CPF. This will draw in additional KPIs relevant to COVID-19 recovery which do not feature in the high-level Gold report. This has multiple benefits, including:

- improving data-driven decision making within departments and service teams through being able to join up the data landscape;
- providing the ability to quickly 'bring in' KPIs from this secondary layer to the Gold overview dashboard as and when needed;
- delivering efficiency benefits through a standardised approach; and
- ensuring consistency in how data dashboards relating to COVID-19 recovery are presented to Committees, Members and Chief Officers, which provides assurance that the organisation is working in a cohesive fashion.

13. In time, the scope may extend to include looking at demand for all City Corporation public-facing services; to monitor year-on-year changes in service performance; and/or to monitor and understand the resource implications and other impacts on the City of London Corporation itself. We may also buy in or start collecting data to address gaps in our knowledge.

14. In due course, the Bronze Activity Levels Group will be overtaken by the planned Corporate Performance Board and turn its focus to performance. The data already plugged into it will continue to be a useful in tracking activity in the Square Mile as it settles into a new normality.

15. Work was also paused on improving the process of business planning and budget-setting in March. Following Resource Allocation Sub Committee in July, this work will be rescoped to determine what is achievable in time for the autumn cycle of Committees where Business Plans are expected to be presented.

Conclusion

16. The CPF was designed to provide performance information for scrutiny at committee, corporate, strategic, departmental, service and operational levels and to adapt to changes to the operating model and governance structures. This update provides an insight into how the CPF has been "flexed", in the space of four weeks, to help inform crisis management and recovery plans during the coronavirus pandemic.

Appendices

1. Bronze Activity Levels Data Pack (Non-public)

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of the Local Government Act 1972.

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