

## EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

Wednesday, 4 November 2015

Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at the Guildhall EC2 at 1.45 pm

### Present

#### Members:

Roger Chadwick (Chairman)	John Fletcher
Jeremy Mayhew (Deputy Chairman)	Deputy Jamie Ingham Clark
Randall Anderson	Ian Seaton
Nicholas Bensted-Smith	Deputy John Tomlinson
Nigel Challis	Philip Woodhouse

#### Officers:

Susan Attard	- Deputy Town Clerk
Christopher Braithwaite	- Town Clerk's Department
Neil Davies	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Chamberlain's Department
Peter Bennett	- City Surveyor
Andrew Crafter	- City Surveyor's Department
Paul Nagle	- Chamberlain's Department

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 and non-public summary of the meeting held on 16 September 2015 be agreed as an accurate record.
4. **OUTSTANDING ACTIONS**  
The Sub-Committee considered a report of the Town Clerk which set out the outstanding actions from previous meetings of the Sub-Committee.

A Member asked whether there had been any update in relation to the issue regarding unsocial hours payments at the Barbican Centre. The Chamberlain explained that he would meet with the Managing Director of the Barbican Centre and the Director of Human Resources during the following week to seek to resolve this issue.

**RESOLVED** – That the Committee notes the report.

**5. SERVICE BASED REVIEW ROADMAP**

The Sub-Committee considered a report of the Town Clerk which provided the latest version of the Service Based Review Roadmap.

The Chairman commented that it appeared to be increasingly likely that the Service Based Review would be an ongoing process. The Chairman compared the Service Based Review to the Procurement and Procure to Pay (PP2P) scheme, which had eventually led to the creation of City Procurement. Members commented that PP2P had, in effect, been a process of continuous improvement in procurement and it would be beneficial for a similar approach in relation to efficiency to become embedded in the Corporation.

Members also noted that one of the major learning points from PP2P had been the importance of ensuring that there was a thorough awareness of specific needs within departments. The Deputy Town Clerk explained that this was being fed into the Strategic Asset Management review, particularly in terms of delineating between the roles of provider, end user and intelligent client.

The Sub-Committee commented that the majority of the cross-departmental projects were reporting slippage against their intended programmes. Members commented that it was important that Officers assessed the critical path for these cross-departmental projects to ensure that the savings were delivered on time. In response to a question from a Member, the Chamberlain explained that the cross-departmental projects were being delayed due to both the complexity of the projects and their cross-departmental nature. It was also noted that the initial projections for when these projects would be delivered may have been too optimistic.

The Sub-Committee noted that a highly consultative approach had been taken to the Service Based Review, with significant consultation with Departments, and that this had been especially pronounced for the cross-departmental reviews. However, the Sub-Committee commented that, at some stage, it would need to be acknowledged that the implementation of cross-departmental reviews would not be universally popular within all Departments.

The Sub-Committee agreed that, at that stage, it would be necessary to implement the projects in the way which would maximise the benefit to the Corporation as a whole. The Sub-Committee noted that the cross-departmental projects had been agreed by Members and Senior Officers, and therefore Members and Senior Officers should do all they could to support the implementation of these savings in line with the agreed programmes. The Sub-Committee agreed that it would certainly offer any support that it could to Officers in implementing the cross-departmental projects.

The Chamberlain highlighted to Members that the Government's Autumn Statement would provide further clarity to the funding environment for the Corporation for the remainder of the decade. He advised that a report on the

implications of the Autumn Statement would be brought before the Sub-Committee in early 2016.

**RESOLVED** – That the Sub-Committee notes the report.

6. **WORK PLAN FOR FUTURE MEETINGS**

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

A Member noted that many of the Departmental Update Reports on the work plan for future meetings were listed as TBA, and requested that this aspect of the work plan be further populated. The Town Clerk and Chamberlain confirmed that this would be populated, but it was intended that the Departmental Update Reports would be prioritised on a risk-assessed basis, so there would necessarily be some flexibility within the work programme.

**RESOLVED** – That the Sub-Committee notes the report.

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

There were no questions.

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

There were no items of urgent business.

9. **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.

**Item(s)**

10-15

**Paragraph**

3

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

The Sub-Committee approved the non-public minutes of the meeting held on 16 September 2015 as an accurate record.

11. **SERVICE BASED REVIEW FINANCIAL MONITORING - QUARTER 2 MONITORING**

The Sub-Committee noted a report of the Chamberlain which set out financial monitoring of Service Based Review programmes on a departmental basis up to the end of Quarter 2.

12. **SERVICE BASED REVIEW: DEPARTMENTAL MONITORING - CITY SURVEYORS DEPARTMENT**

The Committee noted a joint report of the City Surveyor and Chamberlain which provided detailed information as to the overall progress within the City Surveyor's Department in implementing the agreed Service Based Review targets within that Department.

13. **COMBINED HEAT AND POWER SYSTEM - ANNUAL REPORT 2014/15**

The Committee noted a report of the City Surveyor which provided the annual report for the City of London Combined Heat and Power (CHP) System for the year 2014/15 providing details of developments and system performance over the year.

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

There were no questions.

15. **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 closed at 2.55 pm**

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Chairman

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