

## **EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE**

**Wednesday, 18 May 2016**

**Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at the Guildhall EC2 at 12.00 pm**

### **Present**

#### **Members:**

Jeremy Mayhew (Chairman)	Deputy Jamie Ingham Clark
Randall Anderson	Deputy Alastair King
Nigel Challis	Ian Seaton
Deputy Anthony Eskenzi	Deputy John Tomlinson
Alderman Peter Estlin	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
Paul Nagle	- Chamberlain's Department
Peter Bennett	- City Surveyor

#### **1. APOLOGIES**

Apologies were received from Deputy Roger Chadwick.

#### **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 7 March 2016 be agreed as an accurate record.

The Chairman advised Members that he had requested Officers to conduct a review of the Finance Committee's Sub-Committees to seek to increase the effectiveness of the Sub-Committees, increase the amount of business conducted at Sub-Committees, and accordingly decrease the amount of business conducted at the Grand Committee. He advised that a report would be forthcoming to a meeting of the Grand Committee in advance of the Summer recess.

#### **4. OUTSTANDING ACTIONS**

The Sub-Committee considered a report of the Town Clerk which provided updates on actions outstanding from previous minutes. In addition to the report,

the Town Clerk advised that a Work Programme for future meetings had been prepared. This was put around the table.

#### Efficiency Plan

The Chairman requested that the report on proposals to publish an Efficiency Plan were submitted to Members of the Sub-Committee prior to the Resource Allocation Sub-Committee Away Day. The Chamberlain advised that this may not be possible, but the report would certainly be circulated to the Sub-Committee immediately following the Away Day, at a minimum.

#### Strategic Energy Review

The Sub-Committee noted that a report would be submitted to the Committee's July meeting regarding the Strategic Energy Review. The Chairman commented that, in the past, many of the energy reports considered by the Sub-Committee had been overly technical, and requested that Officers ensure that this report considered all aspects of the energy use of the Corporation from a more strategic level, including consumption, procurement and energy efficiency. A Member commented that it would be beneficial for any consumption figures to be normalised to provide the most accurate possible assessment of consumption.

#### Staff Suggestion Scheme

The Sub-Committee considered a report of the Deputy Town Clerk which advised the Sub-Committee of progress with the pilot of the Staff Suggestion Scheme.

The Sub-Committee considered whether this may be a matter which would be appropriately considered by the Establishment Committee. The Deputy Town Clerk advised that the purpose of the Staff Suggestion Scheme was to seek to improve the effectiveness of the Corporation, so most appropriately sat with this Sub-Committee.

Members commented that there were indications that the main problem with the Suggestion Scheme at present was that there was not sufficient investigation of suggestions, particularly in some departments. Members commented that it would be beneficial to review the Departments which had been particularly effective with the Scheme, along with those which had been particularly ineffective, to determine best practice and how this could be implemented. The Chairman also commented that the report was not sufficiently clear regarding the objectives of the Scheme, and how those objectives could be achieved.

The Sub-Committee agreed that a further report on the Staff Suggestion Scheme should be submitted to a future meeting of the Sub-Committee, addressing the comments made by Members.

**RESOLVED** – That the Sub-Committee:

- a) notes the report;

- b) agrees that a further report on the Staff Suggestion Scheme be submitted to a future meeting of the Sub-Committee, addressing the comments made by Members.

**5. SERVICE BASED REVIEW ROADMAP**

The Sub-Committee considered a report of the Deputy Town Clerk which provided the latest update in respect of the Service Based Review cross-cutting reviews and key departmental projects in the format of the Service Based Review Roadmap. The report advised there had been no changes in project status since the last meeting.

With regard to the Strategic Asset Management programme, the Chairman asked for clarification regarding whether this programme was rated as Amber due to the risk of not achieving the savings required or due to difficulties in implementing the programme. Members also commented that it may be beneficial for the Sub-Committee to be presented with the full programme risk register and a detailed scorecard for the programme, to allow the Sub-Committee to understand the risks of the project and what it would deliver.

The Deputy Town Clerk explained that she was confident that the savings would be achieved, but the risk with the project was in implementing and delivering the new way of working across all sites. She confirmed that she was confident that the programme had buy-in from all Departments, and explained that the documents requested could be provided to a future meeting. The Deputy Town Clerk advised Members that a Project Manager had been appointed to implement the programme. The City Surveyor commented that the key challenge would be to ensure that Service Departments developed the skills and controls to give them confidence in managing their assets through a third party (the City Surveyor's Department).

The Chairman reminded the Sub-Committee that it had previously been agreed Members would be informed of any difficulties encountered from the Service departments in the implementation of the review.

The Sub-Committee also noted an appendix to the report, supplied by the Chamberlain, which identified the lessons learnt from the Service Based Review. The Chairman commented that the Review had often demonstrated that, on some occasions, a silo mentality continued to exist within the Service Committees. The Chairman also commented that he agreed with the finding of the report that the Corporation required greater project management resources for similar projects, particularly citing the Review of the Effectiveness of Grants as an example of this.

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

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

A Member commented that the work of this Sub-Committee tended to be of a cross-cutting nature and suggested that it may be beneficial for the Sub-Committee to receive a presentation setting out the overall governance

arrangements for the Corporation as a whole. The Member also commented that there had previously been proposals to reduce the number of Committee meetings to achieve savings and noted that it would be interesting to determine whether this had been achieved.

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

There was no other 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 the following paragraphs of Part I of the Schedule 12A of the Local Government Act.

<b>Item</b>	<b>Paragraph(s)</b>
9-13	3

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

The non-public minutes of the meeting held on 7 March 2016 were agreed as an accurate record.

**10. SERVICE BASED REVIEW SAVINGS - DEPARTMENTAL MONITORING**

The Sub-Committee noted a report of the Chamberlain which provided an update regarding savings achieved through the Service Based Review on a Departmental basis.

**11. SERVICE BASED REVIEW: DEPARTMENTAL MONITORING - CHAMBERLAIN'S DEPARTMENT**

The Sub-Committee noted a report of the Chamberlain which advised Members of the progress made in achieving the Service Based Review programme for the Chamberlain's Department.

**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 closed at 1.00 pm**

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Chairman

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