

<b>Committee:</b> Efficiency and Performance Sub-Committee	<b>Date:</b> 6 July 2016
<b>Subject:</b> Future Work Programme	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Neil Davies and Chris Braithwaite, Town Clerk's Department	

### **Summary**

This report presents a reformatted forward Work Programme for the Sub-Committee (Appendix 1), aligned to the Sub-Committee's Terms of Reference, for consideration and approval.

The intention of this reformatting is to give Members a better strategic overview of the work of the Sub-Committee and a clearer indication of how that work fulfils the duties set out within the Committee's Terms of Reference.

This report also provides Members with an opportunity to discuss the purpose and priorities for the Sub-Committee for the next year and beyond to shape the Work Programme. Members may also wish to consider whether it is appropriate to group thematically reports to allow particular meetings to focus on particular issues.

### **Recommendations**

Members are asked to:

- Approve the revised format of the Work Programme;
- Agree the proposed frequency of reporting;
- Propose any additional priority work areas to be added.

### **Main Report**

1. The current Terms of Reference of the Efficiency and Performance Sub-Committee are as follows:
  - a) To consider and advise the Grand Committee on matters relating to value for money in all aspects of the City of London Corporation's activities
  - b) In accordance with Standing Orders to consider, with the Resource Allocation Sub-Committee, the resource allocation plans for subsequent financial years prior to their approval by the Policy and Resources Committee
  - c) To review periodically the performance of each Chief Officer in order to promote efficiency and value for money and to ensure, over a period of time, full Member level scrutiny of all expenditure planned.
  - d) To be responsible for overseeing and monitoring the agreed programme of work arising from the Service Based Review programme and other saving and

efficiency programmes ensuring the achievement of savings, and suggesting further areas for examination as appropriate.

- e) To review and to monitor performance against the Chamberlain's Departmental Business Plan and related corporate initiatives in order to promote efficiency and value for money.
  - f) To make recommendations, where necessary, to bring about improvements in performance
2. The Sub-Committee also assumed responsibility for matters relating to Energy when the former Energy and Sustainability Sub (Policy and Resources) Committee was abolished. This duty remains with the Sub-Committee for the time being, but the Finance Committee will be asked, at its meeting on 19 July, to consider whether this duty may more appropriately fit with the Corporate Asset Sub-Committee. The Work Programme for this Sub-Committee would be revised, if necessary, following this decision.
3. The Committee Work Programme (Appendix 1) has been reformatted to align the future scheduling of reports to the Sub-Committee's priority work areas. This allows Members to see the Work that will be undertaken by the Sub-Committee and the purpose of that work. This report also intends to provide Members with an opportunity to discuss the purpose and priorities for the Sub-Committee and to shape the work programme next year and beyond. Members may also wish to consider whether it is appropriate to thematically group reports to allow particular meetings to focus on particular issues. The Work Programme is based around the Terms of Reference, as follows:
- a. Value for Money: this is an area in which the Sub-Committee has not been provided with a sufficient level of reporting in recent years. A separate report on today's agenda updates the Sub-Committee on work designed to improve the monitoring of value for Money across the City Corporation. As set out within that report, a revised business planning process will assist in this area, with clear priorities and outcomes at a Departmental level being linked to a revised Corporate Plan.  
  
This work is at an early stage and arising from this work proposals will be presented on future reporting arrangements. In addition, implementation of the Corporation's efficiency plan (following approval by Court of Common Council) will be monitored as part of the work programme. A clearer indication of the work which the Sub-Committee will be asked to undertake in this area should be presented to the Sub-Committee in September 2016.
  - b. Resource Allocation: This Sub-Committee meets, on an annual basis, with the Resource Allocation Sub-Committee to consider the overall financial position and the Corporation's medium term financial planning. As this is a joint duty, it is not planned to present any reports specifically to this Sub-Committee relating to Resource Allocation.

- c. Chief Officer Reviews: This Sub-Committee does not monitor the performance of Chief Officers against individual Departmental Business Plans, as this is a function of the Service Committees, each of which receives a periodic report from the Chief Officer(s) reporting to that Committee, including progress against key objectives, key performance indicators, and the departmental risk register. However, since July 2015, the Sub-Committee has been receiving reports from Chief Officers on progress against their departmental Service Based Review savings. The Departments selected to report are based on the risks that Departments will not be able to meet their Service Based Review savings targets. A separate report on today's agenda (in the non-public section) proposes the next two departments to be covered in this way.
  - d. Service Based Review: As Members requested at the Sub-Committee's last meeting, there is a separate report on today's agenda which combines the quarterly reports which are produced to update on cross-cutting reviews and the monitoring of financial savings arising from the Service Based Review. The Sub-Committee has also received reports on specific cross-cutting reviews. In view of the concerns expressed by Members at previous meetings, it is proposed to introduce regular quarterly reporting for the Facilities Management Review.
  - e. Chamberlain's Departmental Business Plan and related corporate initiatives: The Chamberlain produces regular update reports in his departmental business plan for the Grand Committee. It may be appropriate for the Sub-Committee to consider whether this role should be fulfilled by the Sub-Committee. Reports on related issues have been presented to this Sub-Committee, including on City Procurement and the Soft Market Testing of the Finance Function. Such reports will continue to be presented. Ahead of the Sub-Committee's next meeting, Officers will seek to update the Work Programme to provide details of the subjects of reports which are likely to be submitted to forthcoming meetings.
    - Energy: Since assuming responsibility for Energy, the Sub-Committee has received Energy Target Monitoring reports (as on today's agenda) and an annual report on the Combined Heat and Power (CHP) scheme
4. At present the Work Programme provides information about the work which will be undertaken by the Sub-Committee, but has not sought to group work into thematic areas at specific meetings, pending consideration by Members as to whether they would prefer for the Sub-Committee to take this approach. The advantage of grouping work into themes is that it would allow a greater focus to be given to specific areas, rather than requiring Members to consider a wide range of issues at a single meeting. The downside, however, is that it may mean that reporting on these issues is not as timely, as it may be necessary to delay certain reports to allow them to be grouped thematically with other similar reports. If Members do wish to pursue this approach to the Work programme, a revised Work Programme will be presented to the Sub-Committee's next meeting.

## **Appendices**

Appendix 1 - Work Programme

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**Efficiency and Performance Sub-Committee - Work Programme**

Meeting:	6/7/16	12/10/16	30/11/16	11/1/17	19/1/17	17/5/17
<b>a) Value for Money</b>						
	Introductory report (Future reports TBC)				N/A (Joint meeting with RA Sub)	
<b>b) Resource Allocation</b>						
Overall Financial Position and Medium Term Financial Planning (joint with RA Sub-Committee)					Joint meeting with the Resource Allocation Sub-Committee	
<b>c) Chief Officer Reviews</b>						
Presentation of Departmental Service Based Review Savings and other initiatives	Markets and Consumer Protection	Built Environment	Culture, Heritage and Libraries	TBC (determined by status of each department)	N/A (Joint meeting with RA Sub)	TBC (determined by status of each department)
<b>d) Service Based Review</b>						
Overall Monitoring Report	New format report presented	2016/17: quarter 1	2016/17: quarter 2	2016/17: quarter 3	N/A (Joint meeting with RA Sub)	2016/17: quarter 4
FM Review		Quarterly update		Quarterly update	N/A (Joint meeting with RA Sub)	Quarterly update
Contract Management		Progress report (Future reports TBC)			N/A (Joint meeting with RA Sub)	

Meeting:	6/7/16	12/10/16	30/11/16	11/1/17	19/1/17	17/5/17
<b>e) Chamberlain's Departmental Business Plan (and related corporate initiatives)</b>						
Efficiency Plan	Consultation on framework (future reports TBC)				N/A (Joint meeting with RA Sub)	
Chamberlain's Departmental Business Plan	This is currently monitored by the Finance Committee.				N/A (Joint meeting with RA Sub)	
<b>Energy</b>						
Energy Consumption and Performance	Full year 2015/16		Half year 2016/17		N/A (Joint meeting with RA Sub)	
Citigen Combined Heat and Power		Annual report 2015/16			N/A (Joint meeting with RA Sub)	