



## **Efficiency and Performance Sub (Finance) Committee**

**Date:** TUESDAY, 30 JANUARY 2018  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS - WEST WING, GUILDHALL

**Members:** Jeremy Mayhew (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Randall Anderson  
Chris Boden  
Alderman Peter Estlin  
Alderman Matthew Richardson  
Ian Seaton  
Deputy Philip Woodhouse

**Enquiries:** John Cater  
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**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 15 November 2017.  
**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 and Chief Executive.  
**For Information**  
(Pages 9 - 22)
7. **SUB-COMMITTEE'S TERMS OF REFERENCE**  
Report of The Town Clerk.  
**For Decision**  
(Pages 23 - 26)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
10. **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**

11. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**  
To agree the non-public minutes of the meeting held on 15 November 2017.  
**For Decision**  
(Pages 27 - 30)
12. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**  
Report of the Town Clerk.  
**For Information**  
(Pages 31 - 32)
13. **VALUE FOR MONEY AND EFFICIENCY PLANS - GUILDHALL SCHOOL OF MUSIC AND DRAMA**  
Report of the Principal - Guildhall School  
**For Information**  
(Pages 33 - 46)
14. **CITY SURVEYOR'S DEPARTMENTAL FOCUS**  
Verbal Report of the City Surveyor.  
**For Information**
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **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

Wednesday, 15 November 2017

**Draft Minutes** of the meeting of the Efficiency and Performance Sub (Finance) Committee held at Guildhall, EC2 on Wednesday, 15 November 2017 at 11.00 am

### Present

#### Members:

Jeremy Mayhew (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Alderman Peter Estlin  
Ian Seaton  
Deputy Philip Woodhouse

#### Officers:

John Cater	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Paul Wilkinson	-	City Surveyor
Kate Smith	-	Town Clerk's Department
Neil Davies	-	Town Clerk's Department
Philip Gregory	-	Chamberlain's Department
Geoff Parnell	-	Chamberlain's Department
Christopher Bell	-	Chamberlain's Department
Adam Perry	-	Chamberlain's Department

#### 1. APOLOGIES

Apologies were received from Randall Anderson.

#### 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 26 September 2017 be agreed as an accurate record.

#### 4. OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

The Sub-Committee received a report of the Town Clerk which set out the outstanding actions from previous meetings of the Sub-Committee.

The Town Clerk distributed a renewed outstanding actions sheet.

**RESOLVED** – that Members noted the Report.

## **5. WORK PROGRAMME AND FUTURE REPORTING**

### **5.1 Work Programme for future meetings**

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

The following point was made; Officers queried whether retaining the currently planned cycle of meetings for the first half of 2018 – January, March, April and June would be the most practicable - it was proposed that the January and March session could be merged into a February meeting. The Chairman responded that it was important to retain the January meeting, however, the Town Clerk should investigate whether it was possible to move the meeting (currently scheduled for the 12<sup>th</sup>) to later in the month.

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

### **5.2 Departmental Reporting**

The Sub-Committee received a report of the Town Clerk which set out the focus of departmental reporting to the Efficiency & Performance sub-Committee in 2018 and beyond. The following points were made.

Members were keen to explore ways in which they could encourage change and positively reward departments for good performances; the Chairman suggested that there was a range of options the Sub-Committee could pursue, with the Audit and Risk Management Committee providing a useful exemplar of how Members can be both challenging and supportive. The Town Clerk would work with the Chamberlain to develop a revised workplan, including an officer mechanism for reviewing and filtering departmental reports, and agreeing which need to go to the Sub-Committee.

A member queried whether it would be a useful exercise for members to go into departments, both to get an understanding of some of the day-to-day challenges facing officers and as a way of demonstrating the value and reputation of the Sub-Committee in supporting the work of departments across the City Corporation. The Chairman and Deputy Chairman would speak to the Chamberlain about the practicalities of taking this idea forward.

The Town Clerk agreed to revise the work programme and departmental reporting proposal to reflect this discussion.

**RESOLVED** – that Members noted the Report.

## **6. SBR CROSS-CUTTING REVIEWS**

The sub-Committee received a joint report of the Chamberlain and the Town Clerk on SBR Cross-Cutting Reviews. The following point was made.

In response to a Member query relating to paragraph 33, officers confirmed that the City Corporation continued to subsidise means-tested bursaries for Independent Schools.

The Chairman formally thanked Neil Davies for his contribution to the Sub-Committee; Neil's successor would be in place in the middle of January 2018.

**RESOLVED** – That members noted the report and endorsed the proposal for future reporting to the Sub-Committee.

**7. CORPORATE & DEPARTMENTAL BUSINESS PLANNING**

The Sub-Committee received a report of the Town Clerk on Corporate and Departmental Business Planning. The following points were made.

Officers confirmed that the Corporate Plan and departmental business plans would be aligned. Members would see this in forthcoming committee meetings in the run-up to Christmas. The Chairman stressed that it was important for officers to highlight and communicate to Members what had changed in departmental high-level business plans.

Members were eager to view this as an opportunity to encourage greater collaboration and participation. The Sub-Committee should be enabling people and resources across the Corporation to come together. To generate momentum, it was important to focus on 5 or 6 strategic outcomes that the City wishes to promote, and for officers and Members to work at pace. Once the outcomes were agreed, the "hows" should be devolved, with officers working within a framework providing both accountability, and the flexibility to adjust course if things don't run as anticipated. Bureaucracy should be avoided wherever possible.

**RESOLVED** – that Members noted the Report.

**8. EFFICIENCY AND SUSTAINABILITY PLAN UPDATE - CENTRAL RISK REVIEW**

The Sub-Committee received a Report of the Chamberlain on the Efficiency and Sustainability Plan – Central Risk Review. The following points were made.

Members expressed unease about underspends. Officers responded that a risk-averse approach, in recent years, had been a problem; however, departments were getting to a better place, but more work was needed. The Chairman was concerned that changes to the policy on material departmental underspends (at end of financial year), should not result in the unintended consequence of departments rushing to spend their remaining budgets in the final few weeks before 31<sup>st</sup> March - this would be bad practice, and was unlikely to result in longer term benefits.

Officers responded that departments currently had the fall-back options of carry forwards and earmarked reserves. The Chairman stressed that the Chamberlain's Department should be alert to behavioural changes; any

unintended consequences of a shift in policy on underspends needs to be identified quickly.

**RESOLVED** – That Members note the Report.

9. **CHAMBERLAIN'S DEPARTMENT EFFICIENCY AND SUSTAINABILITY PROPOSALS**

The Sub-Committee received a Report of the Chamberlain on the Chamberlain's Department Efficiency and Sustainability Proposals. The following point was made.

The Corporate Efficiency and Sustainability Plan requires Chief Officers to identify sustainable efficiencies of 2% each year for the three years from 2018/19. For the Chamberlain's department, this equates to approximately £460,000 in the first year.

The Chamberlain drew Members attention to paragraph 9, which provided a menu of efficiency proposals for 2018/19, and stressed the importance of working with other departments. In addition to direct action to reduce the department's own cost base, the Chamberlain's department plays an important role in supporting all other departments in achieving their efficiency plans. Finance teams were embedded within departments, working in partnership to ensure value for money. Similarly, procurement and commercial management teams were working with colleagues across the organisation to secure the most advantageous contract arrangements for the City Corporation.

**RESOLVED** – that Members noted the Report.

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

There were no questions.

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

There were no items of urgent business.

12. **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.

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

**RESOLVED** - That the non-public minutes of the meeting held on 26<sup>th</sup> September 2017 be agreed as an accurate record.

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

Members received a Report of the Town Clerk on outstanding actions from the non-public minutes of previous meetings.



**RESOLVED** – that Members noted the Report

**15. EFFICIENCY AND SUSTAINABILITY PLAN UPDATE - CHIEF OFFICER PEER REVIEW**

Members received a Report of the Chamberlain on the Efficiency & Sustainability Plan Update – Chief Officer Peer Review

**RESOLVED** – that Members noted the Report.

**16. SBR DEPARTMENTAL SAVINGS**

Members received a joint Report of the Chamberlain and the Town Clerk on the SBR Departmental Savings.

**RESOLVED** – that Members noted the report.

**17. FACILITIES MANAGEMENT REVIEW**

Members received a joint Report of the Town Clerk, the Chamberlain, and the City Surveyor on the Facilities Management Review.

**RESOLVED** – that Members noted the Report.

**18. COMMERCIAL CONTRACT MANAGEMENT**

Members received a Report of the Chamberlain on commercial contract management.

**RESOLVED** – that Members noted the Report.

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

There were no questions.

**20. 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 1.00 pm**

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Chairman

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

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	May 2017	<b>Contract Management Corporate Supplier Scorecard</b> The Sub Committee to receive reports on performance against the high-level categories.	Chamberlain	March 2018	Initial performance report to be presented to the Sub Committee in March 2018.
2.	Nov 2017 Item 5	<b>2018 Schedule of E&amp;P Sub Committee Meetings</b> Members requested the Town Clerk review the schedule of E&P Meetings in the first half of 2018 – it was proposed that the January 12 <sup>th</sup> meeting should be rearranged for later in the month, and, that the March, April and June meeting dates should be reviewed to ensure an appropriate “gap” between meetings was put in place, this would also ensure better alignment with the scheduling of the Finance (Grand) Committee.	Town Clerk	December 2017	The January 12 <sup>th</sup> session was moved to <b>30<sup>th</sup> January</b> The March 2 <sup>nd</sup> meeting has moved to <b>21<sup>st</sup> March</b> The 17 <sup>th</sup> April session has been moved to <b>23<sup>rd</sup> May</b> The 28 <sup>th</sup> June meeting has been moved to <b>13<sup>th</sup> July</b>
3.	Nov 2017 Item 5	<b>Departmental Reporting Schedule for 2018</b> The Town Clerk would work with the Chamberlain to develop a revised workplan, including an officer mechanism for reviewing and filtering departmental reports, and agreeing which need to go to the Sub-Committee.	Town Clerk/ Chamberlain	January 2018	A revised Departmental Reporting Schedule for E&P has been proposed – <b>Jan:</b> GSMD (follow-up report) City Surveyor's (Verbal update) <b>Mar:</b> City of London Police/Open Spaces <b>May:</b> Markets and Consumer Protection / Built Environment / Community & Children's Services <b>July:</b> Comptroller/ Mansion House/ Remembrancer

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### Efficiency and Performance Sub-Committee – Work Programme

Meeting:	15/11/17	30/1/18	21/3/18	23/5/18
Continuous Improvement ( <b>Efficiency and Sustainability Plan</b> )				
	Chief Officer Peer review pilot  Central Risk review		Departmental budget reductions	Proposed cross-cutting review programme
Specific Departmental Focus				
	Chamberlain's Department  Proposals in respect of future programme for departmental focus (see separate note)	GSMD (follow-up report) City Surveyor's (Verbal update)	City of London Police/ Open Spaces	Markets and Consumer Protection / Built Environment / Community & Children's Services
Outcomes and Performance				
	Corporate and Departmental Business Planning: <ul style="list-style-type: none"> <li>Corporate Plan engagement</li> </ul>	Corporate and Departmental Business Planning: <ul style="list-style-type: none"> <li>Departmental business planning</li> </ul>	Corporate and Departmental Business Planning: <ul style="list-style-type: none"> <li>Corporate Plan reporting</li> </ul>	Corporate and Departmental Business Planning:
Benchmarking and Value for Money				
			CIPFA Benchmarking: Finance (TBC)	

Meeting:	15/11/17	30/1/18	21/3/18	23/5/18
Monitoring of Savings and Efficiency Programmes ( <b>Service Based Review</b> )				
	Service Based Review departmental savings  Service Based Review cross-cutting reviews  Facilities Management Review		Operational Property Review update  Progress on implementing departmental Facilities Management review recommendations	Asset Management Review update
Commercial/Income Generation Opportunities				
	Commercial Contract Management – update on four initial projects		Contract Management Corporate Supplier Scorecard – initial performance report	

<b>Meeting</b>	<b>Date</b>
Efficiency & Performance Sub Committee	30 January 2018
<b>Subject</b> Corporate and Business Planning update	<b>Public</b>
<b>Report of</b> The Town Clerk and Chief Executive	
<b>Report Author</b> Kate Smith, Head of Corporate Strategy and Performance	<b>For information</b>

## Summary

This paper provides an update on progress with refreshing the Corporate Plan for 2018-23 and sets out the next steps for bringing together corporate performance, business planning and budget-setting processes.

## Recommendations

That Efficiency and Performance Sub Committee:

- Notes the refreshed Corporate Plan, 2018-23, shown at **Appendix 1**, which was endorsed by Policy and Resources Committee on 18 January 2018 and will be presented to the Court of Common Council for formal approval in March 2018 alongside the budget;
- Notes that Member Committees will see reference to outcomes set out in the Corporate Plan, 2018-23, within high-level summary departmental Business Plans for 2018-19, through use of the revised two-page template shown at **Appendix 2**.
- Notes that from March 2019, and annually thereafter, the Corporate Plan annual performance review, the strategic priorities for the coming year and the budget will be presented in the same document.

## Main Report

### Background

1. The Corporate Plan has been refreshed so that it can be used as a strategic framework to guide our thinking and decision-making over the next five years and help ensure that everything we do takes us closer to achieving our corporate aims.
2. The refresh has been led by the Head of Corporate Strategy and Performance on behalf of the Town Clerk and Chief Executive since September 2016. All Members and officers have had the chance to contribute as the plan has unfolded.

## The refresh process

3. The initial two-page draft Corporate Plan was compiled in collaboration with Chief Officers and a small number of senior officers in strategic, policy and business planning roles from across the organisation and set in the context of our ambitions for the next fifteen years, before being extrapolated back to refer specially to 2018-23 and then mapped to business plan activities.
4. All Members were then provided with multiple opportunities to comment on the two-page draft both formally and informally. All Service Committees and Boards of Governors were asked for initial feedback during May, June and July 2017. For all departments except the City of London Police, Guildhall School of Music and Drama (GSMD) and the independent schools, which are currently outside of the corporate business planning framework, the draft was presented alongside new two-page, high-level summary departmental Business Plans. This was to highlight the need and opportunity for better alignment between the two and through to service, team and individual performance plans, referred to as the 'golden thread'. The two-page Business Plans presented were also used to inform the next draft of the Corporate Plan.
5. Informal opportunities to comment consisted of a series of briefings, for Chairmen and Deputy Chairmen and as part of the all Member Induction and Refresh Programme that followed the Court of Common Council elections in March 2017.
6. This first round of consultation resulted in amendments and the expansion of the draft Plan to five-pages to include the high-level activities that would provide the golden thread to business planning activities. In July 2017, all Members were invited to comment on the new five-page draft before Summit Group, later in the same month, gave approval to 'freeze' this draft for wider consultation. The 'frozen' draft was shared with Members pre-recess via the Members' Briefing.
7. Officer consultation ran from 6<sup>th</sup> September 2017 until 8<sup>th</sup> November 2017 and consisted of:
  - Two Senior Leaders' Forums;
  - 21 staff feedback sessions, mainly at non-Guildhall locations;
  - Two meetings with the informal Corporate Strategy Network;
  - An anonymous online survey; and
  - A dedicated email inbox.
8. Feedback received was shared verbally at an informal Members' breakfast briefing early in November 2017. Informal feedback on the draft Plan was also sought from a small number of external stakeholders and partners, at the recommendation of Members, and a small number of existing team and cross-departmental meetings, upon request.
9. Following a small number of comments from Summit and Chief Officers Groups, the six-page version shown at **Appendix 1** was endorsed by Policy and Resources Committee on 18 January 2018.



## Next steps for the Corporate Plan

10. The new Corporate Plan will be presented to the Court of Common Council for approval in March 2018 alongside the Budget report, after which designers will be commissioned to produce a simple and inviting document that can be printed and accessed freely online.
11. During 2018-19, it will be used to develop our strategic priorities, to decide how best to go about delivering them, to focus our efforts towards pursuing them and to find out what effect we are having as a result.
12. Over the five-year term of the plan we will use it to help us identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important.

## Implications for departmental business planning and budget-setting

13. This year, the Corporate Plan will be presented alongside the budget for the first time. Next year, the budget report will include information on performance against the outcomes in the Corporate Plan. Set out below are the steps taken so far and the next steps needed for this to happen.
14. As stated above, during 2016, two-page, high level summary business plans were produced by each department and taken to Service Committees alongside the initial draft Corporate Plan. For the first time, this gave Members the opportunity to see and question how all departmental activities would contribute towards desired corporate outcomes, against which we will be able to monitor our impact. As mentioned previously this did not include the City Police, GSMD or the independent schools, but the opportunity has been taken nonetheless to begin to align their strategic and operational plans with the draft Corporate Plan, and to use them to shape the Corporate Plan.
15. Between September and December 2017, the previous, five-page draft Corporate Plan was used by officers to shape their draft two-page, high-level summary departmental Business Plans for 2018-19. During November and December 2017, these drafts were presented to Service Committees alongside departmental Budget Estimate Reports. This, again for the first time, gave Members the opportunity to see and question how budget allocation within a department is being used to support delivery of departmental, and thereby corporate, outcomes.
16. In November 2017, Policy and Resources Committee endorsed the call for better alignment between business planning and the Corporate Plan and for these to be brought in line with budget-setting. As a starting point the Committee asked that all Business Plans currently being drafted for approval demonstrate how they align to the draft Corporate Plan, 2018-23.
17. To that end, from January 2018, the two-page, high-level summary Business Plans for 2018-19 will refer explicitly to outcomes set out in the six-page draft Corporate Plan at **Appendix 1** and state what will be measured to evidence

impact achieved. To enable this, revisions have been made to the headings used in the two-page Business Plan template. The revised template is shown at **Appendix 2**.

18. Finalised departmental Business Plans will be presented to Committees for approval during February and March 2018. The next step will be to produce a structure for the detailed Business Plans which will enable corporate performance monitoring to take place alongside budget monitoring.
19. The aim is for officers and Members to be able to scrutinise the money spent on, and impact achieved by, Business Plan activities at the same time so that a view can be taken on where we need to try new approaches and where we might focus our departmental resources – what we should stop, start and continue – to maximise our impact.
20. Once such effort and impact information is available consistently at a departmental level, Members will be much better able to target resource allocation, and therefore budgets, corporately to support delivery of corporate priorities and officers will be able to ensure that the work needed to support these is identified, scoped, prioritised and included in all relevant Business Plans and budgeting proposals.
21. Work is already underway to design and deliver a single corporate process for officers to propose, scope, resource, manage and track programmes and projects and to bring value for money statements (required within our Efficiency Plan), workforce planning, property planning and IT planning within the business planning process so that the necessary support can be prioritised appropriately across the City Corporation.
22. This requires streamlining of officer governance processes, a different organisational skills profile, behaviour change and the conscious effort of officers at all levels. To support this change, officers across Town Clerk's and Chamberlain's are working together to deliver a co-ordinated set of guidance, tools, policies and processes (including project and programme management and medium-term planning) and an engagement programme to help officers and teams across the organisation rise to the challenge. Part of the objective will be to break down silos and instead take a whole organisation approach. Additionally, by setting out what we aim to achieve and how, it is hoped that we will be better able to work with external partners who have complementary agendas and abilities. Partner feedback received to date has been very positive in this regard.

## **Conclusion**

23. The Corporate Plan has been refreshed over the past 16 months. This has involved extensive consultation with internal stakeholders and a small number of external stakeholders and partners. The approach to business planning is evolving alongside this to ensure full alignment of departmental activities with corporate priorities. Both are being brought together with budget-setting and monitoring to enable input and impact to be assessed simultaneously and

used to inform resource allocation. Members are asked to note the positive progress so far and the steps planned to achieve this overall goal.

## **Appendices**

1. The draft Corporate Plan, 2018-23
2. The revised two-page, high-level summary Business Plan template

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# Our (draft) Corporate Plan for 2018 – 23

## Our vision

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

## We aim to...



*By strengthening the connections, capacity and character of the City, London and the UK for the benefit of **people who live, learn, work and visit here.***

Everything we do contributes towards the achievement of twelve outcomes:

### Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and those of others and reach their full potential.
4. Communities are cohesive and have suitable housing and facilities.

### Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best regulatory framework and access to global markets.
7. We are a global hub for innovation and enterprise.
8. We attract and nurture relevant skills and talent.

### Shape outstanding environments

9. Our spaces are secure, resilient and well-maintained.
10. Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
11. Our spaces are digitally and physically well-connected and responsive.
12. Our spaces inspire excellence, enterprise, creativity and collaboration.

## Who we are

The Square Mile is the historic centre of London and is home to the 'City' – the financial and commercial heart of the UK. Our reach extends far beyond the Square Mile's boundaries and across private, public and voluntary sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

## Our responsibilities

Beyond our statutory duties for the City, London and the UK, we are also responsible for a wide portfolio of work and institutions both inside and outside the Square Mile.

**[Insert infographic(s) to be approved, which show our responsibilities within and beyond the Square Mile and how the City contributes to the UK's public purse]**

## The coming five years

2018-23 is likely to be another period of significant change on a global, national and regional level, bringing with it significant threats as well as opportunities.

Preventing climate change, terrorism and cyber-crime, and countering their effects, will remain high priorities. So too will retaining the UK's competitiveness, in the context of Brexit, increases in the cost of living and reductions in public sector spending.

Disruptive changes, such as the digitisation of our work and personal lives, are likely to bring both threats and opportunities to our residents, workers, visitors, partners and our own organisation.

And, of course, things will happen that we're not expecting but that we will want to respond to positively and constructively.

## Our commitments

To do so, we will need to be relevant, responsible, reliable and radical as an organisation. We will need to think and act strategically and at pace. And we will need to ensure that everyone can share in the benefits we aim to create.

As individuals we will need to be open: to unlocking the full potential of our many assets – our people, heritage, green and urban spaces, funds, data and technology; to trying new things and learning as we go; and to working with our stakeholders and partners who share our aims.

## How we'll use this plan

This plan is designed to be used as a strategic framework to guide our thinking and decision-making and help ensure that everything we do takes us closer to achieving our vision.

It sets out our vision, the aims and outcomes that drive us, our responsibilities, challenges and commitments and the high-level actions we'll take to help our elected Members and staff see where to focus their efforts to achieve sustainable systemic change.

In year one we will use it to develop our strategic priorities, to decide how best to go about delivering them, to allocate resources towards pursuing them and to find out what effect we are having as a result.

Over the five-year term of the plan we will use it to identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important.

# To contribute to a flourishing society

We will...

## 1. People are safe and feel safe

- Prepare our response to natural and man-made threats.
- Tackle terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and facilitate justice.
- Protect consumers and users of buildings, roads and open spaces.
- Safeguard children, young people and adults at risk.
- Educate and reassure people about safety.

## 2. People enjoy good health and wellbeing

- Promote equality in health through outreach to our working, learning and residential communities and better service design and delivery.
- Raise awareness of factors affecting mental and physical health.
- Provide advice and signposting to activities and services.
- Provide inclusive access to facilities for physical activity and recreation.

## 3. People have equal opportunities to enrich their lives and those of others and reach their full potential

- Promote and champion inclusion, diversity and social mobility.
- Provide access to world-class education, heritage, culture and creative learning opportunities to people of all ages, abilities and backgrounds.
- Promote effective transitions and progression through education and fulfilling employment.
- Persuade more employers to open up opportunities to a more diverse talent pool.
- Advocate the removal of institutional barriers and structural inequalities.
- Bring individuals and organisations together to create social value through the giving and receiving of time, skills, knowledge, advice and money.
- Cultivate excellence in academic and sporting achievement and creative and performing arts.

## 4. Communities are cohesive and have suitable housing and facilities

- Facilitate opportunities for communities and sectors to come together and share their experiences, learning and perspectives.
- Reach out to children, young people and adults at risk to provide and facilitate activities that support social wellbeing and cohesion.
- Provide access to suitable workspaces, housing and community facilities.
- Deliver more homes and better meet social housing needs.



## To support a thriving economy

We will...

### 5. Businesses are trusted and socially and environmentally responsible

- Protect, enhance and promote the ease, reliability and cost-effectiveness of doing business here.
- Trial, share and advocate new ways of delivering inclusive and sustainable growth.
- Engage directly with organisations to encourage, influence, advise, support, celebrate and replicate responsible practices.
- Promote green finance and responsible investment initiatives.
- Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

### 6. We have the world's best regulatory framework and access to global markets

- Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- Promote and enhance the UK's reputation as a world-leading global centre for commerce, culture, creativity and education.
- Promote regulatory confidence founded on the rule of law.
- Lead nationally and advise internationally on the fight against economic and cyber-crime.
- Attract and retain investment and promote exports of goods and services across multiple global markets.

### 7. We are a global hub for innovation and enterprise

- Champion business growth, diversity and sustainability in new and emerging, small and medium-sized, and large and established enterprises.
- Support organisations in pioneering, preparing for and responding to changes in markets, products and ways of working.
- Strengthen local, regional, national and international relationships to help identify and secure new opportunities for business, collaboration and innovation.
- Promote London and the UK as open to business and enterprise.

### 8. We attract and nurture relevant skills and talent

- Identify future skills needs, shortages and saturations and nurture a relevant and sustainable skills pipeline.
- Create opportunities and promote investment in talent.
- Promote the Square Mile, London and the UK as attractive and accessible places to work and our industries as exciting and accessible career choices.
- Protect and enhance access to global talent.

## To shape outstanding environments

We will...

### **9. Our spaces are secure, resilient and well-maintained**

- Build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure and our built and natural environments, directly and by influencing others.
- Maintain our buildings, roads and open spaces to high standards.
- Provide and maintain a secure public digital environment.

### **10. Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.**

- Improve air quality.
- Provide a clean urban environment.
- Provide thriving and biodiverse green spaces and urban habitats and champion urban greening.
- Protect and conserve historic green and open spaces for current and future generations.
- Provide environmental stewardship and advocacy, in terms of use of resources, emissions, conservation, greening, biodiversity and enabling access to nature.
- Influence UK and global policy and regulation and international agreements to protect the environment.

### **11. Our spaces are digitally and physically well-connected and responsive**

- Champion and facilitate a world-leading digital experience, both within buildings and outdoors.
- Develop and trial smart innovations.
- Advocate ease of access via air, rail, road and river.
- Improve the experience of arriving in and moving through our spaces.
- Promote the animation of buildings, streetscapes and public spaces.
- Adapt our spaces to meet changing needs.

### **12. Our spaces inspire excellence, enterprise, creativity and collaboration**

- Create and transform buildings, streets and spaces for people to admire and enjoy.
- Curate a vibrant, attractive and complementary blend of uses of space, designing out crime and anti-social behaviour.
- Protect, curate and promote world-class heritage assets, cultural experiences and events for enrichment, inspiration and learning that is accessible to all.
- Champion a distinctive and high-quality hotel, shopping, food and drink offer and provide excellent spaces for markets to thrive.

**We** [insert mission] *Concise; expressing the department's purpose; reflect rather than repeat standard text from the Corporate Plan Mission*

*Ensure differentiation in the way that outcomes, functions and objectives/deliverables are expressed.*

**The corporate outcomes we aim to impact on are:**

- *Where these are too broad, also state your department's specific area of impact.*

**What we do is:**

[describe the top-level things you do]

- *Refer to relevant themes listed under outcomes in the Corporate Plan. Where these are too broad, state your department's specific role, aligned to the outcomes you've stated.*

**Our budget is:**

[top-level breakdown by function]

**Our top line objectives are:**

- *Include all of the four sub headings*
- *Check for alignment with the stated mission, outcomes and top-level actions.*
- *Include everything we do at service and programme level, i.e. 'business as usual' and improvement work*

**To** [insert list of service deliverables]

- *Link service deliverables for the year to measures (e.g. by numbering or cross-referencing)*

**To** [insert list of department's deliverables within corporate programmes and projects]

- *What is being contributed by the department within corporate programmes and projects*
- *Corporate programmes and projects would include, but not be limited to:*
  - *Accommodation and Ways of Working*
  - *Apprenticeships*
  - *Asset Management*
  - *CRM*
  - *Facilities Management*
  - *Income Generation (Service Based Review cross-cutting review)*
  - *One Safe City*
  - *Operational Property Review*
- *These will generally be discrete pieces of work with set start and finish/completion dates*

**What we'll measure:**

*(What will success look like?)*

[KPI targets – aligned to top line objectives]

- *Need to be SMART*
- *Need to evidence impact on the corporate outcomes rather than the completion of work.*
- *Where relevant include Value for Money measures; benchmarking; external assessments or comparators*
- *Include reference to supporting information (e.g. targets) within detailed plans*

**To** [insert list of department's deliverables within departmental / service programmes and projects]

- *What is being delivered by the department from their departmental programmes and projects*
- *Corporate Departments need also to include what they deliver as general support for projects led elsewhere*

**How we plan to develop our capabilities this year** [list deliverables]

- *Include development related to inputs – e.g. staffing, IT, other resources*

**What we'll  
measure:**

**What we're planning to do in the future:**

[list horizon scan, analysis, how we'll work differently, collaborations, innovation]

- *Should be mainly new areas – as benefits a 'horizon scan' – what's coming up, not so much continuation.*
- *To cover what is known about emerging risks, issues, opportunities, legislation, IT property, procurement/contract issues, etc.*

**General:**      *Avoid using jargon, or terms that may have a specific "local" meaning or interpretation.*  
                      *Avoid excessive use of abbreviations*  
                      *If in doubt, ask*

<b>Committee:</b> Efficiency & Performance Sub Committee	<b>Date:</b> 30 January 2018
<b>Subject:</b> Annual Review of the Sub-Committee's Terms of Reference	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> John Cater, Town Clerk's Department	

## **Summary**

As part of the post-implementation review of the changes made to the governance arrangements in 2011, it was agreed that all committees should review their terms of reference annually. This enables any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.

It is not proposed to make any amendments to the Committee's Terms of Reference. The Terms of Reference of the Efficiency & Performance Sub-Committee are attached as an appendix to this report for your consideration.

## **Recommendation**

That the Sub-Committee:

- a) subject to any comments and agreement, approves the Terms of Reference of the E&P Sub Committee for submission to the Court (as a sub set of the Finance Committee Terms of Reference) as set out in the appendix 1;
- b) considers the frequency of meetings of the Sub-Committee; and
- c) agrees that any changes to the Terms of Reference required in the lead up to the appointment of Committees be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman.

## **Main Report**

### **Review of the Committee's Terms of Reference and Frequency of Meetings**

1. There are no amendments which are proposed to the Committee's Terms of Reference.
2. These proposed amendments are set out within the Terms of Reference set out at Appendix 1.
3. In addition, Members are asked to consider the frequency of meetings for the Sub-Committee. Currently meetings of the Committee are scheduled to be held bimonthly. In 2018, six meetings of the Sub-Committee are scheduled.

## **Appendices**

- Appendix 1 – Efficiency & Performance Sub Committee Terms of Reference

### **Contact:**

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## **Efficiency and Performance-Sub Committee**

### **Composition**

- Chairman - Chairman of the Finance Committee
- Deputy Chairman - Deputy Chairman of the Finance Committee
- Up to 9 Members of the Finance Committee appointed by the Finance Committee

### **Terms of Reference**

- 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
- 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
- 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.
- 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.
- 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.
- To make recommendations, where necessary, to bring about improvements in performance

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of the Local Government Act 1972.

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