CITY OF LONDON

Efficiency and Performance Sub (Finance) Committee

Date:	**TUESDAY, 24 MARCH 2020**
Time:	**1.45 pm**
Venue:	**COMMITTEE ROOMS - WEST WING, GUILDHALL**

Members:	Jeremy Mayhew (Chairman)
	Deputy Jamie Ingham Clark (Deputy Chairman)
	Randall Anderson
	Deputy Clare James
	Alderman Nicholas Lyons
	Paul Martinelli
	Deputy Hugh Morris
	Deputy Henry Pollard
	Deputy Philip Woodhouse

Enquiries:	**John Cater**
	tel.no.: 020 7332 1407
	john.cater@cityoflondon.gov.uk

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 14 January 2020.

    For Decision
    (Pages 1 - 4)

4. **WORK PROGRAMME FOR FUTURE MEETINGS**
    Report of the Town Clerk.

    For Information
    (Pages 5 - 6)

5. **CORPORATE PERFORMANCE FRAMEWORK UPDATE**
    Report of the Town Clerk.

    For Information
    (Pages 7 - 22)

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

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

8. **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

9. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
    To agree the non-public minutes of the meeting held on 14 January 2020.

    For Decision
    (Pages 23 - 28)

10. **GUILDHALL SCHOOL OF MUSIC AND DRAMA**
    Report of the Principal of the Guildhall School of Music and Drama.

    To Follow.

    For Information

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

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

This page is intentionally left blank

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

Contact Officer: John Cater
tel.no.: 020 7332 1407
john.cater@cityoflondon.gov.uk

DRAFT

This page is intentionally left blank

Efficiency and Performance Sub-Committee – Work Programme 2019/20

Meeting:				14/1/20	24/03/20	14/05/20	10/07/20
					To be determined by the outcomes of the Fundamental Review		
Specific Departmental Focus & Commercial/Income Generation Opportunities							
				Commissioner of the City of London Police Transform savings Draft MTFP	GSMD	**Mansion House (as per instruction for Executive Director to return once the merger had bedded in)** **Commissioner of the City of London Police** **Open Spaces**	**Barbican Centre** **Committee Services (post -Governance Review)**
Fundamental Review: cross cutting themes							
						Robotics Process Automation (RPA) – pilot and potential wider roll-out? Smart Working update (to include commentary from HR department)	Asset Management
Outcomes and Performance (Benchmarking)							
					Corporate Performance Framework		

Page 6

This page is intentionally left blank

Meeting	Date
Efficiency & Performance Sub Committee	24 March 2020
Subject Corporate Performance Framework Update	
Report of Kate Smith, Head of Corporate Strategy & Performance	
Report Author Kate Smith, Head of Corporate Strategy & Performance	For information

Summary

This paper provides and update on the design and build 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.

Recommendations

Efficiency & Performance Sub Committee is recommended to:

    i.   Note the approach and update and provide any further steer on the presentation of departmental Business Plans and budgets.

Main Report

Background

1. In November 2019, Efficiency & Performance Sub Committee received a report which presented a draft set of corporate performance indicators that departments were being asked to select from and test through the presentation of their Business Plans at committees. Members expressed concern that the list of indicators was too long and also requested a worked example of a Business Plan be presented at this meeting.

2. In addition, members attending the Resource Allocation Sub Committee Away Days in 2019 were keen to have information on relative corporate performance available to support decision-making as part of the Fundamental Review.

Corporate Performance Framework (CPF) design update

3. An officer steering group – Corporate Performance Board – has been set up to guide the onwards development of the CPF so that it meets both members' and officers' needs. The first deliverable is having existing performance data ready to support the Resource Allocation Sub Committee Away Day in July 2020.

4. The following design principles have been identified:

    I.   The **administrative burden must not outweigh the benefits** of this work
- the first version of the CPF will be built using data that already exists;

- so that a useful version is ready for Resource Allocation Sub Committee Away Day in July, initially we will upload the latest performance data using spreadsheets;
- Beyond that deadline we will automate where possible so that fewer manual updates are needed in future.

II. Data in the performance system needs to be **useful**, which means the corporate indicators selected should be:
- flexible, i.e. able to be adjusted, retired and new ones added as corporate ambitions and priorities change;
- outcome focussed, where possible;
- high quality: data needs to be verified, GDPR compliant;
- standardised, as far as possible, in order to make meaningful comparisons;
- aligned to targets, to enable trajectories to be developed and progress reported, using a simple RAG rating; and
- joined up: linked (ultimately) to risk information, strategy content, workstreams within business plans and financial data, so we can develop comprehensive outcome chains.

III. The Corporate Performance Framework needs to be **easy to use,** so it should:
- over time, provide a single source of performance data for the organisation for those KPIs that fall within its scope;
- allow the same data to be viewed in a multitude of different ways;
- produce visually attractive reports and data dashboards quickly, simply and intuitively;
- be as automated as possible to reduce resource requirements, time-lags and potential error; and
- be easy to flex to respond to externally and internally driven changes, such as the governance arrangements and operating model.

How the Corporate Performance Framework (CPF) will work

5. The CPF is being built in Microsoft Power BI, part of the Microsoft Office suite of products. This software allows us to meet the design principles and to upload huge amounts of public information for 'click of a button' benchmarking. It uses tagging and selection from drop-down menus to present information at different levels and through different lenses.

6. The software also makes it very simple to promote a small number of performance indicators relating to topical issues and strategic priorities to a corporate dashboard from the larger pool of indicators that are used by departments and their Senior Leadership Teams to track and drive performance against all twelve corporate plan outcomes.

7. In future iterations of the CPF, operational KPIs can also be added where service managers feel this is helpful. In exactly the same way, those that are off-track, stagnant or performing unexpectedly well can be raised into the relevant departmental dashboard for scrutiny, and demoted again at an appropriate time.

This will support committees and officers in taking a risk management approach to performance improvement across all levels of activity.

8. Part of the role of the Corporate Strategy & Performance Team is to ensure that all strategies contain at least some of the indicators used in the CPF in their delivery plans, as is the case with the Transport Strategy for example, and that linked strategies, such as Responsible Business, Social Mobility and Climate Action contain common indicators and targets consistent with our commitments. The aim is for fewer and further reaching strategies to be needed and delivery plans to reflect multiple strategies. This is already happening in the Department of Community & Children's Services where interventions are being adapted to target a range of issues, from social isolation to physical and mental health and digital exclusion.

9. By identifying common indicators for use across departments, the CPF will also let us drive performance in common processes and issues, such as Freedom of Information request response times and sickness absence.

10. Over time, if common indicators or at least 'equivalences' for overarching themes, such as education or culture, can be identified, agreed and populated with data (which will require funding and changes in practice in many cases), we could use the CPF to scrutinise performance of the 'businesses we are in'.

11. In these ways, the CPF will be able to be used to provide performance information for scrutiny at committee, corporate, departmental and, in the future, strategic, service and operational levels. The figure below illustrates how the strategic, service and operational levels might be populated and who might be interrogating them:

Fig 1: Levels of performance indicators and their intended audiences

12. For this year, however, the stage we will have reached it that the performance element of the Business Plans can be populated, manually, from the CPF. Note though that data alone won't tell the full story, so there will still need to be a Business Plan that provides oversight of the priorities, shape and future ambition of the business unit.

Corporate Performance Framework (CPF) build update

13. The City of London Corporation already publishes an enormous volume of data, either directly or indirectly through government departments and inspectors, much of which is benchmarked regionally and nationally and some of which is benchmarked internationally. To demonstrate how the CPF will look and work, a prototype has been built, based on a dozen or so of these publicly available datasets. This has undergone both technical and usability testing to work through all the data fields and linkages that are needed as well as ensuring the data is easy to understand and interpret.

14. The Corporate Strategy & Performance Team is also working with all departments, in some cases across themes such as education, to identify both outcome and operational performance indicators for inclusion in the CPF. As stated in the design principles, the initial focus is on accessing and uploading data we already collect. In order to provide information in time to support discussions at Resource Allocation Sub Committee Away Day, data will be cleaned and uploaded using spreadsheets. Most of the spreadsheets already exist but a minority will have to be compiled, as data is not always stored in this way (e.g. for visitor numbers at some of our attractions, we will need to pull information from till receipts). This action in itself will improve the quality of the data held in the organisation.

15. This top-down process builds upon the scoping exercise last year, which focussed on best practice and aspirational indicators linked to the 12 Corporate Plan outcomes. Unfortunately, the gap between these and what is actually being collected by departments and agreed via strategies was too wide and meant that the picture presented did not reflect the organisation particularly well. By taking a more pragmatic approach, starting with what we have and then identifying areas for refinement or improvement, a much more useful product should emerge. Nevertheless, it looks like the scoping exercise was about right in estimating around 160 indicators would be needed to cover the key areas the City Corporation is attempting to impact upon.

16. Based on current findings, it is estimated that 90% of the indicators within the CPF will be agreed with departments by the end of June 2020 and around 75% of these will contain data. It is anticipated that there will be gaps in data for a number of reasons: the indicator is broad (e.g. demographics of visitors to our heritage attractions) and there are known gaps in data collection which departments do not have the budget to collect; data has not been released to the CSPT by departments and/or data is of poor quality and requires significant additional work before it is entered.

Next steps for the Corporate Performance Framework (CPF)

17. Once this first step has been completed and a functioning CPF exists, work on automating the updating of the data held will begin. Automation in this sense means linking Power Bi directly to source business applications (eg. Mosaic, MiCAD). This avoids the need for manual extraction and manipulation of data in ad hoc spreadsheets or databases, enables the secure, timely access to data and performance information and will allow departments to access their data in a significantly improved way.

18. There are several barriers to achieving this level of automation however, and hence to realising the associated benefits. These include resistance to using new reporting tools and a wariness around automation and the fact that the City Corporation has many third party hosted applications, making it difficult to access our data in the manner of our choosing and requiring some development work. Chief Officers have been asked to provide leadership to overcome these barriers, the need to upskill officers has been flagged and we are completing appropriate privacy impact assessments and testing connections as we go to provide operational assurances. It should be noted that the data would never be 100% automated, however, as the indicators will continually evolve to redirect effort within a continually changing environment.

19. In July, work will also start on building the CPF 'downwards' to include the lower-level operational performance indicators that will enable us to investigate performance from multiple perspectives and in greater depth, use analysis to draw intelligence and insights and predict future performance based on differing scenarios.

20. This progression will signal a move from performance monitoring to performance management. It is hoped that Efficiency & Performance Sub Committee and Audit & Risk Management Committee, or whatever they become in the governance review, will play a part in ensuring appropriate action is taken in response to the reports generated.

Update on the integration of Business Plans and budgets

21. Between December 2019 and February 2020, high-level summary departmental Business Plans were presented to committees alongside budget estimates for the first time. All were approved and, despite a move to a revised format which included more narrative regarding priorities and a dashboard of indicators, in most cases continued to attract little debate. The exceptions were Finance Committee and Establishment Committee, which requested better presentation of financial information and a better read across between the financial and business planning content.

22. During February and March 2020, business planners and finance business partners were also asked for their feedback on the process of delivering the Business Plans and budget estimates so that it can be improved in future cycles. There were four elements to the work they did:

<ol type="i">
Production of integrated budget estimate and Business Plan Committee reports;
Production of financial tables setting out the proposed allocation of relevant departmental estimated budgets;
Production of high-level summary Business Plans in a new format which included corporate indicators selected from the draft set; and
Completion of Business Planning Workbooks. These are not presented to Members but used by officers to provide more detail on workstreams that underpin departmental goals and corporate strategies so that both deep dives and a corporate view can be taken.

23. Feedback shows that integrating the budget and business plan reports was a very cumbersome task due to the complicated mapping of budget lines to Committees' remits. The presentation of financial tables is currently constrained by the existing finance system and, with the budget estimates delayed until the end of October, there was insufficient time to improve the presentation manually. The high-level summary Business Plans were challenging for many departments as it wasn't always clear what level of information was needed and the information required wasn't always available. The workbooks suited some but were less helpful to others and in some cases were completed in addition to existing documents or not completed at all. In some teams, instructions given weren't cascaded. Suggestions offered covered better briefing, reformatting the cover reports and financial information, streamlining / merging the high-level summary Business Plan and Workbook and aiming for more automation.

24. The high-level summary Business Plans worked example, approved for use by this sub-committee in July 2019 and given to business planners as guidance, and three worked examples, that were presented to committees over the winter, are shown at **appendices 1, 2, 3 and 4**. Paper copies of these can be supplied and will be brought to the meeting for discussion.

Next steps for the integration of Business Plans and budgets

25. Between April and June, Town Clerk's and Chamberlain's will work together to improve the process of business planning and budget-setting and the presentation of information so that instructions are ready to be cascaded as soon as budget estimates are provided in July. Chamberlain's are also hoping to bring capital bids forward to Resource allocation Sub Committee in July to complete the picture. We will aim for a second time to bring the combined information to service committees during the autumn.

Conclusion

26. The CPF has been 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. By July, we are aiming to have most of the corporate indicators agreed and populated with data and to have improved the process and presentation of Business Plans and budget estimates so that service committees can review performance and debate the proposals put forward, during the autumn committee cycle.

Appendices

1. **The high-level summary Business Plan worked example**
2. **The Department of Community & Children's Services high-level summary Business Plan**
3. **The Town Clerk's Cultural Services high-level summary Business Plan**
4. **The Department of Built Environment high-level summary Business Plan**

Kate Smith
Head of Corporate Strategy & Performance
T: 020 7332 3437
E: Kate.Smith@cityoflondon.gov.uk

This page is intentionally left blank

Our aims and objectives are...

To protect, conserve, maintain and care for our parks and outdoor spaces
To promote the use and enjoyment of our parks and outdoor spaces for public recreation, health and wellbeing
To maintain and develop the biodiversity of our parks and outdoor spaces
To support the advancement of education
To promote national heritage
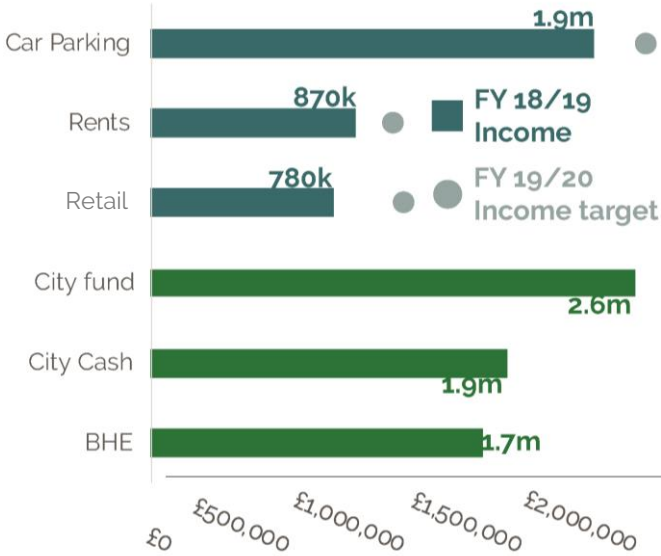
Our five major workstreams this year will be...

In order of priority

1. To deliver the Queen's Park regeneration project

2. To deliver value for money by renewing our maintenance contract

3. To deliver the workstreams and efficiencies stemming from the fundamental review

4. To successfully deliver the Lord Mayor's Show
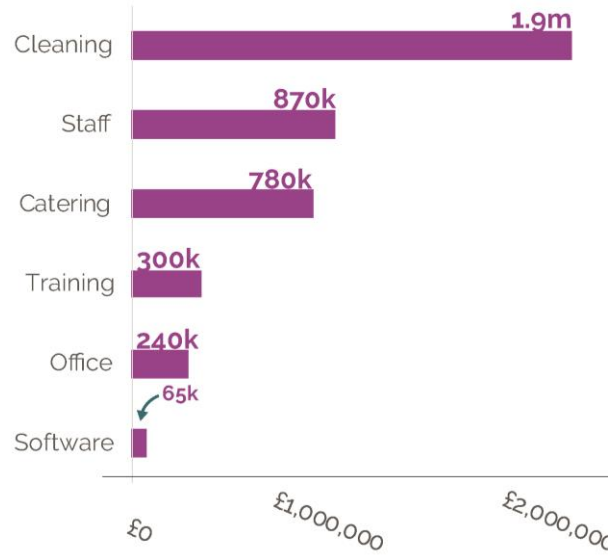
5. To increase income from our assets

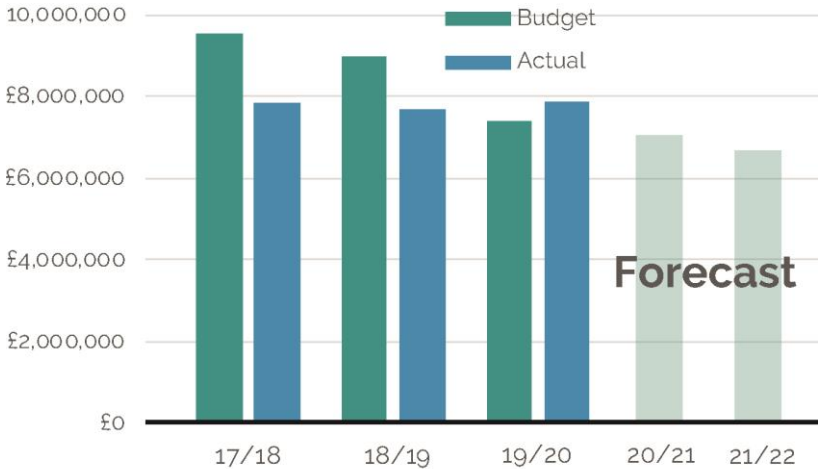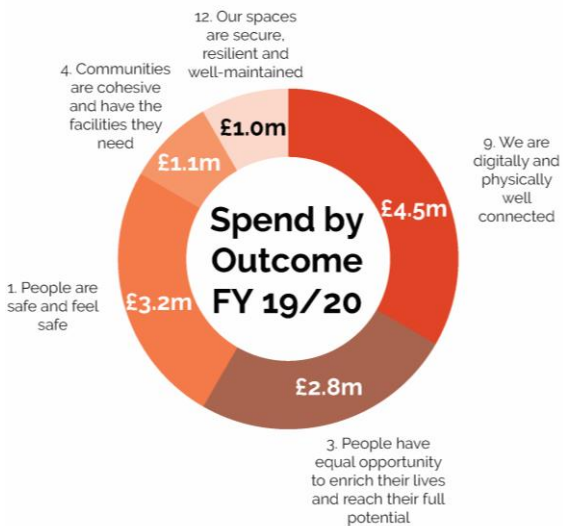## We suggest these priorities because...

Insert two or three sentences

Capital Project Spending

Where our money comes from

| | FY 18/19 Income |
| FY 19/20 Income target |

- Car Parking: 1.9m
- Rents: 870k
- Retail: 780k
- City fund: 2.6m
- City Cash: 1.9m
- BHE: 1.7m

Where our money is spent

- Cleaning: 1.9m
- Staff: 870k
- Catering: 780k
- Training: 300k
- Office: 240k
- Software: 65k

Our impact>

6% More Trees since last year

We're reducing car dependecy

We're increasing cycling

Capital Project Spending:
- Queen's Park Regeneration: 8.5m
- Maintenance: 2.0m
- Park Entertainment: 1.3m
- Park Square parking: 230k
- City Parks Lighting: 110k
- Car Parking Charging: 70k

Spend by Outcome FY 19/20

- 12. Our spaces are secure, resilient and well-maintained: £1.0m
- 9. We are digitally and physically well connected: £4.5m
- 3. People have equal opportunity to enrich their lives and reach their full potential: £2.8m
- 1. People are safe and feel safe: £3.2m
- 4. Communities are cohesive and have the facilities they need: £1.1m

Budget / Actual / Forecast

10,000,000 / £8,000,000 / £6,000,000 / £4,000,000 / £2,000,000 / £0

17/18 — 18/19 — 19/20 — 20/21 — 21/22

What's changed since last year...

Projects

- The Main Road Park regeneration project was completed one month behind programme

- The Main road café service was discontinued due to consolidation of café facilities

Risks

- Maintenance staff safety risks have been reduced through the staff engagement programme
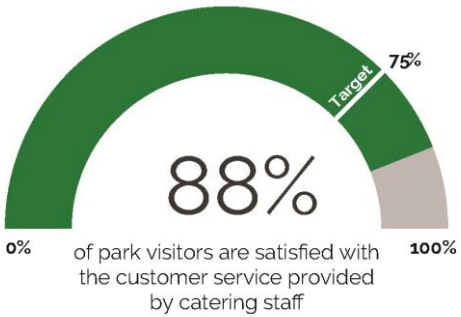
Staff

- Staff turnover has remained steady at 12%

Training

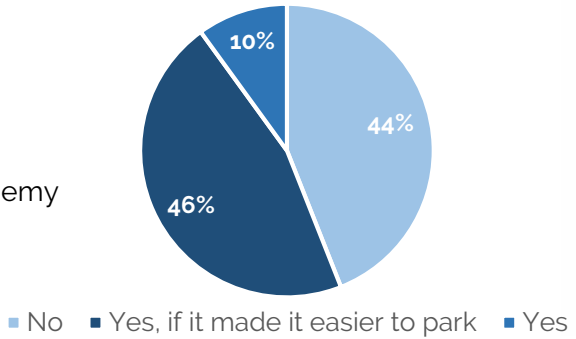- 87% of eligible staff have completed the project management academy training

Plans under consideration...

Change action	Timescale
As part of the maintenance contract renewal, more of the maintenance contract will be outsourced	Q4 FY 19 / 20
New government legislation on finance regulation is expected	FY 24 / 25
To reduce pressure on desk space, more remote working will be encouraged	FY 20 / 21
We will be planning a long term to change to our café facilities	FY 22/23

Key Customer Feedback

88%

0%   Target 75%   100%

of park visitors are satisfied with the customer service provided by catering staff

Results of our parking charge increase consultation

- 10%
- 44%
- 46%

■ No   ■ Yes, if it made it easier to park   ■ Yes

Equalities

We're aiming to reduce our departmental pay gap by a further

3%

Our delivery partners and key stakeholders

City of London Residents Action Group

Transport for London

Royal Parks

City of London Police

Chamberlains

Service level KPI's

| Service level KPI's	Target for 19/20	Key Workstream
To increase our number of Green Flags	+1	Queen's Park Regeneration Project
To maintain our biodiversity	200 More hedgehogs	Maintenance Contract Renewal
Increase our accessibility	15 new access ramps	Park entertainment
To increase usership of our sports facilities	10% More users	Park Square Parking
To maintain our heritage assets	5% More maintenance Checks	City Park Lighting
Increase the number of trees in our parks and outdoor spaces	300 More trees	
Increase our overall visitor numbers	10% More users	

Key Risks

Departmental
Fire risk average across our assets

Likelihood / Impact
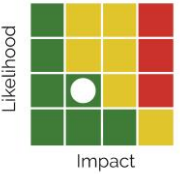
Project
Increase in scope of the Queen's Park regeneration project may result in late delivery

Likelihood / Impact
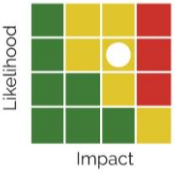
Our aims and objectives are...

Safe - People of all ages and all backgrounds live in safe communities, our homes are safe and well maintained and our estates are protected from harm

Potential - People of all ages are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work

Independence, Involvement and Choice - People of all ages can live independently, play a role in their communities and exercise choice over their services

Health and Wellbeing - People of all ages enjoy good mental and physical health and wellbeing

Community - People of all ages and all backgrounds feel part of, engaged with and able to shape their community
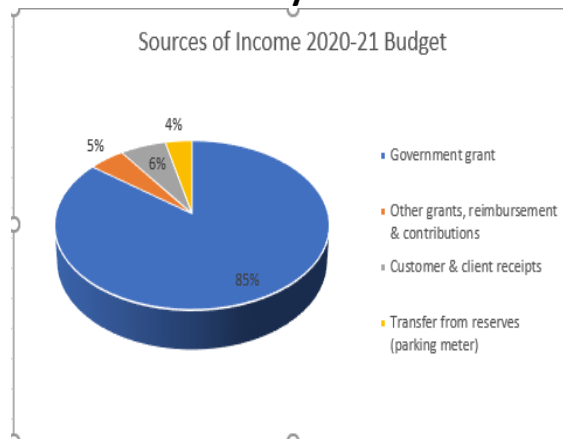
Our major workstreams this year will be…

- Achieving excellence for our service users through delivery of our services including social care, homelessness, housing, libraries, education and early years
- Supporting and improving the health and wellbeing of all our communities in the square mile
- Delivering new affordable homes and investing in our current homes and estates across London
- Ensuring people are safe and secure across all our work and communities
- Developing and supporting the capacity of the City of London's voluntary and community sectors
- Working with our service users and stakeholders to co-produce our services
- Influencing wider health and social care agendas to ensure City of London needs are recognised and met

Capital Spending

Forecast expenditure on Major Works programme in 2020/21:
£21,364,750

Where our money comes from

Sources of Income 2020-21 Budget

- 85% Government grant
- 5% Other grants, reimbursement & contributions
- 6% Customer & client receipts
- 4% Transfer from reserves (parking meter)

Where our money is spent

Budget spend by Corporate Outcomes

- 57% 1. People are safe and feel safe
- 12% 2. People enjoy good health and wellbeing
- 15% 3. People have equal opportunities to enrich their lives and achieve their full potential
- 15% 4. Communities are cohesive and have the facilities they need
- 1% 12. Our spaces are secure, resilient and well maintained

Our Impact

In 2019 / 20 we:

- Supported the improvement in the quality of life of 95% of participants in community activities and volunteering and made a positive impact on family health and wellbeing for 97% of respondents at children's events at libraries
- Delivered the first London Careers festival (attended by over 5,000 pupils) with 92% of those surveyed saying it helped them to think of new jobs
- Celebrated 3 of our City family of schools being rated outstanding by Ofsted
- Achieved the seventh lowest average cost in London across our adult placements
- Delivered 10 new homes on Middlesex Street Estate to meet housing need
- Supported 100% of children in care to be in education or training
- 96% of Dragon Café visitors agreed or strongly agreed that the café helped to improve their mental wellbeing (Q3)

In 2020 / 21 we will:

- Ensure better access to healthcare for those sleeping rough
- Facilitate better access to mental health services for residents and workers through the new Mental Health Centre
- Deliver reductions in fuel poverty through installation of windows and / or new central heating systems to over 1000 homes that will increase energy efficiency
- Continue to deliver efficiency savings through our commissioning activity
- Continue to outperform the Government set target for Delayed Transfers of Care
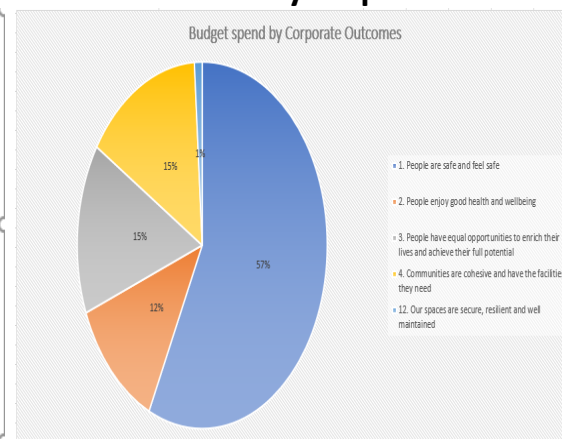
What's changed since last year...

Rationalised approaches and achieved savings with the launch of a new integrated early intervention and prevention service

Deployed a practice development model in Children's Social Care with all staff undertaking training the systemic model of social work

Delivered a refurbishment of Galleywall Primary School, part of the City family of schools

Developed a number of new strategies including homelessness, carers, community centres and housing

Increased focus on mental health with appointment of providers to deliver a mental health centre, signing the prevention concordat for better health and jointly funding a street triage service

Improved services to customers with the introduction of an Estates Service Standard

Co-produced services with residents including youth services, the SEND parents board, and a community lead model for the development of City Healthwatch

Focused more on delivery of outcomes from services including an outcomes delivery board for the new early intervention and prevention service

Plans under development...

- Enhanced provision to meet the needs of rough sleepers on the streets of the Square Mile
- Using technology more effectively to support independence across our communities
- Maximising use of the new Aldgate Community Centre
- Delivering a new programme, funded externally, to tackle loneliness and make connections by creating opportunities in Barbican Library for accidental encounters with other people in the community

Equalities & Inclusion

- Led on development of the Corporation's Gender Identity Policy
- Developed targeted culturally sensitive commissioned services
- Delivered culturally sensitive services to our children in care with provision of prayer mats
- Supported 19,218 pupils from schools across London with above average levels of Pupil Premium to access Culture Mile learning venues

Our delivery partners and key stakeholders

- Residents
- Our tenants
- City Workers
- Pupils in our Family of Schools
- Adult learners
- The voluntary sector
- Wide range of commissioned providers
- East London Health and Care Partnership
- City and Hackney, and Tower Hamlets CCGs
- Other Local Authorities

Key Customer Feedback

- 87.9% of adult social care services users said that services have made them feel safe and secure
- 100% of respondents in a survey of children in care gave their social worker top marks in terms of finding them easy to get in touch with, getting a lot of help and being asked for their views
- 92% of our tenants are satisfied with the service provided by the City of London Housing Service (2018/19 survey)

Key Corporate Risks

- Safeguarding
- Failure to deliver City of London Academy Expansion Programme

Our aims and objectives are...

- To deliver the strategic framework for the development and promotion of the City as a compelling cultural and visitor destination

- To support, connect and enable London's cultural, heritage and tourism sectors

- To offer a world-class welcome for all who come to the City for leisure or business purposes and to enable them to explore its offer including our heritage attractions

- To engage with, and support, the diverse communities we serve through exciting and relevant cultural events, partnerships and activities

- To preserve and make accessible our collections, on-site and digitally

- To deliver enterprise and employability strategies, business skills development for young people and partnerships for enterprise development

Our five major workstreams this year will be...

1. To deliver the workstreams and efficiencies stemming from the fundamental review and to work with other departments to seek opportunities to deliver the City of London's cultural offer in a more coordinated and efficient manner

2. To deliver not less than 15% of actions listed within our new, five-year City Corporation Visitor Destination Strategy (2019/23) and to continue to contribute to the realisation of our Cultural Strategy (2018/22) ambitions. To realise best value for the City's tourism sector through our support of the London and Partners' Domestic Tourism Campaign work, winning national visitor audiences back to the capital

3. To continue to broaden access to the collections and services of London Metropolitan Archives (LMA) Guildhall Library (GHL) and City Business Library (CBL), particularly through partnerships with external organisations and stakeholders, including the London boroughs; and digitally

4. To continue to develop London Metropolitan Archives' services for the City Corporation, including records management and the Islington Partnership

5. To deliver Believe! - our 2020 programme of outdoor arts activities - maximising value and reach through partnership and building our audiences across the diversity spectrum; and to deliver all remaining elements of our Recognition of Women programme.

Partners

|		
The Aldgate Partnership	London and Partners	Prince's Trust
Archives and Records Association (UK and Ireland)	London Archives Partnership (City and all London boroughs)	Royal College of Surgeons
Bank of America	London Borough of Newham	Thames Museum Trust
Bloomberg/London Mithraeum	London Festival of Architecture	Totally Thames
The Box, Plymouth	London Games Festival	Tyne & Wear Archives & Museums
British Library	London Landmarks Half Marathon	Visit Greenwich
Cheapside Business Alliance	London Screen Archives	WB Live
Culture24	London Southbank University	Wembley Stadium
Diocese of London	Major Funders (Wellcome Trust, National Lottery Heritage Fund, Arts Council)	Women's Pioneer Housing
England's Historic Cities		Worshipful Company of Architects
Greater London Authority	Mayflower 400	Worshipful Company of Brewers
Greenwich and Docklands International Festival Historic England	Mercers' Company/Gresham College	Worshipful Company of Joiners and Ceilers
Illuminated River Foundation	National Archives	
International Council on Archives	Noel Coward Archive Trust	
	Pensions Archive Trust	

Where our money comes from
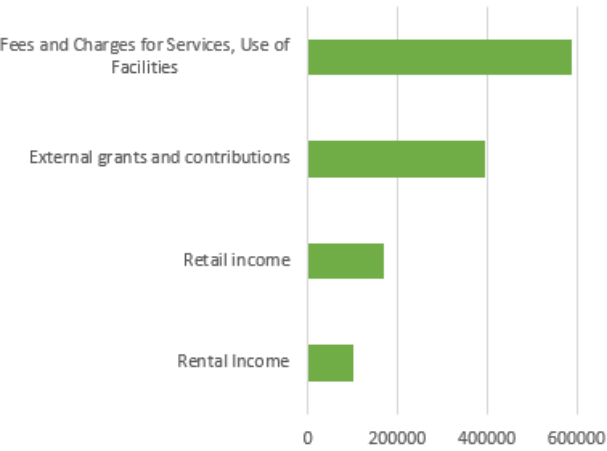

Where our money is spent
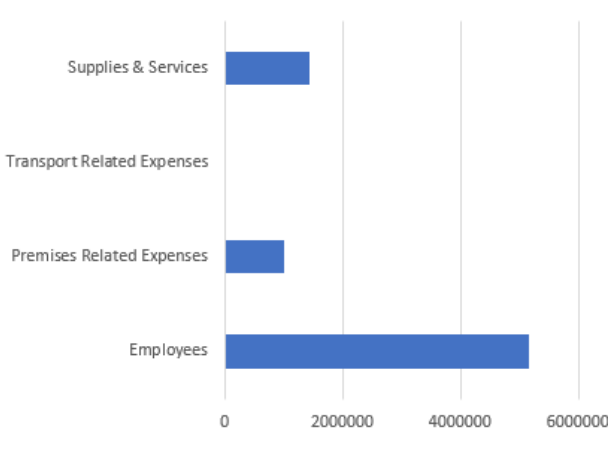
Spend by Outcome FY 19/20

- 1. People are safe and feel safe
- 2. People enjoy health and wellbeing
- 3. People have equal opportunities to enrich their lives and reach their full potential.
- 4. Communities are cohesive and have the facilities they need
- 7. We are a global hub for innovation in finance and professional services, commerce and culture.
- 8. We have access to the skills and talent we need
- 9. We are digitally and physically well-connected
- 10. We inspire enterprise, creativity, excellence and collaboration
- 12. Our spaces are secure and resilient
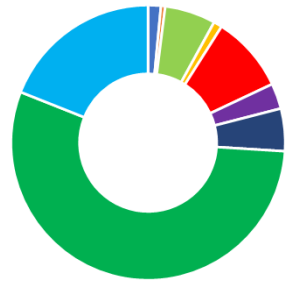
Budget vs Actual
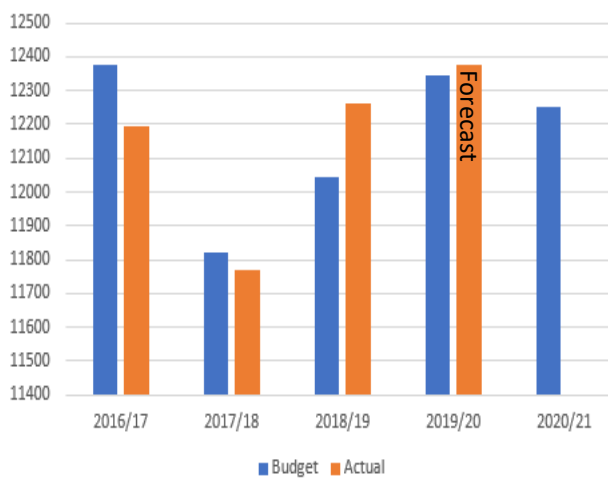
Our Impact

Online use: 34,485,378 Images views or page impressions across LMA digital platforms in 2018/19 including the Collections Catalogue, Collage image library, Ancestry.co.uk and social media channels.

2018/19 was a year of record-breaking firsts for our Guildhall and Roman attractions with the highest ever footfall recorded at City of London Police Museum (up 11%) and Billingsgate Roman House and Baths (up 2%), with Guildhall Art Gallery beating its best ever footfall total from 2015/16 with 118.5k visits (up 3.7% on the previous record).

In addition, facilitated school visits to London's Roman Amphitheatre were up 6% in 2018/19, facilitated school sessions in the Gallery up 69% and family activities up 100%.

Sales revenues for the City Information Centre were last year (2018/19) the highest ever achieved (up just under 8% year-on-year); overall, the Centre generated a total sales figure of £619,403.55 which generated a profit of £194,654 (an increase of 4.2%).

48% of CBL's users come from diverse ethnic backgrounds and 41% are aged 16-35.

What's changed since last year...

- Fundamental Review

- Introduction of paid membership scheme for CBL

- Plans for new City of London website which will impact on LMA's digital transformation strategy especially around public online access to information

- Progress into second half of Unlocking the UK's Sound Heritage, LMA's 3-year project with British Library funded by NLHF

- New Visitor Destination Strategy (2019/23) approved by Court in May 2019

- Funding of £100k per annum from Policy Initiatives Fund for three years agreed for London and Partners to help win back UK audiences to London

- Support for year 1 of London Borough of Culture successfully realised; 2020 will see same level of support with benefit-in-kind agreed for 2021 and 2023

- First Cultural Strategy (2018/22) evaluation report available publicly from Spring 2020

- *Fantastic Feats: the Building of London* fully delivered in 2019/20, attracting record audiences (up 57% year on year) and cash sponsorship (up 1,248%)

- First phase of Illuminated River delivered on schedule with our support

Key Customer Feedback

LMA rated 9.4 out of 10 for overall satisfaction in UK Archives Distance Users Survey 2019 [organised by the Archives and Records Association (UK and Ireland) in conjunction with The Chartered Institute of Public Finance and Accountancy (CIPFA)]

96% of visitors to the Guildhall Art Gallery & London's Roman Amphitheatre rated their experience very good or good (2018 survey)

At the City Information Centre 98% of users rated the staff and 97% the quality of the information as excellent or good (2019 survey)

For our Outdoor Arts programme in 2019, 54% of *Fantastic Feats* audiences rated their overall experience at the top score of very good, the programme's best rating to date, with 84% scoring it as "good" or "very good". For the Yard lunch markets. 95% of audiences considered the markets good for the City's image, with 90% believing that they enhance a sense of community in the City.

Corporate Performance Framework Measures

% positive perception of the City for cultural and heritage offer

visitors (broken down as per visitor destination strategy types)

% improvement in diversity in organisational and institutional activities (audience, participant, employees, volunteers, apprenticeships, applicants)

% income targets achieved

participating in creative/cultural learning programmes (as per education, cultural and creative learning and skills strategies)

% diversity (type) and quality of public space and public realm in the Square Mile

Monetary amount of philanthropic activity delivered by City Corporation

audience members attending CoL hosted performances

Employment in creative industries, sports and academia

% improvement made on relevant processes or projects as a result of review

Plans under consideration...

Change Action	Time Scales
Consolidate LMA and GHL services and accommodation needs under Fundamental Review	March 2021
Improve the City's good public governance through developing (a) more coordinated records management systems, particularly through LMA's work with the cross departmental Information Management Board and the Comptroller's Compliance Team and (b) LMA's digital archiving systems	March 2021
Delivery of a positive response and unlocking of benefits as part of the Government's Tourism Sector Deal agreed in June 2019	February 2020 and ongoing
GAG will deliver two key exhibitions in 2020. 'Enchanted Interior' and 'The Art of Noel Coward: London and beyond'	From March and July 2020 respectively
A major celebration of Keats and the concept of beauty as part of Keats 200 in 2021/22 (through our outdoor arts programme)	Summer 2021

Equalities & Inclusion

LMA Examples: Magical Mollie: cataloguing and celebrating the achievements of Mollie Angelia Hunte (1932-2015), black educational psychologist treating Black African-Caribbean children in London (project funded by the Wellcome Trust)

In June LMA worked with the charities Culture& and the Friends of the Huntley archives to deliver a one day event to coincide with Windrush Day, focusing on the use of archives to provide multisensory stimulation for people with dementia.

Haringey Vanguard, NLHF-funded project on LGBTQ+ history, LMA working in partnership with the London Borough of Haringey's archive service at Bruce Castle together with local people and communities.

LMA received in July the archives of Women's Pioneer Housing. WPH was founded in 1920 to provide homes for single working women in London and is still active today. WPH has received NLHF funding to work with LMA to catalogue and digitise the archive

- In 2019, the CVDT have embarked on a Recognition of Women programme seeking to better recognise women across City Corporation collections and in our streetscape; a public callout and desk-based research will inform what actions are taken later next year. As part of this, the first Guildhall Artist in Residence was launched under the theme *Celebrating City Women*. Hannah Starkey was appointed as the inaugural Artist in Residence (2019)

In 2019, audience diversity played a key role in developing our Outdoor Arts Programme, with events targeting LGBTQ, Asian and South American audiences. These included a Diwali lunch market, a Columbian Fiesta, *Notice Me* (LGBTQ focus), a small-scale Mela and *Fiesta de Mexico,* which attracted well over 5,000 attendees. In 2020, our *Believe!* programme with its themes of diversity, worship and tolerance including a large-scale Mela in Aldgate Square, exhibitions exploring native Americans and Judaism and a float in the London Pride Parade, will capture a larger and more diverse

Key Risks

- Effect on the preservation of collections and our reputation as a loan recipient of unstable environmental conditions at Guildhall Art Gallery

- Damage to or loss of the rare, valuable often unique collections held by LMA and GHL through Inadequate intellectual and physical preservation

- Brexit impact on visitor numbers, and recruitment and retention of staff across assets.

- A major terrorist incident may restrict visitor numbers.

- Weather continues to threaten the success of outdoor events programmes.

Our aims and objectives are

1. Promoting the construction of high quality, inspiring, adaptable and environmentally sustainable developments which attract a wide range of uses and users

2. Advancing a flexible infrastructure that adapts to increasing capacity and changing demands

3. Creating a welcoming seven-day City that is inclusive, clean, secure and accessible

4. Improving the quality and safety of the environment for businesses, workers, residents and visitors

5. Ensuring the built environment, businesses and people take action on and are resilient to climate change.

6. Enabling digital connectivity that meets changing business and lifestyle needs

7. Enabling a flourishing society and a vibrant cultural offer

8. Aligning the capital programme to complement the City's major corporate projects and the Corporate Plan outcomes

Our major activities this year will be

⇒ Delivery of the Transport Strategy

⇒ Preparation and delivery of the Climate Action Strategy to strengthen resilience

⇒ Providing an excellent Service to the Development Industry, our stakeholders and the Public

⇒ Strengthen resilience to the risks from natural and man made threats

⇒ Supporting the major projects and the agreed capital programme

⇒ Ensuring staff skills and Departmental structures are 'Fit for the Future'

⇒ Implement the Fundamental Review

Key stakeholders

⇒ Residents, Workers, & Visitors

⇒ Businesses, Occupiers and Developers

⇒ Greater London Authority

⇒ Transport for London

⇒ City Property Association

⇒ Government Departments

Corporate Outcomes

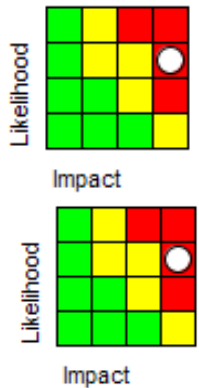|		
11. We have clean air, land and water and a thriving and sustainable natural environment	20%	
10. We inspire enterprise, excellence, creativity and collaboration	17%	
12. Our spaces are secure, resilient and well-maintained	17%	

DBE workstream contributions to Corporate Plan Outcomes
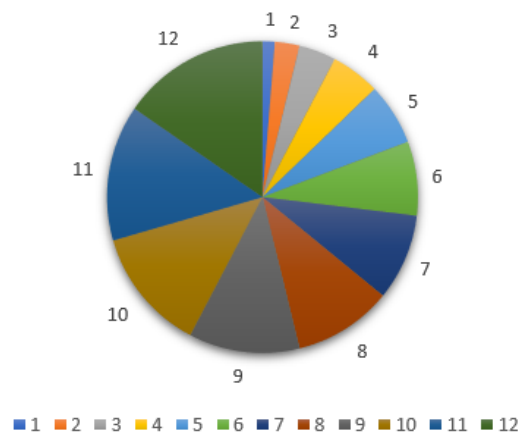
Key Risks

Corporate

CR20 Road Safety in the City

CR30 Climate Action

Plans under consideration

Change Action	Time Scales
Progress the Local Plan review through to submission to the Secretary of State to promote sustainable growth to 2036. Formal adoption due in early 2021.	Jul-20
Prepare a Climate Action Strategy to mitigate impacts of climate change on the City and to promote a Circular and Zero Carbon economy.	Jun-20
Develop a Riverside Strategy to provide a long term approach to mitigating the increased risk of river flooding in the City due to climate change.	Jan-21
Produce a new Waste Strategy which sets the City's ambitions for managing waste going forward and aligns with the Mayor of London's Environment Strategy, the Government's new Resources and Waste Strategy.	Jun-21

Corporate Performance Measures

Target for 20/21

| Measure	Target
Increase in office floorstock	↑4%
Reduction in motorised vehicles	↓25% by 2030
Air pollution improvement to non-dangerous levels	NO_2 levels to meet WHO Guidelines in over 90% of the City by 2025
Reduction in road traffic accidents (KSI)	70% against 2010-14 levels by 2030
Residual annual household waste	↓7%
Full Fibre enabled across the Square Mile	100%
Increased number of apprentices	↑5

What's changed since last year

1. Transport Strategy adopted in May 2019 with teams focussing on delivery to achieve outcomes

2. Environmental Resilience Team established to progress the preparation and delivery of a Climate Action Strategy

3. Improved digital infrastructure and connectivity including better street lighting

4. Wind microclimate guidelines published

to provide advice on wind studies required to accompany planning applications

5. New waste contract successfully implemented and monitored

6. Staff Turnover has remained steady at 12% with a slight reduction in headcount

7. The number of apprentices has increased to 17, including apprentices progressing to higher level apprenticeships

Key Customer Feedback

Q1- Overall impression of the Building Control service – Average 9.4 out of 10
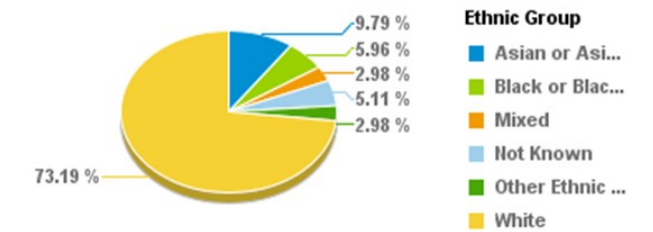

9.4
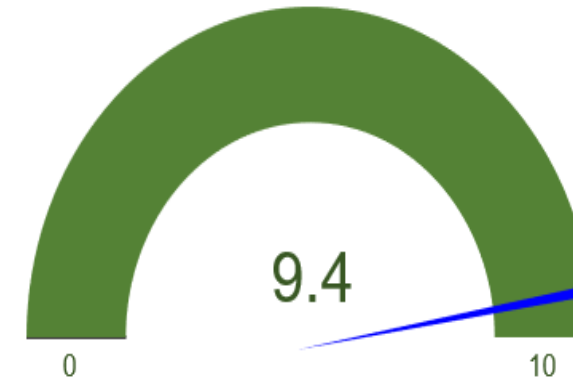
Equalities & Inclusion

We are aiming to increase the number of female identifying staff in the department, with a corporate target of 45%.

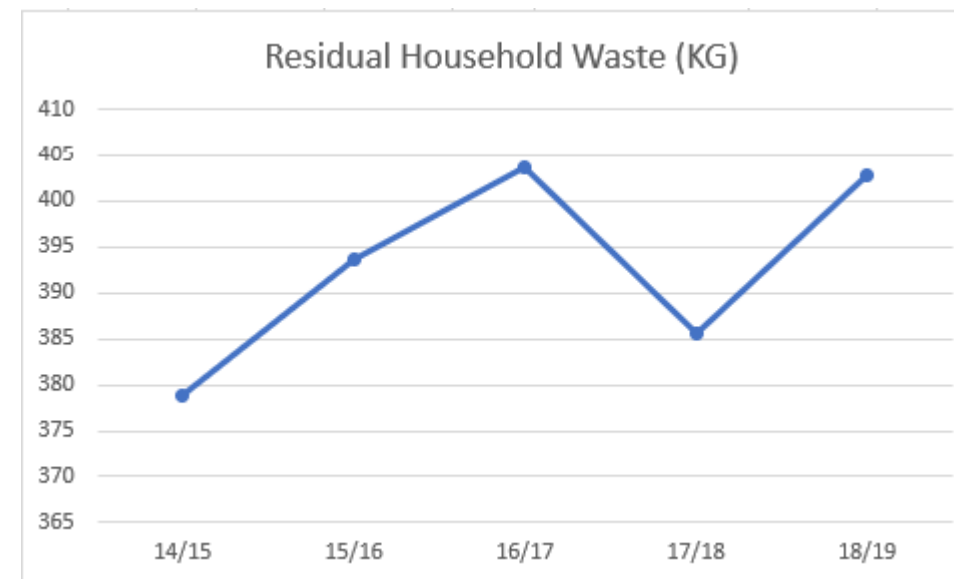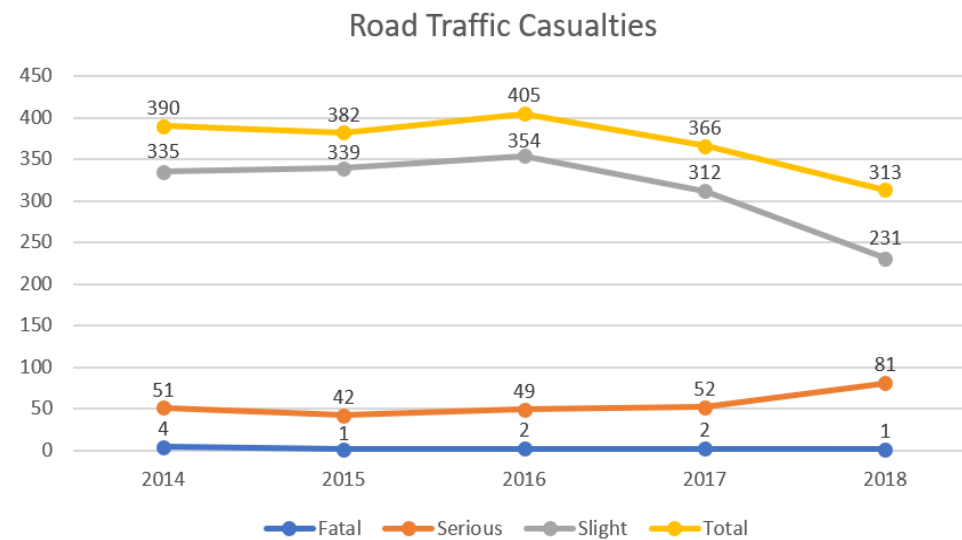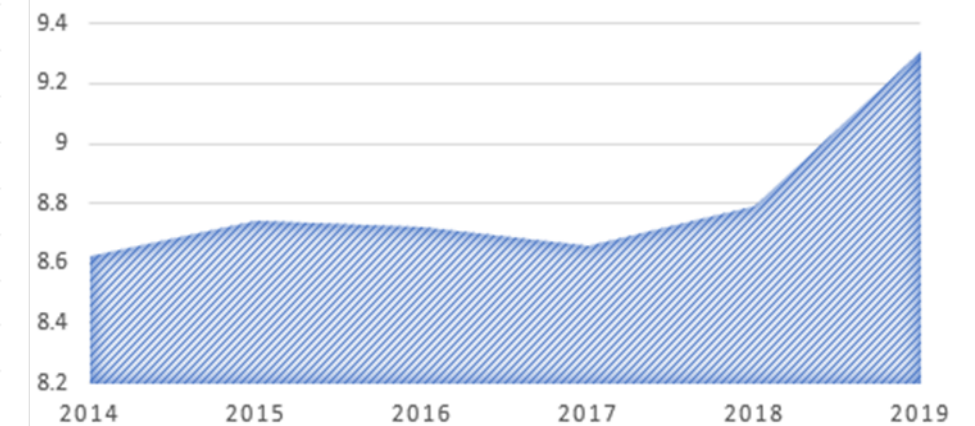Additionally we aim to increase diversity, particularly, at higher grades.

Gender Profile

Female	Male
40.34%	59.66%

Ethnic Group
- 9.79 % — Asian or Asi...
- 5.96 % — Black or Blac...
- 2.98 % — Mixed
- 5.11 % — Not Known
- 2.98 % — Other Ethnic ...
- 73.19 % — White

Our Impact

Road Traffic Casualties

Residual Household Waste (KG)

TOTAL OFFICE SPACE (M SQM)

Where our money comes from

- Cleansing Services — 19%
- Bridges — 1%
- Management & Support Services — 2%
- Highways — 12%
- Off Street Parking — 5%
- On Street Parking — 42%
- District Surveyors — 4%
- Town Planning & Planning Policy — 7%
- Traffic Management — 2%
- Transportation Planning — 6%

Where our money is spent

- Cleansing Services — 5%
- Management & Support Services — 1%
- Highways — 12%
- Off Street Parking — 8%
- On Street Parking — 55%
- District Surveyors — 3%
- Town Planning & Planning Policy — 4%
- Traffic Management — 6%
- Transportation Planning — 6%

Bids for Capital Funding

Agreed in principle by RASC — **£'000**

	£'000
London Wall Car Park Joints & Waterproofing	2,000
Lindsay Street Bridge Strengthening	5,000
Dominant House Footbridge	1,078
London Wall Car Park Fire Safety Works	1,370
Fire Safety Works in Car Parks	1,032
	10,480

More information requested by RASC

Bank Junction Transformation	4,000
Culture Mile Implementation Phase 1	685
Temple Area Managed Access & Traffic Review	2,000
St Paul's Gyratory Removal	30,000
	36,685

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank