



## Efficiency and Performance Sub (Finance) Committee

**Date:** WEDNESDAY, 16 SEPTEMBER 2020

**Time:** 1.00 pm

**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:**

Jeremy Mayhew (Chairman)	Deputy Clare James
Deputy Jamie Ingham Clark (Deputy Chairman)	Oliver Lodge
Randall Anderson	Alderman Nicholas Lyons
Deputy Roger Chadwick	Paul Martinelli
Dominic Christian	Deputy Hugh Morris
James de Sausmarez	Deputy Philip Woodhouse
Alderman Sir Peter Estlin	

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### Accessing the virtual public meeting

**Members of the public can observe this virtual public meeting at the below link:**  
<https://youtu.be/J0Hj3vfJMZO>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**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 10<sup>th</sup> July 2020.

**For Decision**  
(Pages 1 - 4)

4. **WORK PROGRAMME FOR FUTURE MEETINGS**

Report of the Town Clerk.

**For Information**  
(Pages 5 - 6)

5. **DEPARTMENTAL PERFORMANCE MANAGEMENT - DEPARTMENT OF COMMUNITIES AND CHILDREN'S SERVICES**

Report of the Director of Communities and Children's Services.

**For Information**  
(Pages 7 - 12)

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 10<sup>th</sup> July 2020.

**For Decision**

10. **GUILDHALL COMPLEX - ROAD MAP FOR RETURN TO THE OFFICE**

Joint Report of the City Surveyor, the Director of Information Technology and the Director of Human Resources.

*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**

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## EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

Friday, 10 July 2020

Draft Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at Guildhall, EC2 on Friday, 10 July 2020 at 11.00 am

### Present

#### Members:

Jeremy Mayhew (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Randall Anderson  
Deputy Roger Chadwick  
James de Sausmarez  
Deputy Clare James  
Paul Martinelli  
Deputy Hugh Morris  
Deputy Philip Woodhouse

#### Officers:

John Cater	- Town Clerk's Department
Peter Kane	- Chamberlain
Kate Smith	- Town Clerk's Department
Hayley Hajduczek	- Town Clerk's Department
Jamie Rose	- Town Clerk's Department

#### 1. APOLOGIES

Apologies were received from Alderman Sir Peter Estlin and Alderman Nicholas Lyons.

#### 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 14<sup>th</sup> January 2020 be agreed as an accurate record.

#### 4. CORPORATE PERFORMANCE FRAMEWORK UPDATE

The Sub-Committee received a Report of the Head of Corporate Strategy & Performance concerning the Corporate Performance Framework.

The paper provided an update on the changes made to the Corporate Performance Framework (CPF) project due to COVID-19.

Due to the pandemic, the work the Corporate Strategy & Performance Team had planned on the CPF had to be paused. It has now restarted, but with an

initial focus on gathering and presenting information weekly on how activity levels are changing in the Square Mile as lockdown eases. The information is being used to inform operational decisions, external messaging and the Policy Chair and Lord Mayor's virtual engagement programme.

Members noted the Report and remarked that, whilst the information included provided a useful update on the organisation's response to Covid, particularly around the quality and quantity of data that was now being captured, it gave a limited insight into the types of longer-term areas that the Sub-Committee should focus on in its upcoming meetings. The Chairman indicated that a discussion should take place under public AOB to provide officers with a firm steer about the forward plan for 2020/21.

**RESOLVED** – that the Sub-Committee noted the Report.

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

There were no questions.

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

There was one urgent item:

Members asked officers to draft a new forward plan for the Sub-Committee for 2020/21.

Particular areas of focus should include the following:

- How E&P could dovetail with the Digital Services Sub-Committee to examine the practical ways the Corporation can harness digital technology (notably in data collection and analysis) to improve efficiencies across different departments. Discussion will include an update on investment in AI.

More widely, Members were keen to understand how, as an organisation, we can continue to drive smarter working. Covid has reframed this area, so two separate papers should focus on a) the practical steps we have taken and will take in the coming weeks/months with the return to the office, and, b) what lessons/gains can be built upon post-covid so as to "bank" efficiencies and drive performance.

- Departmental deep dives – how departments are approaching and improving their "performance culture". This would include areas such as:

- how depts are measuring performance, and how this can be shown to be driving improvement
- how they are inculcating good practice and capturing the lessons learnt when performance has been sub-optimal
- how they use other Member or officer forums (such as Category Board) to challenge assumptions or contract values
- whether performance targets are a) being met and b) robust enough

Along these lines, the Department for Community and Children's Services would be submitting a paper in September.

- An update on the Guildhall Masterplan after the impact of Covid and the resulting focus on flexible working.

7. **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.

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

**RESOLVED** - That the non-public minutes of the meeting held on 14<sup>th</sup> January 2020 be agreed as an accurate record.

9. **NON-PUBLIC APPENDIX TO ITEM 4**

Non-Public appendix to ITEM 4.

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

There were no questions.

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

There was one item of non-public business.

**The meeting ended at 11.50 am**

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Chairman

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**Efficiency and Performance Sub-Committee – Work Programme 2020/21**

<b>Meeting:</b>	<b>16/9/20</b>	<b>27/11/20</b>	<b>January 2021</b>	<b>March 2021</b>
<b>Specific Departmental Focus &amp; Commercial/Income Generation Opportunities</b>				
	<b>DCCS</b> performance improvement	<b>Barbican</b>  <b>City of London Police – Shared Services / Transform Updates</b>	<b>IG</b>  <b>Open Spaces</b>	<b>GSMD</b>  <b>Corporate Services efficiency update</b>
<b>Cross cutting themes</b>				
	<b>NEW WAYS OF WORKING</b> Our Response to COVID - Smart Working, including process improvement, technology, culture change	<b>NEW WAYS OF WORKING – After Covid – Learning and banking the lessons</b> <ul style="list-style-type: none"> <li>- Process improvement, smart opportunities</li> <li>- Realising benefits of remote working</li> <li>- Collaboration opportunities</li> <li>- Role of AI</li> </ul>	<b>New Ways of Working Update / Issues</b>	<b>New Ways of Working Update / Issues</b>
<b>Outcomes and Performance (Benchmarking)</b>				
		Corporate Performance Framework Update  Cross cutting and service specific efficiency / income generation overview	Commercial opportunities	

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<b>Committee:</b> Efficiency and Performance	<b>Date:</b> 16 09 2020
<b>Subject:</b> DCCS Performance Management and Monitoring	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director, DCCS	<b>For Information</b>
<b>Report author:</b> Ellie Ward, Interim Head of Strategy and Performance	

## Summary

This report presents Members with a summary of the approach taken in the Department of Community and Children's Services to improve efficiency and transform services using an approach which encompasses robust performance management, service transformation and effective commissioning.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. The Department of Community and Children's Services provides a wide range of front-line services to the community and strives to deliver these services in the most effective and efficient way to deliver the best outcomes for our residents while securing value for money.
2. The Department is on a journey to improve its performance culture, to use data and intelligence to help improve and transform its services and to commission services in more innovative and effective ways.
3. This report sets out some of this approach, its impacts and our aspiration for the future.

### Current Position

#### *A new performance culture*

4. The Department has a vast wealth of data from its services and effective use of this is key to improving performance and efficiency of services.
5. A new culture is developing which will see staff using data and business intelligence to help manage their everyday work, understand and see where their work contributes to wider objectives and be able to contribute ideas for service improvement.
6. In recent years the Department has also developed a range of relevant indicators to illustrate progress and performance in relation to the Business Plan. These have been moving to being outcome focussed rather than just outputs and are reported to Members on a quarterly basis.

### ***Using data, intelligence and insights***

7. There are a number of ways that the Department is using data, intelligence and insights to help improve and transform services.

### ***Development of a new comprehensive performance dashboard in Children's Social Care and Early Help***

8. A new dashboard has been developed which demonstrates a robust approach to performance management. The dashboard follows the journey through children's social care and through early help. It contributed to an outstanding rating for our Children's Social Care Service earlier this year.
9. The dashboard is used by staff and managers to ensure that we are meeting our statutory requirements and to identify areas where there may be risks or emerging issues and where services may need to change to meet needs.
10. Data and further analysis showed that reasons for referral to children's social care were changing with an increase in referrals due to parental mental health. This shaped how we planned and commissioned services and virtual family therapy is now offered to support families – reducing the development of significant needs which would require more costly service input.
11. Comprehensive dashboards will be rolled out across other services in the Department and currently we are working to convert them to interactive dashboards. These dashboards will be tailored for different groups of staff and they will have them on their desktops. For frontline staff this will assist in managing work – for example assessments that are coming up. For managers it provides data at their finger tips which will help them to manage service performance day to day or answer any queries as they arise.

## *Implementation of new data management systems in Education and the Children's Centre*

12. The Education Unit and the Children's Centre at Aldgate School have new data management systems which will be used to analyse, present, report on and make informed service changes across our early years services, academies and Aldgate School.
13. This saves a significant amount of time currently spent on manually collating and analysing data in Excel and means that data is more accurately drawn straight from the service or school.
14. The schools and the Children's Centre are also able to use the systems to improve data use in their services.

### **Service Transformation**

15. Service transformation is a key priority for the Department and there are a number of Service Transformation plans in place or developing to reflect changes in need, performance good practice and legislative change.
16. Where poor performance or processes have been identified, the Department reviews services and develops new approaches. One such example is in housing where a new approach to estate inspections was put in place.
17. There were several different regimes in place for inspecting our estates for cleanliness and health and safety and therefore no way of knowing overall performance. Actions, themes and trends were difficult to track and the audit trail was poor.
18. In response, objective cleaning/grounds maintenance standards were introduced for all our estates and an electronic estate inspections form was also developed. Estate Officers now carry out regularly scheduled inspections on their iPads and these are instantly saved to an inspections system from which reports can be run. The benefits are:
  - Increased efficiency (elimination of paperwork, reduction in staff admin burden, all inspections instantly saved to the system once complete)
  - Central monitoring of all estates, which increases standardisation
  - Ability to report on performance and identify trends
  - Ability to identify areas of concern, which allows us to direct resources in the right places (e.g. we identified that stairwells were scoring poorly in many areas and directed local managers to concentrate on improving these areas)
  - Improved audit trail and management oversight of risks (e.g. we can easily demonstrate that we have a reasonable system of inspection and prove that we have dealt with hazards appropriately)
19. There is also now a standard threshold for improvement measurements – 80% and above is considered acceptable and anything below 75% would result in an improvement plan being drawn up.

## Commissioning

20. The Department commissions a number of services from a range of providers and managing performance and ensuring efficiency in these services is a key priority.

### *Early Intervention and Prevention Service*

21. During 2018/19, the Department commissioned a new early intervention and prevention service which was launched in April 2019. The service brought together a number of previous services into one with a lead provider and a focus on consistent outcomes across all the elements of the services. This has had a number of benefits including:

- A focus on consistent outcomes across the service which has greater impact on service users and reduces demand on social care services
- Ability to signpost to a range of other services, not just social care, which can support people's needs
- Reduced duplication and reduced some costs

22. The service has also produced excellent data dashboards which demonstrate service performance and easily allow us to identify areas for improvement or development. These discussions take place at an innovative outcomes board which includes a wider range of staff than just commissioning staff to allow us to take a more joined up approach to this service and what it can deliver.

### *Contract monitoring*

23. Strong contract monitoring of commissioned services also allows the opportunity for us to identify areas of poor performance and concern. This process has been strengthened and a poor performance protocol is in place for clarity of providers.

## Corporate & Strategic Implications

24. All of the work of the Department and its drive to improve performance and services is designed to deliver its Business Plan objectives which 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

25. These strongly reflect the Corporate Plan outcomes under 'contributing to a flourishing economy':

- People are safe and feel safe.
- People enjoy good health and wellbeing.
- People have equal opportunities to enrich their lives and reach their full potential.
- Communities are cohesive and have the facilities they need.

## **Conclusion**

26. The Department of Community and Children's Services delivers a wide range of services to City of London residents and strives to ensure that these services are efficient and effective and make an impact.

27. In order to ensure this, an approach focussed on performance management, service transformation and effective commissioning has been taken.

28. Although the Department is on an ongoing journey, this paper sets out where the approach has had an impact and where there is further work underway.

## **Ellie Ward**

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
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