



Efficiency and Performance Sub (Finance) Committee

Date: FRIDAY, 26 FEBRUARY 2021

Time: 1.45 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	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/d-BUNyNQ22I>

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 16th September 2020.

For Decision
(Pages 1 - 8)
4. **DRAFT PUBLIC MINUTES OF THE JOINT MEETING OF THE EFFICIENCY AND PERFORMANCE SUB-COMMITTEE AND THE RESOURCE ALLOCATION SUBCOMMITTEE HELD ON 21 JANUARY 2021**
To agree the public minutes of the joint meeting of the Efficiency and Performance Sub Committee and the Resource Allocation Sub-Committee with Committee Chairmen.

For Decision
(Pages 9 - 10)
5. **SECURING 'FLIGHTPATH' SAVINGS AND UNDERSTANDING SERVICE IMPACTS - THE ROLE FOR EFFICIENCY & PERFORMANCE SUB-COMMITTEE**
Joint Report of the Town Clerk & Chief Executive and the Chamberlain.

To Follow.

For Information
6. **GUILDHALL - NEW WAYS OF WORKING UPDATE**
Report of the City Surveyor.

For Information
(Pages 11 - 18)
7. **AN IT AND DIGITAL ROADMAP FOR MORE EFFICIENT WAYS OF WORKING**
Report of the Chamberlain.

For Information
(Pages 19 - 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 16th September 2020.

For Decision
(Pages 27 - 28)

12. **DRAFT NON-PUBLIC MINUTES OF THE JOINT MEETING OF THE EFFICIENCY AND PERFORMANCE SUB-COMMITTEE AND THE RESOURCE ALLOCATION SUB-COMMITTEE HELD ON 21 JANUARY 2021**

To agree the non-public minutes of the joint meeting of the Efficiency and Performance Sub Committee and the Resource Allocation Sub-Committee with Committee Chairmen.

For Decision
(Pages 29 - 32)

13. **BARBICAN CENTRE ECONOMY, EFFICIENCY AND EFFECTIVENESS HEALTH CHECK**

Report of the Managing Director of the Barbican Centre.

For Decision
(Pages 33 - 38)

14. **GUILDHALL SCHOOL OF MUSIC & DRAMA - UPDATE**

Report of the Principal of the Guildhall School of Music and Drama.

For Information
(Pages 39 - 84)

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, 16 September 2020

Draft Minutes of the meeting of the Efficiency and Performance Sub (Finance)
Committee held virtually on Wednesday, 16 September 2020 at 1.00 pm

Present

Members:

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

Officers:

John Cater	- Town Clerk's Department
Peter Kane	- Chamberlain
Kate Smith	- Town Clerk's Department
Andrew Carter	- Director of Community and Children's Services
Simon Cribbens	- Community & Children's Services Department
Sean Green	- Chamberlain's Department
Hayley Hajduczek	- Town Clerk's Department
Mark Jarvis	- Chamberlain's Department
Peter Young	- City Surveyor's Department

1. APOLOGIES

Apologies were received from Dominic Christian, Oliver Lodge, and Alderman 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 7th July 2020 be agreed as an accurate record.

4. **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 noted the Report.

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

The Committee received a Report of the Director of Community & Children's Services concerning performance management and monitoring within the Department for Community & Children's Services (DCCS).

The Director began his presentation by providing a brief overview of his Department. DCCS provides a wide range of front-line services to the community, including, adult social care, children's social care, state sector education, tackling rough sleeping, public health (including the City's response to Covid), libraries and social housing. The Department strives to deliver these services in the most effective and efficient way to deliver the best outcomes for City residents while securing value for money.

The Director emphasised that 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.

There followed a set of questions from Members:

What are the essential ingredients for a high-performance culture? Does this exist in DCCS and what is the evidence?

The Director responded that a high-performance culture starts with clearly defined values that fit with the Corporate Plan.

The overarching concern was to foster a culture where people felt both empowered to play a full role in influencing and shaping outcomes, and comfortable to take on board the lessons of when things have gone right or wrong. The Department takes training and development very seriously and wants to encourage a proactive culture where leadership at all levels is embedded. The Director added that whilst recent indicators and benchmarking are positive for the Department (notably, on recent Ofsted inspections and good staff and resident survey results), driving a high-performance culture is not static, and it would be complacent to imagine that he and his colleagues can't continue to improve across different areas.

Are there possible changes in the TOM or Governance Review which will contribute to creating a higher performance culture?

The Director responded that the TOM was still at a draft phase and a Report summarising the Governance Review was only circulated the previous day; however, he welcomed any initiatives that sought to strip out duplication and promote joined-up, collaborative thinking. He highlighted the ongoing issue

around building a Corporation wide online payment platform as a good example of a practical cross-cutting project.

Do we have the right individual and organisational incentives in place to encourage higher performance and innovation?

The Director responded that it was a mixed picture; the appraisal system is getting better, but he was doubtful about whether our current incentives regime was as effective as it could be, particularly for officers on lower grades who very often aren't receiving proper recognition for their contribution; this was a clear obstacle in building that high-performance culture that we should be striving for. The Director added that any new incentives also needed to drive collaboration and minimise the risk of staff operating within silos.

In response to a follow up query around the effects of Covid, the Director reflected that, whilst remote working had, in some ways, driven greater collaboration due to a wider range of individuals being able to join meetings and engage via Teams, we now lacked those "water cooler moments" that had previously served as a very useful way for officers to communicate more informally; this was particularly acute for new joiners and more junior officers.

The Director stressed the importance of banking some of the new ways of working, as quite simply, they had proven more effective than some of the pre-Covid working practices. The efficiencies driven by digitalisation in different service areas (notably in our libraries), for instance, was a real lesson as we move forward. However, the Director did sound a note of caution about wanting to wait before reaching a final judgment on the full effect of these digital initiatives; from an officer point-of-view, the benefits seemed evident, but clearly, we needed to keep service/end users top-of-mind; some may have had a worse experience navigating the new digital services than the pre-Covid set up.

The Chairman added that we may see greater challenges when we begin to roll out hybrid models for meetings and services (as opposed to doing things purely remotely); the Director agreed, and emphasised that demonstrating adaptability and agility were going to be critical to meet user demand as we looked ahead to a post-Covid environment.

Report highlights value / benefits of data and dashboards, how in practice can we avoid drowning in data? In what ways have you found dashboards improve performance?

The Director was concerned about the potential for "data overload"; however, his primary consideration was around how to make the best use of the data we already have by getting solid, coherent data to staff on the front line so they can make a real difference to people's lives. In addition, the Director was also keen to ensure that the collaborative approach, when it came to departments sharing and analysing data during the Covid period, was not lost in the years to come.

With small client bases, a commissioning model can offer more sustainable and affordable cost base, with good levels of service. Is the current balance of in house and commissioned external service the right one?

The Director responded that the balance between internal and outsourced must be constantly reviewed. Due to our relatively small size, the Corporation faced the frequent challenge that our bigger contracts simply aren't profitable enough for larger firms to bid; so, when appropriate, we look to collaborate with other local authorities so as to achieve our need through economies of scale. The Director stressed that, despite collaboration with others, it was vital that we still performed the role of the "intelligent buyer"; we had to retain our ability to assess the provider, as we were best placed to fully understand local needs.

What is the timeline for delivering transformational change?

The Director stressed that whilst the TOM timeline is important, other aspects of transformation are already taking place, for instance, the Department was working with others, including NHS City & Hackney and the London Borough of Tower Hamlets to make changes to health commissioning. The Director added that, whilst the TOM timeline has been delayed, he envisaged that in 2022 a firmer plan (with milestones) should be clearer. On the broader point about transformation, the Director emphasised that there wasn't an end-point in mind, as improvement needed to be a continuous process.

Would you agree that there is a disconnect between the provision for statutory and discretionary service provision?

The Director responded that whilst we had to meet our statutory requirements, there was a wider degree of discretion about how we meet those requirements than is perhaps fully appreciated outside of DCCS. When it came to statutory services, the Department were focused on the outcomes for the end-user, with value for money at the heart of decision making; this required a high degree of analysis and an openness to new ideas.

How are diversity issues mainstreamed into the work?

The Director responded that DCCS were doing a great deal, with a range of KPIs designed to meet the needs of different communities within the City, as well as robust Equality Impact Assessments carried out on a frequent basis. It is also a big focus for the Department's recruitment and retention. The Director added that there was more to do, and harnessing data would play an important role, especially during the pandemic as the number of individuals from different communities needing our support has increased significantly.

What have you as a department learned from the need to respond at pace to Covid-19? Did you have the information you needed to identify vulnerable people at your fingertips? Have you reviewed this and do you have a plan of action that mainstreams this learning for use in future lockdowns / crises?

The Director responded that the pandemic had accelerated the shift towards digitalisation; whilst the efficiencies were evident, this did create new challenges, as frankly, there was only so much you can do via a screen – safeguarding was a particular concern in that regard. In addition, it was apparent that due to the cost of devices, we faced an issue around digital exclusion.

In terms of the information available in March, whilst the Department already held a rich set of data around core users, the nature of the crisis meant that the net had to be widened, which meant that officers needed to think outside of the box (e.g. electoral roll data).

The Department had been formulating a recovery plan since early summer; this plan will provide a thorough analysis of the lessons learnt during the pandemic, as well as the new ways of working we should consider retaining. The Director stressed that recovery needed to be collaborative effort across the Corporation involving officers and Members.

Are support services right sized – any changes you would like to see?

The Director responded that whilst he recognised the need for a shift in the approach of support services, we all needed to ensure that innovation is not blocked, and speedy resolutions had to be at the heart of the new system.

RESOLVED – that the Sub-Committee noted the Report.

6. GUILDHALL COMPLEX - ROAD MAP FOR RETURN TO THE OFFICE

The Committee received a Joint Report of the Town Clerk, the Chamberlain and the City Surveyor concerning the road map and return to the office.

Before the meeting, it was envisaged that the focus of the discussion would be on the medium to longer term. In fact, after the City Surveyor's opening introductory remarks, the discussion quickly turned to the state of the current arrangements, with Members expressing concern about the pace of getting officers and Members back into Guildhall in greater numbers.

Whilst recognising that the greater risk for officers came from using public transport to come back and forth to the Corporation's operational buildings, Members were concerned that we were in danger of "gold plating" arrangements for officers and Members once they had made it into the office/place of work. For instance, the rules on the number of individuals allowed in certain areas at Guildhall struck Members as particularly overly prescriptive.

Given the Report would also be going to the meeting of the Establishment Committee on 17th September, the Chairman asked that, by the time of that meeting, officers are in a position to confirm i) the number of staff that, pre-Covid, used Guildhall as their primary workplace; ii) how many of these staff members, on average, were coming back to the office on a regular basis; and,

iii) how many individual Risk Assessments (which allowed officers to return to the workplace) still needed to be completed.

Noting that similar discussions had taken place at the meeting of the Resource Allocation Sub-Committee and the Court of Common Council during the previous week, Members had concerns about the overall pace and willingness of some Chief Officers to embrace the call to encourage people to come back.

More positively, they were pleased that officers were examining the longer-term consequences of Covid, specifically in terms of flexible working, and, with the likely permanent reduction in the number of staff members attending the office every day, the potential opportunities for the rationalisation of the Corporation's operational building portfolio. They asked that more details are submitted in due course.

RESOLVED – that the Sub-Committee noted the Report.

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

There were no questions.

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

There were no items of urgent business.

9. **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.

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

RESOLVED - That the non-public minutes of the meeting held on 7th July 2020 be agreed as an accurate record.

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

There were no questions.

12. **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 3.00 pm

Chairman

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JOINT MEETING OF THE RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE AND THE EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE WITH COMMITTEE CHAIRMEN

Thursday, 21 January 2021

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee and the Efficiency and Performance Sub (Finance) Committee with Committee Chairmen held as a virtual meeting on Thursday, 21 January 2021 at 11.00 am

Present

Members:

Deputy Catherine McGuinness (Chair)	Marianne Fredericks
Jeremy Mayhew (Deputy Chairman)	Sheriff Christopher Hayward
Randall Anderson	Shravan Joshi
Deputy Keith Bottomley	Alderman Vincent Keaveny
Tijs Broeke	Oliver Lodge
Deputy Roger Chadwick	Deputy Edward Lord
Deputy Jamie Ingham Clark	Alderman Ian Luder
James de Sausmarez	Paul Martinelli
Karina Dostalova	Hugh Morris
Sir Peter Estlin	Deputy James Thomson
Anne Fairweather	Deputy Philip Woodhouse
	Alderman Sir David Wootton

Officers:

Caroline Al-Beyerty	- Deputy Chamberlain
John Barradell	- Town Clerk & Chief Executive
Michael Cogher	- Comptroller & City Solicitor
Emma Cunningham	- Town Clerks
James Gibson	- IT
Peter Kane	- Chamberlains
Peter Lisley	- Assistant Town Clerk & Director of Major Projects
Greg Moore	- Town Clerks
Angela Roach	- Assistant Town Clerk & Director of Member Services
Bob Roberts	- Director of Communications
Paul Wright	- Deputy Remembrancer

1. APOLOGIES

Apologies were received by Deputy Tom Sleigh and Alderman Sir David Wootton.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. **MINUTES**

The minutes of the meeting held on the 11 January 2021 were approved as a correct record.

Matters arising

The Policy Chair raised that following the last meeting, she had received some advice from the Remembrancer on whether the job title should change to “Leader of the Council” or “Political Leader of the Council”. It was discussed that the Remembrancer would provide some advice in writing to the Sub-Committee so that they could consider these concerns.

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

There were no questions.

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

There was no other business.

6. **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 the Schedule 12A of the Local Government Act.

Item No.

7

Paragraph No.

3

7. **OVERALL FINANCIAL POSITION AND MEDIUM-TERM FINANCIAL PLAN**

The Sub-Committee considered a report of the Chamberlain outlining decisions around the overall financial position and the medium-term financial plan.

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

There were no questions.

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

There were no items of urgent business.

The meeting ended at 12.24 pm

Chair

Contact Officer: Emma Cunnington
emma.cunnington@cityoflondon.gov.uk

Agenda Item 6

Committee	Dated:
Corporate Asset Sub Committee	18 January 2021
Efficiency and Performance Sub Committee	26 February 2021
Establishment Committee	17 March 2021
Subject: Guildhall - New Ways of Working Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8, 9, 10, 12
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	Estimated £1m
What is the source of Funding?	City's Cash
Has this Funding Source been agreed with the Chamberlain's Department?	N
Report of: City Surveyor	For Information
Report author: Dorian Price	

Summary

Following on from the September 2020 report of City Surveyor, Chamberlain (IT), and Town Clerk (HR); Guildhall Complex – Road Map for Return to the Office report, the purpose of this report is to focus on the future new ways of working.

Covid-19 has demonstrated that it is possible for our business to operate without access to Guildhall. However, Covid-19 has also demonstrated that this is not without challenges and recent staff surveys have provided evidence that the office still has a major role to play in the workplace, as a destination for staff to meet and collaborate and for anybody who simply cannot work from home for health and wellbeing reasons or has a need to work on-site physically.

The City Surveyor's remote working departmental survey undertaken in September 2020 highlights that over 90% of staff would choose to work at least 2 days per week remotely/from home. This fact is supported by various recent external surveys that suggest 70-80% of people would like to work from home more often in the future, but not necessarily 100% of the time as experienced during the pandemic and lockdown periods.

An independent poll conducted in September 2020 and commissioned by the British Council for Offices (BCO) of just over 2,000 office workers across a range of job roles in all regions of the UK shows that, once Government measures allow, Britain is set to move to a 'mixed' or 'hybrid' working style, where time in the office is balanced with time working from other locations including at home (see Appendix 1 – From Desk Office to Destination Office)

What is becoming clear is that the changes made by the Corporation during this time, which in March 2020 were short-term changes driven by necessity, are now having a profound long-term impact on how we work.

The Corporation offices need to be more than places to just house staff, they need to be a destination of choice; and transformed into environments our staff see as great places to work. The positive changes being made now will undoubtedly become permanent shifts in working practices as we integrate these into:

- a. Our new Target Operating Model and help to embed positive culture change.
- b. The Guildhall Masterplan, offering flexible workspace for a more agile workforce and creating an exemplar sustainable building.
- c. The City's Corporate Property Asset Management Strategy 2020-25 (approved at the December meeting of Finance Committee), to better utilise our operational assets.

Retaining some of the best practices that are now commonplace, whilst rethinking the Property role of workplace design, the People role of changing working patterns and the Technology role to deliver digital solutions to support the destination office offering flexible working patterns, will be critical stepping stones to deliver the next normal.

To further support the delivery of all workstreams, the City Surveyor has established and will lead a new Workplace Steering Group formed of City Surveyor, HR, IT and Finance officers.

Recommendations

Members are asked to:

- Note the proposal to continue developing the Hybrid workplace model that will be a stepping stone to support the Target Operating Model and the Corporate Property Asset Management Strategy to deliver an organisation that is efficient, agile and better joined up.
- Note further reports will be provided as proposals are developed by the City Surveyor's new Workplace Steering Group.

Main Report

Background

1. Officers from across departments have been working collaboratively (through the Smart Working Group) to prepare for more staff return to Guildhall and other Corporation locations in a safe way, whilst introducing new ways of working that supports a future agile workforce. This is subject to ongoing Government and Public Health Guidance at the time and is covered in 3 key principles as set out by the Chair of Policy and Resources at Court. These are:
 - Our staff safety is paramount
 - Our workplaces are Covid secure
 - Our new flexible ways of working are embedded.

Current Position

2. Top actions the Corporation has taken to provide returning workers with confidence that their workplace is Covid-19 safe by introducing the following workplace standards;
 - Enhanced office cleaning
 - Reduced capacity due to social distancing requirements
 - Redesigned workspaces to support social distance guidelines
 - Improved air quality – the mechanical ventilation has been set to ensure adequate fresh air to North and West wing office buildings is delivered.
 - Clear Desks
 - Assigned Desk Booking and contact track and tracing App.
3. The Corporation now has a unique opportunity to consider how the next normal can continue to support the new ways of working that we have all followed during the Covid-19 pandemic and support the new Target Operating Model (TOM).
4. The vision of the TOM is an organisation that is efficient, agile and better joined up. Improved ways of working and offering flexible workspace can be critical ingredients to meet these aims by helping to foster better collaboration and reduce organisational drag (the collection of institutional factors that slow things down, decrease output, and drain people's energy).
5. For example, open planned seating areas and “collaboration spaces” are tools that can help remove silos and make it easier for teams to informally collaborate and strengthen relationships. Better working relationships and closer collaboration from the start, help departments and individuals understand where they fit into the whole corporation and how they can have the most impact, without the necessity to always be present in the workplace. This also results in increased organisational knowledge which can inform process improvements and generate opportunistic innovations.
6. Technology has made advancements that would be unimaginable when the Corporation was first established. There has been some good progress made during 2020 for creating an improved and inclusive digital environment supporting new ways of working for Staff, Customers and Members. Some examples are detailed below:
 - a. **Firmstep Forms** – The IT Development Team have continued to manage a development pipeline of forms and workflow requests to facilitate more online services and digital ways of working. This year they have received over 15k form submissions and taken over £5.21m in online and telephone payments using the forms. Highlights include the Test and Trace Support Payment Scheme, new Online Licensing Forms, Hampstead Heath Swimming Season Ticket application and Open Spaces Online Donation Form.
 - b. **Microsoft Teams** – Teams has been the major technology success story this year, facilitating thousands of meetings and webinars across the organisation. Although the product was only launched by the Corporation in 2019, the use

of Teams has increased significantly in 2020 with over 80% staff now using the product on a regular basis.

- c. **Teams Telephony** – The additional Microsoft Teams functionality allows staff to make and receive telephone calls using the Teams application on their laptop or mobile device. This has enabled services to operate remotely and flexibly, removing the need for staff to attend Guildhall during lockdown periods or be constrained by their work location.
 - d. **Teams Meeting Rooms** – Audio visual equipment has been installed to over 25 corporate meeting rooms and private offices. These facilitate a more flexible meeting approach, with hybrid meetings consisting of staff based at Guildhall and staff working remotely.
 - e. **Virtual Committee Meetings** – All Committee Meetings are now delivered virtually through Microsoft Teams and streamed to the Corporation's YouTube Channel allowing access to members of the public. The IT Division have worked with Committee Services to support Members throughout this period and exploit new features such as the 'Raise Hand' feature and the Microsoft Forms integration which is now being used to streamline voting in meetings.
 - f. **Automated desk booking system** – to support the COVID changes to office working and preparing the ground for allocated desking in the future, a new booking app for desks was introduced available on laptops and mobile devices.
 - g. **Automated device set up** – IT have introduced Microsoft tools and new contractual arrangements that enable devices to be built by suppliers on our behalf and shipped direct to the customer which cuts down the device build and shipping time by 4-5 days.
7. These advancements can and must be leveraged to meet the current challenges the organisation faces. The most recent employee survey shows that the shift to more homeworking has been welcomed by many colleagues. One benefit of remote working that will contribute to the TOM's vision of an agile organisation, is the ability to quickly meet with colleagues based across different sites. Whilst this is not a substitute for in-person relationship building, it does offer a practical advantage of setting up discussions quickly and contributes to speeding up slow processes.

Proposals

- 8. We know a large proportion (70% to 80+%) of Corporation staff are favouring greater flexibility at work and there is overall support for a split working model (split between remote and office work).
- 9. Proposal 1 – continue working with the Hybrid workplace model, that will support;
 - a. Presenteeism challenges – New ways of working may make presenteeism and its underlying conditions harder to spot and deal with. Supporting the Hybrid workplace model will empower staff and give them the choice to work in various locations, home, office, satellite office, café etc. This in turn

- will provide the balance of increased flexibility and autonomy with better time management, job security and engagement.
 - b. The office as a place to connect and collaborate.
 - c. Member Hybrid meeting arrangements that have been introduced to allow some Members to meet physically at Guildhall and “attend” formal committee meetings.
10. Proposal 2 – The City Surveyor will establish and lead a new Workplace Steering Group formed of City Surveyor, HR, IT and Finance officers. The main purpose of the group being to plan and communicate how the next normal can continue to; prepare the Corporation for;
- a. A post Covid-19 workplace and the longer term financial implications to make the office a destination of choice.
 - b. The Target Operating Model and help to embed positive culture change.
 - c. The introduction of the Corporate Property Asset Management Strategy (approved in December by Finance Committee) to better utilise our assets and release those where they are under-utilised or entirely surplus.
 - d. The Guildhall Masterplan, offering flexible workspace for an agile workforce and creating an exemplar sustainable building reducing our estimated annual carbon emissions to circa 750 tonnes per year. (currently 38,000 tonnes)

Corporate & Strategic Implications

- **Strategic implications** – The New Normal ways of working will support the TOM and the Corporate Property Asset Management Strategy that seeks to further improve the efficiency and sustainability of operational assets to deliver an efficient, agile and joined up organisation. Improved ways of working and maximising traditional office space will be critical ingredients to meet these aims by helping to foster better collaboration and reduce organisational drag.
- **People implications** – HR consider it is too early to formalise any future working patterns while the workplace landscape remains unclear due to the ongoing Covid-19 pandemic. In the meantime, HR colleagues are developing and supporting our capacity to work virtually and anticipate that future working patterns, will where possible, include more virtual working. Training methods are being transferred as much as possible to virtual training platforms.
- **Financial implications** - The short term costs associated with adapting Guildhall for the return of staff has to date been absorbed by the City Surveyor’s local risk budget, and has in part been helped by the reduction in other costs such as lower energy consumption. Longer term financial implications are yet to be assessed.
- **Equalities implications** – Giving employees more flexibility in choosing when and where they work can increase gender equality via two pathways. First, research has long established that remote work can help mothers better balance their work and family responsibilities, which makes them less likely to sacrifice one for the other. Second, data collected during the pandemic suggests that working from home may also make the father more involved. More couples share family responsibilities more equally now than they did before the pandemic.
- The new Workplace Steering Group will continue to ensure that these proposals comply with our public Sector Equality Duty 2010.

Conclusion

11. For decades, the office has been the default location for knowledge, collaborating and the place to work. The future of work and ways of working has now become complex with multi-faceted issues.
12. To support new normal working practices and make the office a destination of choice, will require aligning **people** (culture and behaviour), **workspace** (for a future agile workforce) and a robust **technology** backbone with a suite of digital tools to enable the work to be done in a variety of settings. The pandemic has provided a unique opportunity and stepping stone to accelerate change for the Corporation.

Appendix 1 - From Desk Office to Destination Office

Dorian Price

Guildhall Manager, City Surveyor Department

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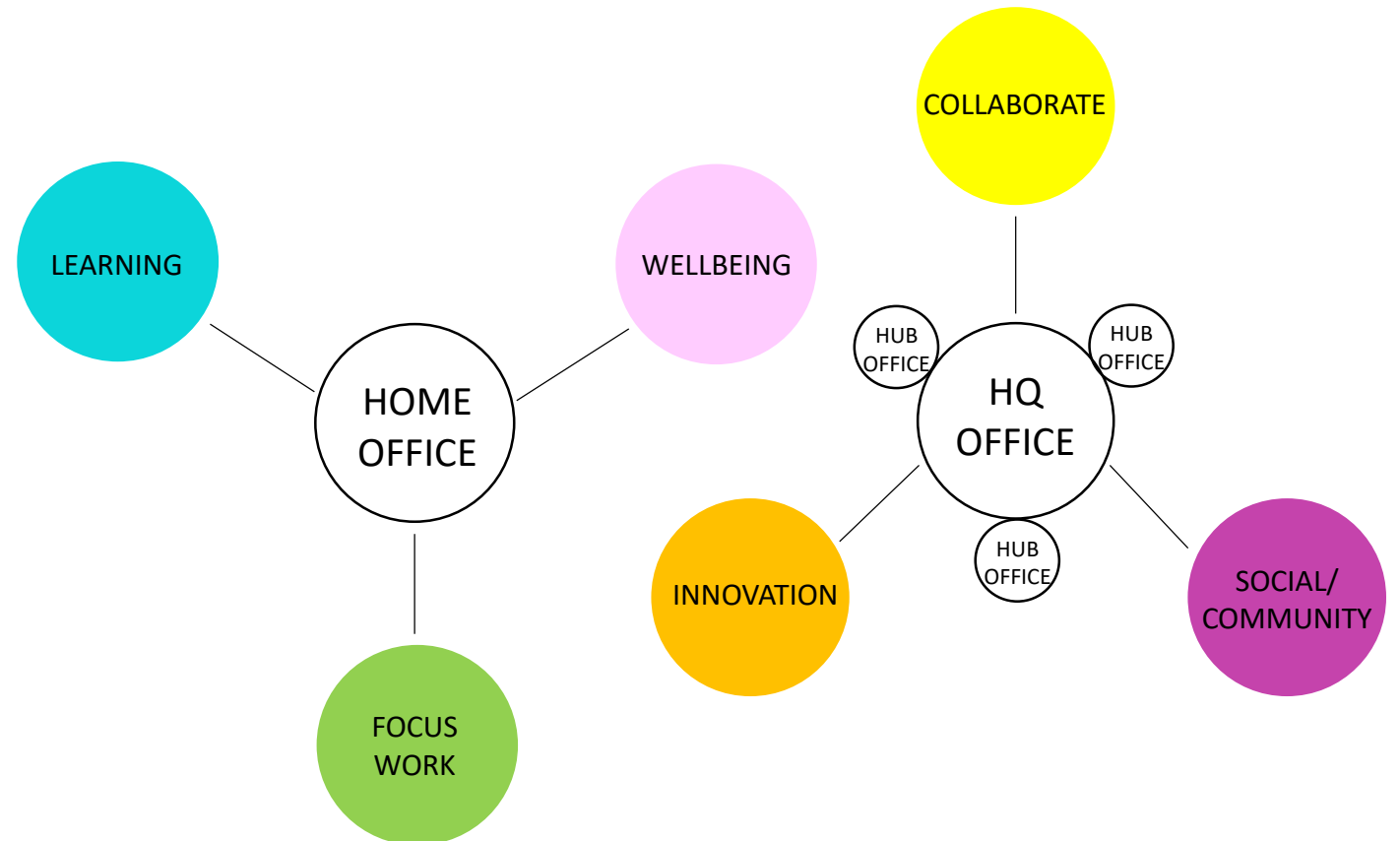
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From Desk Office to Destination Office

Pre-COVID



Post COVID



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Committee	Dated:
Efficiency and Performance Sub Committee Digital Services Sub-Committee	26 February 2021 26 March 2021
Subject: An IT and Digital Roadmap for more Efficient Ways of Working	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2,9 and 10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	Estimated £4m
What is the source of Funding?	Capital Bid
Has this Funding Source been agreed with the Chamberlain's Department?	Y (Partially 21-22)
Report of: Chamberlain	For Information
Report author: Sean Green	

Summary

Following on from the September 2020 report of City Surveyor, Chamberlain (IT), and Town Clerk (HR); 'Guildhall Complex – Road Map for Return to the Office report', the purpose of this report is provide a deep dive on the opportunities that the new IT and Digital roadmap provides to organisation for more efficient ways of working in the near future.

To further support the delivery of all workstreams, the City Surveyor has established and is leading a new Workplace Steering Group formed of City Surveyor, HR, IT, Corporate Strategy & Performance and Finance officers.

Members will receive updates on the IT and Digital Programme of work at the Digital Services Sub-Committee.

Recommendations

Members are asked to note:

- the proposal to roll out new digital and technology solutions to support the Digital Services Strategy to deliver an organisation that is efficient, agile and better joined up;
- further reports will be provided as proposals are developed by the IT Division and the new Workplace Steering Group;
- that moving to digital organisational and delivery models potentially offers significant scope to drive out efficiency savings and increased value for money. One example is that of remote working which has accelerated the thinking and options now available for how we use our offices.

Main Report

Background

1. The year 2020, more than ever before, has elevated the importance of providing resilient services and working practices delivered through digital means, rather than paper based or location dependant processes. The organisation's investment in IT infrastructure and cloud-based services has paid dividends during the last 12 months.
2. This paper details the digitally enabled roadmap to enable further efficiencies in CoL.

Current Position

3. The Corporation now has a unique opportunity to consider how the next normal can continue to support the post pandemic new ways of working.
4. The COVID-19 Crisis has shone a spotlight on the **Digital and IT capabilities** for organisations across the board – international information and consulting group Gartner, inc, found that:
 - Those that had **invested** and executed their digital strategies wisely have **fared better**;
 - It brought to light **significant 'cracks'** in operating models from weak investment, legacy technology, technical debt, poorly executed digital strategy, weak management buy-in and cultural barriers.

Digital Roadmap and Opportunities

5. Going forward IT will:
 - Improve the IT Resilience of the organisation to allow us to work differently and enhance the stability and business continuity capabilities;
 - Provide office automation that provides efficiency savings and enables continued remote working;
 - Enable customers to access more of our services digitally 24x7.
6. There are many technologies that CoL are already investing in and that are on the Digital Services Strategic roadmap for the next 3 years that will enable smarter ways of working and providing our services. These are now summarised.
7. **Office Automation and Virtual Assistants** – Process automation will remove the need for a significant number of repetitive and administrative tasks and back office staff with other areas of the operation such as reception desks security personnel, contact centres and personal assistants all being replaced by integrated systems and virtual assistants (sometimes called chatbots).

8. **Sensors** – Sensors will be deployed around our office to manage intelligent building management systems, determining spaces available in a building, checking staff and visitors in and out of the office, helping us with preventative maintenance. There are many and varied applications. They are already being used in the City with an application linked to disabled parking bays.
9. **Artificial Intelligence (AI) and Machine Learning** – These are tools that will learn how to carry out roles that may today be carried out by professionals such as accountants, lawyers, IT experts. The software is built on rules and can learn roles through scenarios and experience.
10. **Data Analytics** - The combination of sensors and data are improving decision making in areas such as traffic management, tracking air pollution and making more efficient use of infrastructure such as streetlights, alerts on bridges and insights into road and pavement changes.

Wider Financial Benefits of the Digital Roadmap

11. The technologies described above will be critical to enabling the organisation to continue to provide a great service to our customers as we streamline our staffing model. Financial benefits will be enabled through the following.
 - Reducing Operational Costs - Automation software is a better and more intelligent approach to cost containment and reduction. The greatest opportunity is to increase service to the customer while systematically reducing costs. With our staff costs being the most significant the reduction in staff over time with automation of tasks ensures we reduce costs without the reduction in services;
 - Reduction in Running costs – The use of digital solutions and digital infrastructure provides the organisation with more flexible options for office configuration and reducing our physical footprint with less office space being required for the organisation;
 - Increasing Productivity - Office automation enables work to be completed at unsocial hours and 24x7. Automating mundane tasks such as post management ensures more accuracy and staff savings. These savings can be reflected in staff providing more meaningful and added value work or in reducing staff numbers without consequential impacts on service;
 - Optimizing Performance - Every organisation would like to have their enterprise perform to its optimum maturity reducing wastage, duplication and multiple handing of customer information. Automation brings a level of efficiency and effectiveness that improves service and saves money for example the recommended project on integrated self-service forms which leads to more process automation internally and externally.

With the estimated capital spend, it is important to ensure there is a clear focus on benefits realisation to drive out the potential efficiencies. Just as

important is staff training and development to deliver changes to ways of working.

The Digital Personas in Appendix 2 illustrates how the digital roadmap will impact a range of stakeholders who interact with CoL.

Corporate & Strategic Implications

12. Strategic implications – the following Corporate outcomes
 - a. Outcome 2 – sensors deployed around the city will provide insight on air quality and traffic in city. Sensors in homes will allow preventative maintenance on social housing and help frail adults to stay in their homes for longer with support from social services.
 - b. Outcome 9 – The new digital infrastructure, insight and solutions will enable the delivery of a digitally well-connected city.
 - c. Outcome 10 – Enabling new ways of working and different office layouts will inspire enterprise excellence, creativity and collaboration.
13. Resource implications – HR consider it is too early to formalise any future working patterns while the workplace landscape remains unclear due to the ongoing Covid-19 pandemic. In the meantime, HR colleagues are developing and supporting our capacity to work virtually and anticipate that future working patterns will, where possible, include more virtual working and training.
14. Financial implications - The capital programme (subject to project governance) will fund investments, supported by invest to save business cases that enable revenue savings. As an example, according to Gartner, Inc, Finance departments can save their teams up to 25,000 hours of avoidable rework caused by human errors by deploying robotic process automation (RPA) in their financial reporting processes (Note: the benefits for CoL finance would need further work based on the size of the team and volume of transactions). Some examples that illustrate potential financial savings can be found here:
https://transformationnetwork.co.uk/wp-content/uploads/2019/02/Top-10-Robotics-Use-Cases-for-Local-Gov_UIPath-V5.pdf
15. Equalities implications – Giving employees more flexibility in choosing when and where they work can increase gender equality, via two pathways. First, research has long established that remote work can help parents better balance their work and family responsibilities, which makes them less likely to sacrifice one for the other. Second, data collected during the pandemic suggests that working from home may also make both parents more involved.
16. Climate Implications – The use of sensors across the City will help monitor and improve the carbon footprint from vehicle traffic. The use of sensors in our buildings will help us implement intelligent business management systems to control lighting, heat, air conditioning and preventative maintenance.

17. Security Implications – The use of Artificial Intelligence and Machine Learning will automate the altering of security attacks or suspicious activity attacking our IT security defences implementing preventative counter measures 24x7.
18. Risk – Business cases for the investment in the digital solutions provided may not provide the return and benefits expected if ways of working do not change and the resulting efficiencies are not realised.

Conclusion

19. There are significant financial and cultural challenges facing CoL in the next few years resulting from the TOM and the broader landscape of the City as detailed in the report produced last year 'London Recharged: Our Vision for London in 2025'.
<https://www.cityoflondon.gov.uk/supporting-businesses/economic-research/research-publications/london-recharged>
20. There is a compelling set of digital technologies and tools that will enable and support CoL to meet these challenges and new ones unknown.

Appendix 1 – Digital Services Roadmap

Appendix 2 – Digital Personas

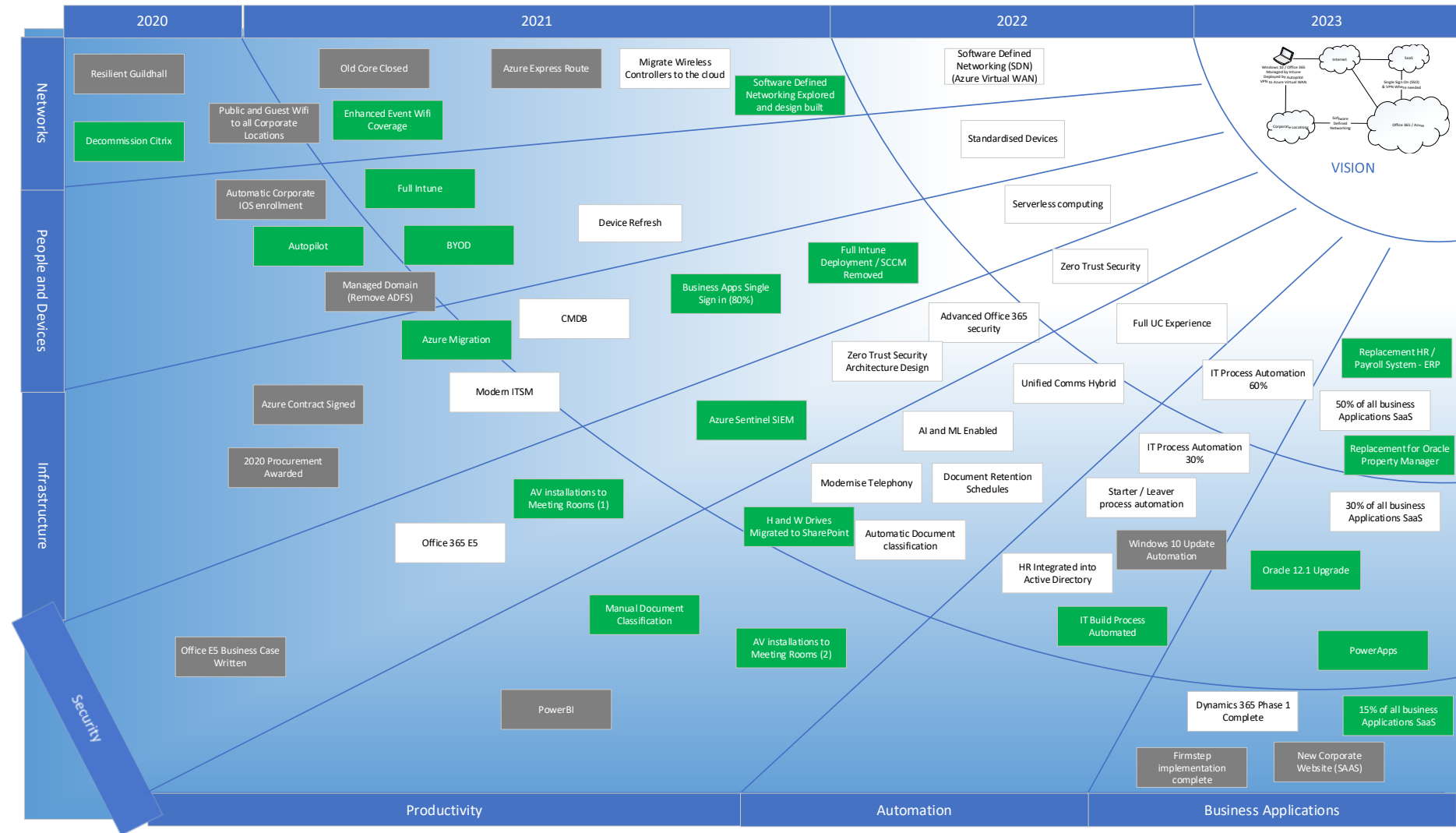
Sean Green

IT Director

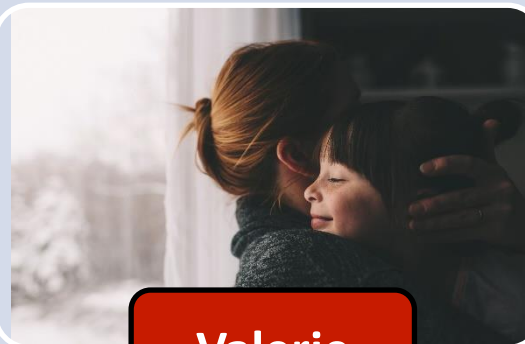
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Appendix 1 – Digital Services Roadmap



Appendix 2 – Digital Personas



Valerie

Estate Resident - making the most of living in Golden Lane

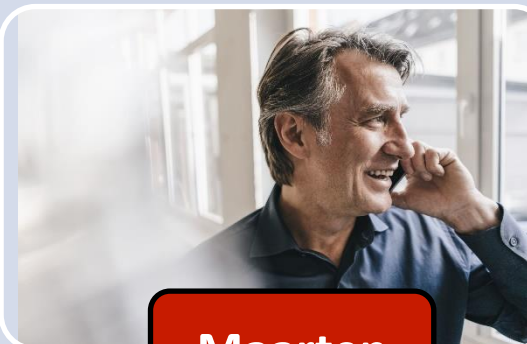
- CoL's **Engagement** with my community as a group and as individuals has helped us understand, shape and take part in much-needed local change
- As a foster mum, I try to make a positive change in the lives of the children in my care, helped by CoL's **Co-ordination** of the support I need from various parties
- CoL's **Reach** means I get timely contact, on-screen and in-person, with people who care and are equipped to help both practically and emotionally



Joseph

Delicatessen Owner - building a business in Eastcheap

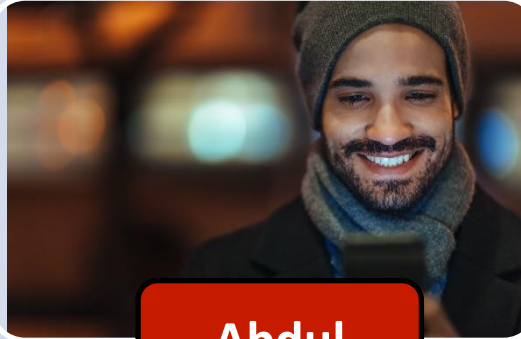
- CoL's **Co-ordination** of information, inputs and approvals lets me self-serve for most of my CoL needs, while their **Reach** lets me do that when it suits me
- While I compete with other businesses in my area, CoL has made collective **Engagement** easier for us so that we can deal with common issues together
- CoL helps me develop my business by sharing easily-digestible **Insight** into the local impact of demographics, economy, technology, etc.



Maarten

Global Law Firm Partner - might keep major office in Broadgate

- Proactive **Engagement** by CoL is persuading my firm to retain a major presence in the City to serve EU clients despite Brexit
- We are impressed by CoL's world-class business services and regulation, which show levels of **Co-ordination** and **Insight** that bode well for the future
- While deciding whether to keep the City as a key office location, we have been able to access CoL experts and decision-makers as needed thanks to their **Reach**



Abdul

Corporation Frontline Officer - finding a good work-life balance

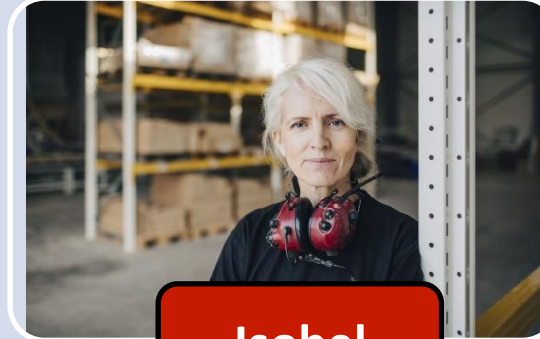
- The **Reach** of easy video calling and text chat keeps me feeling close to my team when we are working physically apart
- **Automation** frees me from routine tasks that used to take up so much of my time while using so few of my skills
- I make the most of visits to customers by using **Co-ordination** tools to be an ambassador and instigator for all the services relevant to them
- **Insight** and **Engagement** let me identify ways to improve services and myself and track progress in both



Cathy

Corporation Manager - getting the right results from everyone

- Our mutual **Reach** means that I can get my staff out of the office more to be productive in the field or at home
- The performance **Insight** I get from business intelligence dashboards allows me to focus my improvement efforts where they are most needed
- **Co-ordination** tools allow me to get more value for money from disparate service providers working together, e.g. staff, partners, commercial suppliers
- As a leader, **Engagement** tools help me listen to, inspire and support people



Isobel

Corporation Member - shaping and sharing the big picture

- **Engagement** tools help me to grasp my constituents' concerns better and to let them know what I am doing for them
- The **Insight** I get on CoL spending, progress and value for money helps me challenge and support initiatives better
- My **Reach** via videoconferencing and documents shared online allows me to participate effectively in committee meetings from wherever I am
- **Co-ordination** with others on reports, cases, etc. before and after meetings makes the most of my time in meetings

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