



## Efficiency and Performance Sub (Finance) Committee

**Date:** FRIDAY, 16 JULY 2021

**Time:** 10.30 am

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

**Members:**

Deputy Jamie Ingham Clark (Chairman)	James de Sausmarez
Jeremy Mayhew (Deputy Chairman)	Alderman Emma Edhem
Randall Anderson	Deputy Clare James, Farringdon Within South Side
Deputy Roger Chadwick	Paul Martinelli
Henry Colthurst	Deputy Philip Woodhouse

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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/jH48FqzgSS8>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Chamberlain after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available on line via the City Corporation's webpages.

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 16<sup>th</sup> June 2021.

**For Decision**  
(Pages 5 - 8)

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

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

6. **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

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

To agree the non-public minutes of the meeting held on 16<sup>th</sup> June 2021.

**For Decision**  
(Pages 9 - 10)

8. **DEEP DIVE REPORT - CITY SURVEYOR'S DEPARTMENT**

Report of the City Surveyor.

**For Information**  
(Pages 11 - 30)

9. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
  
10. **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 June 2021

Draft Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held virtually on Wednesday, 16 June 2021 at 10.00 am

### Present

#### Members:

Deputy Jamie Ingham Clark (Chairman)  
Jeremy Mayhew (Deputy Chairman)  
Randall Anderson  
Deputy Roger Chadwick  
Henry Colthurst  
James de Sausmarez  
Alderman Emma Edhem  
Deputy Clare James  
Paul Martinelli

#### Officers:

John Cater	- Committee Clerk
Caroline Al-Beyerty	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor
Polly Dunn	- Town Clerk's Department
Aqib Hussain	- Chamberlain's Department
Nick Senior	- Comptroller and City Solicitor's Department
Sonia Virdee	- Chamberlain's Department

#### 1. APOLOGIES

An apology was received from Deputy Philip Woodhouse.

#### 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 30<sup>th</sup> March 2021 be agreed as an accurate record.

#### 4. SECURING 'FLIGHTPATH' SAVINGS AND UNDERSTANDING SERVICE IMPACTS: 2021/22 PROGRESS

The Sub-Committee received a Joint Report of the Town Clerk and the Chamberlain concerning the Target Operating Model "flightpath" savings.

After the Chamberlain provided an overview, there followed a discussion and several points were made.

In response to a query, the Chamberlain, whilst recognising the initial TOM costs of £6.6m, stressed that this was a one-off sum; the key focus will be on scoping out the permanent savings as part of our delivering on the 12% overall target; achieving this savings target (approx. £15m per annum) is vital to set the Corporation's finances on a long term sustainable footing.

The Chamberlain reminded Members that the Fundamental Review savings was separate to the 12% savings target.

The Deputy Chairman remarked that the TOM work was core for the Sub-Committee over the upcoming year.

He added that the presentation in the Report could be sharper for future iterations; for instance, a barometer could be a useful illustrative device to indicate progress achieved and what still needs to be done.

Given that the savings targets have, ultimately, been set by the Town Clerk, the Deputy Chairman requested that the Town Clerk or a senior representative from the Town Clerk's team (e.g. the COO) be invited to attend future meetings of the Efficiency & Performance Sub-Committee when TOM related papers are considered. The Chairman asked the Committee clerk to liaise with the Town Clerk on this point.

In response to a query, the Chamberlain confirmed that officer-to-officer accountability was robust. Departmental proposals went through the (officer composed) Design Authority Board, the Chamberlain held regular meetings on progress with Chief Officers (and their senior teams) and the respective departmental Heads of Finance (and information was shared in a timely manner); in addition, the newly established Executive Board would be examining the departmental financial information as a part of their regular broad overview of the City's finances.

In response to a query, the Chamberlain stressed that achieving the savings would need careful consideration; for instance, top slicing could, ultimately, result in increases to the cost base for several departments. Fundamentally, we needed to adopt a nuanced approach that took account of the differing pressures across different departments. It was also vital to not fall into the trap of cost shunting.

The Chamberlain and the Chairman reiterated that the Efficiency & Performance Sub-Committee and the Resource Allocation Sub-Committee had major roles to play in ensuring Members were aware and involved in this process over the coming year.

The Chairman thanked Members for their very useful contributions and looked forward to future updates on this critical area.

**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 were no items of urgent business.
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 30<sup>th</sup> March 2021 be agreed as an accurate record.
9. **DEEP DIVE REPORT FOR COMPTROLLER**  
The Sub-Committee received a Report of the Comptroller & City Solicitor.
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 no other business.

**The meeting ended at 11.20 am**

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Chairman

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

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of the Local Government Act 1972.

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