

**EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE**  
**Friday, 26 February 2021**

Draft Minutes of the meeting of the Efficiency and Performance Sub (Finance)  
Committee held virtually on Friday, 26 February 2021 at 1.45 pm

**Present**

**Members:**

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

**Members invited by the Chairman:**

Vivienne Littlechild  
Graham Packham  
Tom Sleigh

**Officers:**

John Cater	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Chamberlain's Department
Kate Smith	- Town Clerk's Department
Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Lynne Williams	- Principal, Guildhall School of Music and Drama
Sandeep Dwesar	- Barbican Centre
Niki Cornwell	- Barbican Centre/GSMD
Graeme Hood	- GSMD
Jonathan Vaughan	- GSMD
Paul Wilkinson	- City Surveyor
Peter Young	- City Surveyor's Department
Dorian Price	- City Surveyor's Department
Sean Green	- Chamberlain's Department
Jaime Rose	- Town Clerk's Department
Hayley Hajduczek	- Town Clerk's Department
Gemma Stokley	- Town Clerk's Department

**1. APOLOGIES**

Apologies were received from Clare James.

**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 27<sup>th</sup> November 2020 be agreed as an accurate record.

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**

**RESOLVED** - That the public minutes of the joint meeting of the Efficiency & Performance Sub-Committee and the Resource Allocation Sub-Committee held on 21<sup>st</sup> January 2021 be agreed as an accurate record.

5. **SECURING 'FLIGHTPATH' SAVINGS AND UNDERSTANDING SERVICE IMPACTS - THE ROLE FOR EFFICIENCY & PERFORMANCE SUB-COMMITTEE**

The Sub-Committee received a joint Report of the Town Clerk and the Chamberlain concerning "flightpath" savings.

The Chairman opened the discussion: whilst recognising that the recent Member-officer bilateral meetings had been constructive, he expressed his concern that we had yet to shift the dial when it came to Members understanding and appreciating their principal role; namely, not to lobby for more money, but to ensure that, the money allocated to their respective areas was spent efficiently and effectively.

The Chamberlain highlighted that there were ongoing concerns about achieving the savings targets and it would be surprising if we avoided further turbulence as the 2021/22 FY unfolded. The Chairman emphasised that whilst achieving the savings targets were vital, he recognised that it would present a significant challenge and that overcoming obstacles would be a-fact-of-life in short-to-medium term. Given the key role the savings will play in getting the Corporation back to a sustainable position, he and the Committee stood ready to support the Chamberlain and the Town Clerk, if, and when, they face pushback from either departments or other Members.

The Head of Corporate Strategy & Performance stressed that her team worked in partnership with departmental business planners; the aim was always to work in tandem with the respective department to bring the best possible information to Members so that they could make informed decisions for the benefit of the department and the Corporation more widely.

She highlighted that our ability to track financial performance and KPIs had matured in recent years; alongside the appointment of a new COO with a remit for driving further efficiencies, she would provide a step-change when it came to departments delivering to targets.

The Chairman welcomed these comments: he pointed out that, whilst we should continue to ensure that the targets and tracking were robust and transparent, given that the Corporation was far from a one-size-fits-all,

homogenous entity, expecting across-the-board consistency across all departments and the rest of the Corporation family was unrealistic; thus, we should avoid “allowing the excellent to be the enemy of the good”, and recognise that, perfectly logically, some departments/institutions will need to take different approaches.

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

6. **GUILDHALL - NEW WAYS OF WORKING UPDATE**

This item was deferred.

7. **AN IT AND DIGITAL ROADMAP FOR MORE EFFICIENT WAYS OF WORKING**

This item was deferred.

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**

There were no items of urgent business.

10. **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.

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

**RESOLVED** - That the non-public minutes of the meeting held on 27<sup>th</sup> November 2020 be agreed as an accurate record.

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**

**RESOLVED** - That the non-public minutes of the joint meeting of the Efficiency & Performance Sub-Committee and the Resource Allocation Sub-Committee held on 21<sup>st</sup> January 2021 be agreed as an accurate record.

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

The Sub-Committee received a Report of the Managing Director, Barbican Centre, which outlined the current financial position of the Barbican Centre, together with its approach in managing the 2021/22 budget.

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

The Sub-Committee received a Report of the Principal, Guildhall School of Music & Drama concerning the progress of the development of the Guildhall School of Music & Drama’s Business Recovery Plan.

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

There were no questions.

**16. 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 3.45 pm**

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Chairman

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