Public Document Pack

Efficiency and Performance Sub (Finance) Committee

Date: **WEDNESDAY, 4 MARCH 2015**

Time: **1.45 pm**

Venue: **COMMITTEE ROOMS - WEST WING, GUILDHALL**

7. **SERVICE BASED REVIEW ROADMAP**

For Information
(Pages 1 - 10)

8. **COLLABORATION AND SHARED SERVICES: CITY CORPORATION AND CITY POLICE**

For Information
(Pages 11 - 18)

Items received too late for circulation in conjunction with the Agenda.

John Barradell
Town Clerk and Chief Executive

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Committee:	**Dated:**
Efficiency and Performance Sub Committee	4 March 2015
Subject: Service Based Review Roadmap	**Public**
Report of: Deputy Town Clerk	**For Information**

Summary

Under its terms of reference, the Efficiency and Performance Sub Committee is responsible for overseeing and monitoring the agreed programme of work arising from the Service Based Review.

This report presents the Sub Committee with the latest update in respect of the agreed Service Based Review projects and cross-cutting reviews in the format of the Service Based Review Roadmap (Appendix 1). Changes since the last meeting are reported against each of the projects in the main body of the report.

Of the 14 projects currently being tracked by this Roadmap, nine are rated as 'green', five as 'amber', and none as 'red'. At the last meeting eleven projects were rated as 'green' and three as 'amber'. Those that have changed rating are as follows:

Project	**from …**	**to …**
Income Generation	Green	Amber
Effectiveness of Hospitality	Green	Amber

Income Generation has changed status as initial discussions identified the need to amend the scope of the review and secure additional resources to support the project sponsor. Effectiveness of Hospitality has changes status as the Opportunity Outline has yet to be finalised.

Further updates will be provided at every meeting of the Sub Committee.

Recommendation

Members are asked to note the report.

Main Report

Background

1. Members agreed at the last meeting to receive an update report at every meeting showing progress on the delivery of Service Based Review projects and programmes, including any actions to address problems identified.

2. Progress is reported on a “Roadmap”, attached as Appendix 1. This is in a common format, developed by the Corporate Programme Delivery Unit, who also work with Chief Officers to ensure that projects and programmes are delivered.

3. At officer level, progress is reported monthly to the Service Based Review Steering Group, chaired by the Chamberlain, and the Chief Officer Summit Group, chaired by the Town Clerk.

Departmental Budget Reductions

4. Since the last meeting of the Sub Committee, all Heads of Finance have been circulated with standard monitoring sheets, on which to record the departmental budget reductions agreed by Service Committees, and any variations. These variations will then be submitted through the Chamberlain to the Service Based Steering Group for approval.

5. As agreed at the last meeting, a Service Based Review Budgetary Monitoring report will be submitted quarterly, starting with the first quarter of financial year 2015/16. This will include any significant variations from the approved budget reductions, along with summary information on the progress made by every Chief Officer.

Service Based Review Roadmap

6. The Service Based Review Roadmap at Appendix 1 to this report lists all of the cross-cutting reviews agreed by the Policy and Resources Committee in September 2014, together with other work arising from the Service Based Review Challenge Meetings, or requested by the Policy and Resources Committee. It records the key activities for each of the projects over the period from September 2014 to September 2015. Appendix 2 contains an outline of each of the reviews reported on the Roadmap.

7. Opportunity Outlines are required for each review, to include key details of the project such as: the case for change; outcomes to be achieved; recommended approach to delivery; resources and support required; how benefits will be measured, and the risks of proceeding or not proceeding.

8. Further information will be added as Opportunity Outlines for every project are approved by the Summit Group, and monitoring reports are completed by the

lead officers. Since the last report, the formatting of the key activity section of the Roadmap has been amended, with completed actions now shaded green.

9. The definitions for status and direction of travel are as follows:

Project is in a critical state, guaranteed to go, or has gone, beyond agreed tolerances

Project is slipping, has slipped, or is about to slip within agreed tolerances

Project is on track

Milestone

Project is in a controlled state

Positive direction of travel (e.g. from Amber to Green)

Negative direction of travel (e.g. from Amber to Red)

Project Closed (in RAG column)

Detailed Commentary – Changes since the last report

10. Strategic Asset Management. No changes since the last report.

11. Strategic Review of Operational Properties. A paper on this review was presented to the Resource Allocation Sub Committee on 22 January, concerning the governance responsibilities associated with the review and the allocation of resources to support service delivery. The Sub Committee agreed to take on a more formal role by:
    - Considering the allocation of operational property resources for service delivery, following Corporate Asset Sub Committee's consideration of effective use; and
    - Becoming the reporting and oversight body for the review of Operational Properties.
12. A further report will be presented to the Resource Allocation Sub Committee in March.

13. Facilities Management. The Opportunity Outline for this project is being presented to the Summit Group on 23 February for approval, following which further information can be entered onto the Roadmap.

14. Project Management. The Opportunity Outline for this project has yet to be drafted, as further discussions are taking place on the scope and resourcing of the project.

15. Procuring and Managing Services. The Opportunity Outline for this project has been agreed by the Service Based Review Steering Group and the Summit

Group, and further meetings are taking place to agree the key milestones and governance arrangements.

16. Income Generation. This project has slipped from “green” to “amber” as initial discussions identified the need to amend the scope of the review and secure additional resources to support the project sponsor.

17. Grants. This project is still rated as ‘amber’ because preparation of final report has been delayed due to unanticipated difficulties in gathering consistent detailed information about grants, donations and other payments to external organisations.

18. Effectiveness of Hospitality. The Opportunity Outline for this project has yet to be finalised, and as a result, the RAG rating for this review has been amended to “amber”.

19. Independent Schools. A meeting has been held with the Head Teacher and Bursar of the City of London School for Girls, and a report will be prepared for their Board of Governors mapping the School’s activity against the Education Strategy. The Chairman of the Board of Governors has been informed of this approach. Meetings are being arranged with the other Head Teachers.

20. Charitable Funding. Applications from the three areas for funding are currently being prepared for consideration by the City Bridge Trust. This project is rated as ‘amber’ because any bids would need to be tested for eligibility for funding under the charity’s objectives, and would be competing on merit against other bids for funding in the usual manner. The direction of travel is shown as negative, as it is likely that at least one of the applications will not be ready for consideration until after the recess.

21. Remodelling Libraries. No changes since the last report.

22. Barbican Centre. A further meeting of the Steering Group for this review will be held in March, following which the Roadmap will be updated.

23. Public Conveniences and Highways Maintenance. No changes since the last report – both of these will be tracked via the departmental roadmap.

Conclusion

24. The Corporate Programme Delivery Unit has commenced monitoring and reporting of the Service Based Review cross-cutting reviews and associated projects. This will include reporting to every meeting of the Sub Committee.
25. Of the 14 projects currently being tracked by this Roadmap, nine are rated as ‘green’, five as ‘amber’, and none as ‘red’.
26. An emerging issue in respect of the cross-cutting reviews is that of resources, and officers have discussed the need to direct some additional external resource to support some projects within the overall programme.

27. An overall summary report on the Service Based Review savings proposals will be presented to the Policy and Resources Committee in March.

Appendices

- Appendix 1 – Service Based Review Roadmap
- Appendix 2 – Outline of cross-cutting reviews

Background Papers

Oversight of Corporate Programmes – report to Efficiency and Performance Sub Committee, 10 September 2014

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Service Based Reviews Roadmap

Programme / Project Last updated February 2015	2014 Sep	Oct	Nov	Dec	Jan	Feb	Mar	2015 Apr	May	Jun	Jul	Aug	Sep	RAG
Cross Cutting														
Strategic Asset Management *Sponsor: Susan Attard*	• Draft opportunity outline to be presented to SBR Steering Group			• Opportunity Outline to be presented to summit group		• Workshops to commence								
>> Strategic Review of Operational Properties *Lead: Caroline Al-Beyerty, Peter Bennett*		• Resources identified		• Draft opportunity outline to be presented to SBR Steering Group	• Opportunity Outline to be presented to summit group	• To agree Governance, milestones and establish project	• Report to March RA Sub to agree methodology	• Workshops - April/May		• Update to Summit Group				
>> Facilities Management *Sponsor: Susan Attard* *Lead: David Smith*		• Draft opportunity outline to be presented to SBR Steering Group			• Opportunity Outline to be presented to summit group	• To agree Governance, milestones and establish project								
>> Project Management *Sponsor: Peter Bennett*			• Further discussion to take place to agree scope and membership for this proposal.		• Opportunity Outline to be presented to SBR Steering Group		• No OO yet received, meetings ongoing with CB, CAB & PB							
>> Procuring and Managing Services *Sponsor: Michael Cogher* *Lead: Suzanne Jones*		• Sponsors and business leads identified		• Draft opportunity outline to be presented to SBR Steering Group	• Opportunity Outline to be presented to summit group		• Agreed at Summit & SBR - Mtgs to establish governance, milestones &establish project							
Income Generation *Sponsor: Peter Kane* *Lead: Leo Thompson / Sue Baxter*		• Draft opportunity outline (OO) to be presented to SBR Steering Group		• Initial OO received	• Revised OO expected at SBR Steering Group	• OO presented to Summit Group		• Chamberlain and project leads to meet						
Grants *Sponsor: Susan Attard* *Lead: Sue Baxter*			• Substantive research, background work to be completed by end December 2014	• Recommendations are reviewed and considered by SBR Steering Group and Summit Group		• First draft of final report to steering group for comment		• Final recommendations to be presented to relevant Committees (including Resource Allocation Sub)						
Effectiveness of Hospitality *Sponsor: Paul Double* *Lead: Nigel Lefton*				• Framework to be agreed end of Jan			• Opportunity Outline to be presented to SBR & Summit group		• Recommendations to be presented to Hospitality Working Party					
Independent Schools – *fees, bursaries, scholarships* *Lead: Peter Lisley*		• Appendix 4 of full SBR report to P & R inc benchmarks for tuition fees, bursaries & scholarships		• Education Board received a report detailing education - related activities funded by COL		• Preliminary discussions with Head Teachers on City support and links to Education Strategy			• Girls School to produce a report mapping activity against Education Strategy					
Charitable Funding *Lead: David Farnsworth*					• Applications for funding prepared for submission to City Bridge Trust				• Anticipate decision in June				• Anticipate decision in September	

Continues on next page

Service Based Reviews Roadmap

Programme / Project Last updated February 2015	2014 Sep	Oct	Nov	Dec	Jan	Feb	2015 Mar	Apr	May	Jun	Jul	Aug	Sep	RAG
Departmental														
Remodelling Libraries *Sponsor: David Pearson / Ade Adetosoye* *Lead: Carol Boswarthack*		• Report agreed by Policy & Resources Committee • Principle of ongoing transformation to be pursued			• Draft OO received	• OO to SBR Steering Group	• Agreed & handed to department for delivery							
Barbican Centre *Sponsor: Nick Kenyon* *Lead: Leo Thompson*	• Full report circulated to Barbican Board		• Report agreed by Barbican Board		• Report received by Resource Allocation Sub Committee 22/1/15		• Mtgs to be arranged, indicative milestones to be agreed							
Public Conveniences *Lead: Philip Everett*			• Report agreed by Port Health & Environmental Services Committee • Full SBR savings amount agreed • Detailed proposals amended to retain up to 4 x APC originally suggested for closure				• Report agreed by PHES Ctty on 18/11 - project now moved to departmental roadmap							
Highways Maintenance *Lead: Philip Everett*		• Report agreed by Planning & Transportation Committee • No savings proposed		• Report presented to Policy & Resources Committee for information							• Further report to be presented Winter 2015			

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(P) Partnership Working

(T) Technology Led Project/Programme

Project is in a critical state, guaranteed to go, or has gone beyond agreed tolerances (financial, benefits, timescales, quality)

Project is slipping, has slipped or is about to slip within agreed tolerances

Project is on track

Milestone

Project is in a controlled state

Positive direction of travel

Negative direction of travel

Project Closed

Service Based Review:
Outline of cross-cutting reviews included on Service Based Review Roadmap

1. Strategic Asset Management. As part of the Service Based Review, a number of opportunities to mitigate cost and risk across the City Corporation's asset base have been identified. Due to the diversity, scope and complexity of the different suggestions, an overarching proposal has been created to ensure that the strategic aims are aligned across all the asset-related opportunity outlines. Where appropriate joint working will be utilised to achieve better outcomes overall.

   Beneath the overarching proposal sit four work streams:
   - Strategic Review of Operational Properties;
   - Procuring & Managing Services (All Contracts);
   - Project Management (All Project / Programme Management), and
   - Facilities Management

   Within the agreed Service Based Review proposals, total savings of £1.6M by 2018/19 have been agreed for these workstreams.

   The key issue to be addressed is that current arrangements for providing these services are inconsistent across the organisation. There is a lack of shared organisational understanding or consistency in the levels of service and how these are identified, delivered and measured, resulting in duplication of effort in some areas and a number of pinch points. Through these reviews, the opportunity to consolidate and rationalise, in order to deliver consistent and appropriately defined services in a more efficient and cost effective manner will be thoroughly tested.

2. Income Generation. The majority of the departmental proposals agreed by the Policy and Resource Committee in September 2014 relate to reducing costs, although several income generating proposals were put forward as part of this exercise. However, it was felt by Members that these proposals were not ambitious enough and that further opportunities should be explored. This review aims to identify both departmental and cross-cutting opportunities, such as promoting the city as a place to visit, and consequently increase income.

3. Grants. This review will examine the potential to improve the many different City Fund and City's Cash grant giving functions across the City Corporation to achieve better transparency and accountability, improved value for money, greater traction and administrative efficiencies.

4. Effectiveness of Hospitality. This review will comprise a thorough examination of all aspects of the City Corporation's hospitality activities. Hospitality linked to events takes place in numerous ways and in different departments; and this review will examine how such hospitality can be coordinated so far as possible to maximise efficiency and effectiveness, and to achieve effective sharing of best practice.

5. Independent Schools. This review will examine issues regarding fees, scholarships and bursaries at the three independent schools and will be conducted in consultation with School Heads and the governing bodies.

6. Remodelling Libraries. At the December 2014 meeting of the Policy and Resources Committee, Members received a report outlining transformation opportunities for the City Corporation's Library services. They agreed that the principle of ongoing transformation of the services should be pursued and that further work should take place on planning and costing a range of options relating to the City's Lending Libraries.

7. Charitable Funding. The report to the Policy and Resources Committee in September 2014 noted three service areas that are charitable in nature and might satisfy Bridge House Estates' charitable objectives. These could potentially be financed from the charity Bridge House Estates, in accordance with the policy and procedures agreed by the charity's sole corporate trustee, the City of London Corporation acting through the Court of Common Council, following appropriate consultation. Members agreed that further research should be undertaken by the Chief Grants Officer, in conjunction with the Chamberlain and the Comptroller and City Solicitor.

8. Barbican Centre. As part of the Service Based Review process, Adrian Ellis Associates (AEA) Consulting was commissioned to provide a review of the Barbican Centre's current operations and to identify areas in which there might be scope for improvements in efficiency and effectiveness. They also scrutinised and assessed the Centre's Service Based Review proposals. An implementation plan has been developed to encompass both the Service Based Review proposals and the AEA recommendations. Progress against the plan will be monitored through the standard Corporate Programme Delivery Unit processes, and reported to a separate Steering Group which has been established, and includes the Chamberlain, the Managing Director and the Deputy Town Clerk.

9. Public Conveniences. When considering the Service Based Review proposals of the Department of the Built Environment, the Policy and Resources Committee requested that further work be undertaken in respect of the provision of public conveniences. This further work was reported to the Port Health and Environmental Services Committee in November 2014. The Committee agreed a revised proposal, which maintained the full savings proposed for this service, whilst retaining up to four of the Automated Public Conveniences originally suggested for closure. This review has therefore been closed.

10. Highways Maintenance. When considering the Service Based Review proposals of the Department of the Built Environment, the Policy and Resources Committee recognised that highways were a priority area and that there were cost pressures that should be considered further by the Planning and Transportation Committee. A report was presented in November 2014, when Members agreed that no further savings would be made from the highways maintenance budget as part of the current review, and that a further report should be submitted in 12 months' time.

Committee(s)	**Dated:**
Efficiency and Performance Sub (Finance) Committee – For Information Performance and Resource Management Sub (Police) Committee – For Information	4 March 2015 18 March 2015
Subject: Collaborative Services (City of London Corporation and the City of London Police)	**Public**
Report of: Deputy Town Clerk	**For Information**

Summary

Work has been ongoing between the City of London Corporation (City Corporation) and the City of London Police (City Police) to develop shared service activity. Financial pressures, and a desire to enhance effectiveness wherever possible, have continued to drive this process.

This report follows on from one tabled in September 2014 and provides an update on activity and developments since this time.

This report seeks to provide an overview into four key themes of collaboration between the City Police and the City Corporation going forward. These are in Customer Services, Community Safety, the Joint Contact and Control Room and the Ring of Steel. These work streams have been built upon the successful delivery of large transformative programmes such as the IT Modernisation and Accommodation projects. The confidence to undertake these activities is, in turn, based upon the delivery of smaller scale, and now firmly established, working relationships.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The City Corporation and the City of London Police have been engaging in a number of collaborative activities over a considerable period of time. Many of these undertakings were articulated in the Collaborative Services report presented to Members in September of 2014.
2. This report follows on from that previous document and provides updates on the more recent collaborations. Furthermore, it is designed to provide an insight into

potential future collaborations and opportunities for both the City Corporation and the City Police.

3. The nature of the interaction between the City Corporation and the City Police has continued to evolve. Previously, the sharing of services was on a reasonably small scale and involving single services or deliverables. More recently this has developed into much bigger shared projects. The Accommodation and IT Modernisation projects exemplify this shift. As is outlined in this report, this evolution has continued. Future work will be concentrated around four key 'streams' of work which will define the interaction between the City Corporation and the City Police.
4. This sharing of work will ensure that both the City Corporation and the City Police are able to deliver to the expectations of their customers whilst meeting considerable cost pressures.
5. This report will not reprise well established shared service items. The September 2014 version of this report is available to Members upon request.

Four Key Themes

6. The City Corporation and the City Police have been developing their work together around four key work streams:
    A. Customer Services
    B. Community Safety
    C. Joint Contact and Control Room (JCCR)
    D. Ring of Steel
7. Each of these areas are in different stages of development, and quality improvement and efficiency savings will only become quantifiable as the projects evolve.

A. <u>Customer Services</u>

8. This project is aimed at aligning divergent strategies relating to the same group of individuals – our customers. The first phase of the project has the aspiration of better defining our customers and thereby accurately assessing their expectations. In so doing it will be possible to design our service provision efficiently around their requirements. This will drive efficiency savings and improve the way that we interact with our customers. It is important that this work is undertaken as it informs the work of the other collaborative streams.
9. One of the key objectives is to improve listening, trust, perception and confidence and establish baselines from which improvement can be measured. The following outcomes are required from better working with businesses, residents, visitors and other key stakeholders:
    - Understanding the public requirement for the services provided and aligning process to meet that requirement
    - The public to have increased confidence in the police and engage in a more positive and helpful way with them
    - Ensure that resources and process are targeted on what the public actually wants (so costs can be optimised)
    - Areas of importance to the public are known by the City Corporation and City Police and inform the areas of work that will be focussed on

- Types of customers can be segmented so that specific services can be tailored to meet their needs rather than one size fits all
- An understanding of what the key enabling requirements are in terms of skills, data, processes, measures, etc that are required to better meet the public need
- Understand the experience of different groups of the public
- Improve efficiency and remove inconsistencies in the customer's experience
- The public experience a seamless experience across both the City Police and the City Corporation; no functional silos (encourage 'one team').

10. Customer surveys have recently been completed, and a draft report has been received which better identifies customer needs. This work was a collaborative undertaking, with costs and resources shared. Outputs are informing the newly formed Customer Services Steering Group (CSSG). The CSSG reports into Summit Group and both of these fora involve Chief Officers from both the City Corporation and the City Police. The CSSG has the goal of providing recommendations on customer services related projects, opportunities and the prioritisation of resources. This aligning of work has tremendous potential to improve customer interaction and deliver considerable cashable savings.

B. Community Safety

11. The Community Safety stream of work is aimed at identifying areas of activity across the City Police and the City Corporation which have commonality in their aims, objectives and outcomes, and exploring better ways of working. The project will both respond to internal service reviews and ensure compliance with current and new legislation. This work will identify opportunities to work collaboratively across the City Corporation, the City Police and its partners to deliver services as they relate to community safety. This collaborative working is expected to improve customer outcomes relating to safer communities as well as reduce costs by removing duplication and waste by making better use of:
    - Information gathering, management and sharing of business intelligence
    - Governance
    - People
    - Performance management and reporting
    - Accommodation
12. A collaborative operating model is expected to reduce overall operating costs across both organisations not only by removing duplication, but also looking at options where appropriate to cross skill staff, co-locate and make better use of accommodation and increase information sharing.
13. Work has continued between the City Corporation and the City Police in developing the Community Safety Hub concept. During the last reporting period work has been undertaken to establish the formal governance of the project. The Community Safety Hub has now been approved and supported by the Chief Officer Group on 15 October 2014, and formal approval at gateway 1 and 2 in November and December 2014. The Community Safety project has also been included on the corporate road map of the Corporate Programme Delivery Unit as a joint transformational project.

14. The project team, involving officers from both the City Corporation and the City Police, have worked through a wide list of services provided across the two organisations to compile a 'long list' of areas which may be considered to be in-scope for this project. From the long list, officers are now looking to identify a 'short list' of services or quick wins to pilot the concept of co-location.
15. Licensing is an area that has already been co-located for a couple of years and a review session has taken place to understand any lessons from this, which will then help inform the Community Safety project.
16. To determine what functions are first in scope for this project we have looked at the Priority Plan of the Safer City Partnership. From this, four areas of focus would benefit from improved ways of working under this model concept. These are:
    - Reducing the negative impact of the Night Time Economy & Anti-social Behaviour on the City.
    - Tackling Domestic Abuse.
    - Road Danger Reduction - Reducing Road Related Risks.
    - Counter Terrorism & Civil Disorder - Making the City Safe Place.
17. Service areas or functionality under consideration to achieve the above improvements include Community Intelligence and Community Safety, Casualty Reduction and Road Safety, Crime Prevention, Emergency Planning and Business Continuity, Markets and Public Protection (pollution control, street trading, financial fraud, food fraud) and fatal/major workplace health and safety investigations, Social Care (Children and Families) and Public Protection units.
18. The next steps are to work through the detail and practicalities of bringing these functions together and identifying what the barriers are to co-location and better intelligence sharing. The project officers are mindful that this project has interdependencies with other corporate projects running in parallel, JCCR, Customer Service Strategy and the Ring of Steel and will be working closely to ensure they complement each other and are working to achieve their respective goals.

C. Joint Contact and Control Room (JCCR)

19. The JCCR project has the aspiration of overcoming a number of issues relating to information sharing, communications, facilities and infrastructure. The vision of the project is 'a jointly-managed, operationally efficient and cost-effective service that will deliver a consistent and streamlined customer service response to a world-class standard'. Benefits include improved practice and learning, reduced costs, joint response to incidents and co-ordination of multi-agency emergencies.
20. Members may recall that the September report noted the successful pilot involving the Contact Centre. The JCCR project will seek to build upon the successes and learning generated out this earlier work.

D. Ring of Steel

21. The Ring of Steel upgrade programme involves a review of the existing and potential CCTV and ANPR (Automatic Number Plate Recognition) camera locations, and the identification and integration of emerging technologies. This is with the aspiration of improving security, reduce the risk of priority crime, protecting residents, business and the transient communities. It will improve

efficiency and effectiveness of business areas across the City Police and the City Corporation, particularly in acquisitive and violent crime, road and pedestrian safety, uninsured vehicles and the disruption of organised crime gangs. The project is collaborative as it has the potential to change fundamentally the interactions between the City Corporation and the City Police, particularly in relation to the role of the police, and Corporation staff, on the street.

22. Currently plans envisage a phased three step approach. Clearly with any technology project there is a strong link to our IT contractor, Agilisys. It is envisaged that we will be able to leverage our contract with them to ensure maximum value is delivered.

Current Activities

IT Modernisation

23. As of Dec 2014 Agilisys took responsibility for the providing a managed IS Service to the City Police. The service take-up and transformation projects are now well underway and progressing to plan.
24. The integrated IT Department is established and working well, although resourcing and volume of work continues to be a challenge.
25. Key outcomes remain as stated previously, namely:
    - Effective delivery of core IS services and a stable and robust infrastructure
    - Provide resilience for key roles within the department, thereby minimising the risk of 'single points' of failure
    - Deliver projects and programmes to a higher standard
    - Better meet business needs and to keep abreast of new technology that supports these needs

    It should be noted that there is a programme of delivery for the above points, and the outcomes will be delivered over a period of time.
26. A review of contracts and savings is underway and the volume and timing of these savings is currently being developed. Savings will be achieved by using the existing technology to do more, rationalising some elements where they are now duplicated or redundant, and through cost avoidance and economies of scale.
27. A number of key projects have been completed or are nearing completion, for example the Police Desktop Project and the move to Guildhall Yard East and the mobile working project. These projects are examples of changes to the IT estate, which will enable business efficiencies and savings.
28. The IT Modernisation work is also reporting its work through to the Police Committee and the Information Systems Sub (Finance) Committee.

Accommodation

29. The Accommodation Programme is designed to modernise and reduce the overall City of London police estate to 150,000 sq. ft. This equates to a reduction of 100,000 sq.ft. The programme is designed to improve the working environment, enabling the Police to work flexibly and effectively whilst consolidating the number of locations. This project is intimately linked to the IT Modernisation activity as described above.

30. As of December 2014, the refurbishment of Guildhall Yard East was completed. The Force has a phased programme to occupy the building which will conclude by the end of March 2015.
31. City Surveyors are currently preparing detailed designs to refurbish Wood Street.
32. City Surveyors have also organised the marketing of Bernard Morgan Section House. This property, previously used by the City Police as a section house, is being marketed with a 150 year leasehold with offers in excess of £17.5m being sought.
33. The Accommodation Programme is an example of the joint working between the City Police and the City Surveyor's department, supported by IS.

Existing Activities

34. Whilst not being a focus of this report, it is worthwhile to note briefly some of the current established collaboration activities. These include
    - Procurement and Procure to Pay (PP2P), now City Procurement
    - Occupational Health
    - Public Relations
    - Contact Centre
    - Internal Audit
    - Payroll
    - Legal
    - Financial Services

Activity with other Forces

35. Members will recall that the last report to your Sub Committee provided a high level overview of the broad range of collaborations and partnerships that exist between the City of London Police and other police forces or partner agencies. There has not been any change to the position reported in September 2014. In total there remain some 42 arrangements, from informal agreements to signed protocols and arrangements that bring with them significant levels of funding (especially with respect to Economic Crime and National Lead Force activities). Areas covered are diverse and include responding to Chemical, Biological, Radioactive and Nuclear incidents, terrorist related shootings and intelligence gathering to provision of medical services in custody suites and disaster victim identification.
36. The Force continues to operate 17 separate collaborative arrangements with the Metropolitan Police Service (MPS), some of which include other forces. The details are as reported to your Sub Committee in September 2014. Most of the benefits associated with collaboration are non-cashable efficiencies. However, in addition to the operational benefits these arrangements afford, they do have associated financial benefits. For example, the signed protocol governing cross border mutual aid (Benbow) brings with it the provision of training, which if the Force were to pay for would cost in excess of £500,000. Similarly, the signed arrangement that supports firearms cross border mutual support means that the Force does not have to maintain two armed response vehicles, again mitigating the need for a substantial financial commitment (£200,000). Signed protocols exist for many operational areas covering aspects of policing that are either rare or non-existent in the City (such as suicide killings or kidnaps/extortions) which

means the City of London Police can maintain a capability in very specialist areas but without the significant costs attached to maintaining such units.

37. The Force's collaborative arrangements continue to enhance operational delivery, support capacity and capability in specialist areas and often bring with them substantial financial benefit to the Force.

Conclusion

38. The City Corporation and the City Police have continued to expand their working relationship. The four collaborative work streams described in this paper clearly have great potential to deliver further efficiency and an enhanced customer experience. The confidence to proceed with these ambitious proposals has been, in part, due to the successful delivery of major transformative work, such as the IT Modernisation and Accommodation projects.
39. Looking forward there will be further opportunities for collaboration between the City Police and the City Corporation. This includes Human Resources where activities are currently ongoing exploring ways to better work together, ensuring a more efficient corporate approach to the function. There is a clear commitment from both the City Police and the City Corporation to work collaboratively to manage areas of risk and maximise savings.
40. There are a number of positive outcomes for closer working: sharing best practice; cost reductions; and better delivery to customer expectations.

Appendices

None

Background Papers

Collaborative Services (City of London Corporation and the City of London Police): to Efficiency and Performance Sub (Finance) Committee on 10 September 2014 and Performance and Resource Management Sub (Police) Committee on 26 September 2014. A hard copy of this report is available upon request.

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