Efficiency and Performance Sub (Finance) Committee

Date:	**WEDNESDAY, 5 MARCH 2014**
Time:	**1.45pm**
Venue:	**COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL**

Members:	Roger Chadwick (Chairman)
	Jeremy Mayhew (Deputy Chairman)
	Randall Anderson
	Nigel Challis
	Deputy Anthony Eskenzi
	John Fletcher
	Jamie Ingham Clark
	Ian Seaton
	Deputy John Tomlinson

Enquiries:	**Philippa Sewell**
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	philippa.sewell@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

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 and non-public summary of the meeting held on 22 January 2014.

   For Decision
   (Pages 1 - 4)

4. **MINUTES OF THE JOINT MEETING OF THE RESOURCE ALLOCATION SUB COMMITTEE WITH EFFICIENCY SUB AND ALL COMMITTEE CHAIRMEN**
   To note the public minutes and non-public summary of the meeting held on 23 January 2014.

   For Information
   (Pages 5 - 6)

5. **OUTSTANDING ACTIONS**
   Report of the Town Clerk.

   For Decision
   (Pages 7 - 14)

6. **TRANSFORMATION AND EFFICIENCY BOARDS UPDATE**
   Joint report of the Deputy Town Clerk and the Chamberlain.

   For Information
   (Pages 15 - 28)

7. **REVIEW OF TERMS OF REFERENCE**
   Report of the Town Clerk.

   For Decision
   TO FOLLOW

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE 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 the 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 22 January 2014.

12.   **NON-PUBLIC MINUTES OF THE JOINT MEETING OF THE RESOURCE ALLOCATION SUB COMMITTEE WITH EFFICIENCY SUB AND ALL COMMITTEE CHAIRMEN**
        To note the non-public minutes of the meeting held on 23 January 2014.

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

14.   **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, 22 January 2014

Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at Guildhall, EC2 on Wednesday, 22 January 2014 at 1.45pm

Present

Members:
Roger Chadwick (Chairman)
Jeremy Mayhew (Deputy Chairman)
Randall Anderson
Nigel Challis
Deputy Anthony Eskenzi
John Fletcher
Jamie Ingham Clark
Ian Seaton
Deputy John Tomlinson

Officers:

Susan Attard	-	Deputy Town Clerk
Chris Bilsland	-	Chamberlain
Andrew Crafter	-	City Surveyor's Department
Neil Davies	-	Town Clerk's Department
Nick Haslock	-	Chamberlain's Department
Suzanne Jones	-	Chamberlain's Department
Philippa Sewell	-	Town Clerk's Department

1. **APOLOGIES**
   There were no apologies received.

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 and non-public summary of the meeting held on 6 November 2013 be agreed as an accurate record.

4. **OUTSTANDING ISSUES**
   The Sub Committee received an updated schedule of outstanding actions and agreed that subsequent schedules should include the actions identified at the previous meeting for the sake of clarity.

   In response to Members questions officers reported that the Barbican Centre position for month 9 in 2013/14 was a year-to-date overspend of £549k, although with stronger performance expected in the next three months the forecast year-end overspend reduced to £275k. With regards to the Inter-Departmental Co-ordination, the Deputy Town Clerk advised that diary

management had taken place and the joining up of facilities departments was now being investigated. It was confirmed that a report by the Remembrancer was still expected at the Sub Committee meeting scheduled for July 2014.

As agreed at the previous meeting, savings identified as part of the service based reviews and the resulting programme would be monitored by this Sub Committee, in addition to further scrutiny of special interest areas. Members discussed the need to review their terms of reference and make recommendations for changes to Finance Committee at their meeting in April 2014; it was agreed that all Finance Sub Committees should also review their terms of reference for the sake of good governance.

RESOLVED – that, the terms of reference for the Sub Committee be reviewed at their next meeting, and any recommendations for changes be made to Finance Committee in April 2014.

5. **TRANSFORMATION AND EFFICIENCY BOARDS UPDATE**
The Sub Committee received an update on the above boards, noting that the Transformation Board and the Efficiency Board had each met twice. An update regarding the City of London Procurement Service (CLPS) was noted, but had been discussed in detail at Finance Committee at their last meeting.

In response to a Member's query, Members noted that the Corporate Re-use System was an internal exchange of furniture to prevent unnecessary procurement of new equipment. It was also reported that this did not involve IT equipment, which was securely disposed of via alternative means. In response to another query concerning the figures included in the appendix, it was agreed that the format was unclear and no longer fit for purpose. These figures would change at the next meeting to reflect the savings for 2013/14 and 2014/15 identified from the Service Review, and a suitable format could be agreed at that point.

6. **90 DAY REVIEW OF THE CITY OF LONDON PROCUREMENT SERVICE (CLPS)**
The Sub Committee received a report of the Chamberlain which reviewed the City of London Procurement Service (CLPS), which had been in existence for approximately 9 months.

Members discussed the report, in particular the support given to Small and Medium Enterprises (SMEs). In response to a Member's question the Chamberlain reported that over 80% of SMEs were paid within 15 days and that no business would be penalised when late payments were the fault of the City Corporation. With regards to the Accounts Payable process, the Chamberlain advised that a report would be to the Finance Committee which could be subsequently referred to this Sub Committee. The Head of the CLPS advised that the performance management procedure to resolve personnel issues would be completed by the middle of the year, though a review of staffing structure could take place before the summer recess.

In response to a Member's question, the Head of CLPS reported that the integration of Purchasing Card data was not included in the original specifications for Oracle, although work was ongoing to investigate this option. The Chamberlain advised that the CLPS were now trying to aggregate contracts whenever reasonable to do so for reasons of efficiency and to leverage buying power.

7. **TRIGGER REPORTS**
   The Sub Committee considered a report of the Chamberlain which detailed a number of external triggers in place. Members noted that no issues had been identified and agreed that adjustment of the triggers was necessary. Members discussed the likelihood of issues being triggered after the Service Based Review, and the observations made concerning collection of Business Rates.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
   There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
   There was no other 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 the 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 6 November 2013 be agreed as an accurate record.

12. **COMBINED HEAT AND POWER SYSTEM - ANNUAL REPORT 2012/13**
    The Sub Committee considered a report of the City Surveyor which outlined significant developments and system performance for the Combined Heat and Power System over the financial year 2013/14.

13. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
    There were no questions.

14. **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 2.50pm

Chairman

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**JOINT RESOURCE ALLOCATION AND EFFICIENCY AND PERFORMANCE
SUB-COMMITTEE MEETING WITH COMMITTEE CHAIRMEN**

Thursday, 23 January 2014

Minutes of the joint meeting of the Resource Allocation and Efficiency and
Performance Sub-Committee meeting with Committee Chairmen held at Committee
Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 23 January 2014 at 12.00pm

Present

Members:

Roger Chadwick (Deputy Chairman and	Jeremy Mayhew
Chairman of Efficiency and Performance	Deputy Catherine McGuinness
Sub) - In the Chair	Deputy Joyce Nash
Randall Anderson	Ian Seaton
Deputy John Barker	Deputy Dr Giles Shilson
Deputy John Bennett	Deputy John Tomlinson
Deputy Michael Cassidy	
Nigel Challis	
Simon Duckworth	
John Fletcher	
George Gillon (Chief Commoner)	

In Attendance

Deputy Billy Dove
Marianne Fredericks
Deputy Stanley Ginsburg
Alderman David Graves
Tom Hoffman
Jamie Ingham Clark
Oliver Lodge
Hugh Morris
Deputy Henry Pollard
Henrika Priest
John Scott
Jeremy Simons
Angela Starling

Officers:

John Barradell	-	Town Clerk and Chief Executive
Chris Bilsland	-	Chamberlain
Susan Attard	-	Deputy Town Clerk
Caroline Al-Beyerty	-	Chamberlains
Simon Murrells	-	Assistant Town Clerk
Peter Lisley	-	Assistant Town Clerk
Neil Davies	-	Town Clerk's Department
Angela Roach	-	Committee and Members Services Manager

1. **APOLOGIES**
   Apologies were received from the Chairman, Doug Barrow, Sir Michael Snyder, Sir David Wootton and Alan Yarrow.

2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
   There were no declarations.

3. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEES**
   There were no questions.

4. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
   There were no urgent items.

5. **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 1 of Schedule 12A of the Local Government Act.

Item Nos.	Paragraph(s) in Schedule 12A
6	3

   Part 2 – Non-Public Agenda

6. **OVERALL FINANCIAL POSITION AND MEDIUM TERM FINANCIAL PLANNING**
   The Sub-Committees considered a joint report of the Town Clerk and the Chamberlain concerning the City Corporation's overall financial position and agreed a number of recommendations thereon.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEES**
   There were no questions.

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEES AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
   There were no urgent items.

The meeting ended at 12.35pm

Chairman
Contact Officer: Angela Roach
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angela.roach@cityoflondon.gov.uk

Committee:	Date:
Efficiency and Performance Sub Committee	05 March 2014
Subject: Outstanding Actions	**Public**
Report of: Town Clerk	**For Decision**

Summary

At the 18th September 2012 meeting, Members agreed to receive an updated schedule of outstanding actions at each meeting, with previously agreed closed actions removed.

At the 22nd January 2014 meeting, Members requested that the schedule be updated following each meeting with the actions from that meeting. The attached schedule has been updated accordingly.

Recommendations

The following actions (marked ◆ on the attached schedule) are recommended for closure:

- 7.2 Effectiveness of current "triggers": This is considered in the report on the sub-Committee's Terms of Reference.

- 7.6 Monitoring of Service Based Review savings: This is also considered in the report on the sub-Committee's Terms of Reference.

- 7.7 London performance dashboard: The dashboard now shows how many authorities have submitted data for each indicator.

- 7.9 Publications: Members should contact Member Services in the Town Clerk's Department in respect of particular journals or publications no longer required.

- 7.10 Service Based Review savings: Agreed savings are now recorded on the savings appendix to the regular Transformation and Efficiency Boards update report.

- 9.3 Schedule of Outstanding Actions: The schedule will now be updated following each meeting with the actions from that meeting.

- 9.4 Terms of Reference: A report is presented on today's agenda.

Neil Davies
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	Meeting Date and Item	Action	Officer responsible and target date (where applicable)	Progress updates	Priority (High / Medium / Low)
3	**Departmental report – Barbican Centre**				
3.1	**Report to 24/11/11 meeting: Item 12** **Barbican Centre Update**	Members were updated on the plans for reducing the Centre's expenditure and increasing income. Members requested that the sub-Committee be kept informed of any related financial matters as necessary.	Chamberlain/ Managing Director of the Barbican Centre **Update as necessary**	January 2014: Month 9 2013/14 position is a year-to-date overspend against budget of £549k, largely due to lower than expected box office income for the gallery and cinema. With stronger performance expected in the next three months and changes in the programme, the forecast year end overspend reduces to £275k. The Centre is working on further measures to address this overspend.	Medium
4	**Improved co-ordination ("Joining-up") between Mansion House, Guildhall complex and the Central Criminal Court**				
4.2	**Report to 17/7/13 meeting: Item 6** **Inter-Departmental Events Co-ordination**	Members requested a progress report in one year's time.	Remembrancer **July 2014**	February 2014 - Remembrancer's update: Since the establishment of the Corporate Events Management Group, it has met on a quarterly basis. Membership has been extended to include the Department of Culture, Heritage and Libraries and the Barbican Centre. Issues discussed at such meetings have included the events diary system,	Low

| | | | | use of advance information about guests at events, costs incurred in letting the Guildhall complex, and commemoration of major anniversaries including the centenary of the First World War and the 800th anniversary of the Magna Carta. A paper drawing together the commemorative events planned by the City Corporation and associated bodies relating to the First World War is being circulated to the Hospitality Working Party. | |

7	**Efficiency Board issues**				
7.2 ◆	**Report to 22/1/14 meeting: Item 7** **Triggers reports**	Members questioned the effectiveness of the current triggers.	Chamberlain **March 2014**	March 2014: This is considered within the report on the sub-Committee's Terms of Reference	Medium
7.3	**Report to 30/1/13 meeting: Item 5** **Triggers for departmental reporting: "50 Ways to Save"**	Members requested that officers review and report back on the incentives offered to staff who suggest good ideas through the City Corporation's **Staff Suggestion Scheme** and also the level of uptake.	Deputy Town Clerk **May 2014**	May 2013: Members noted proposals for a full review of the Staff Suggestion Scheme, which were subsequently agreed by the Establishment Committee. September 2013: Proposals for a revised scheme were approved by the Performance and Strategy Summit Group. February 2014: Further work to investigate a technology platform to support the processes being	Medium

				carried out with Agilisys.	
7.5	**Report to 8/5/13 meeting: Item 5** **Transformation and Efficiency Boards - update**	A report to be presented on the **review of Supplies & Services and Third Party Payments**.	Chamberlain **May 2014**	November 2013: Update report presented to sub-Committee. Results of on-going reviews to be reported in 2014.	Medium
7.6 ◆	**Report to 6/11/13 meeting: Item 5** **Transformation and Efficiency Boards - update**	Members agreed that the programme of agreed Service Based Review savings will be monitored by the sub-Committee.	Chamberlain and Deputy Town Clerk **March 2014 onwards**	December 2013: Savings totalling £1.937m agreed by the Resource Allocation sub-Committee March 2014: This is considered within the report on the sub-Committee's Terms of Reference.	High
7.7 ◆	**Report to 6/11/13 meeting: Item 5** **Transformation and Efficiency Boards - update**	Reports on the London performance dashboard to indicate how many boroughs have provided information for each indicator.	Head of Corporate Performance and Development **March 2014 onwards**	March 2014: The dashboards now show how many authorities have submitted data for each indicator.	Low
7.8	**Report to 6/11/13 meeting: Item 5** **Transformation and Efficiency Boards - update**	Next report on annual CIPFA benchmarking to show trend data and areas where legal fees were increasing.	Chamberlain **November 2014**	February 2014: The next annual report to be presented will report on the 2012/13 indicators – expected towards the end of 2014.	Medium
7.9	**Report to 6/11/13 meeting: Item 7**	The Deputy Town Clerk agreed to implement a	Deputy Town	March 2014: Members should contact Member	Medium

◆	**Supplies and Services and Third Party Payments**	suggestion for a point of contact for members who no longer required particular journals or publications.	Clerk **March 2014**	Services in the Town Clerk's Department.	
7.10 ◆	**Report to 22/1/14 meeting: Item 5** **Transformation and Efficiency Boards – update**	Existing appendix 1 to be replaced with table showing Service Based Review savings	Head of Corporate Performance and Development **March 2014 onwards**	February 2014: Agreed savings will be added to the savings schedule reported to every sub-Committee meeting.	High

8	**Transformation Board issues**				
8.1	**Report to 18/9/12 meeting: Item 6** **Shared Services (City Corporation & City Police)**	Members noted that non-emergency Police calls were being answered by the City Corporation's contact centre and were keen to consider recharging options should this become a permanent arrangement. They also noted that any decisions to recharge for services should be applied consistently across all departments.	Deputy Town Clerk / Chamberlain **July 2014**	January 2013 (report to Police Committee): "The call handling pilot has been successful in both reducing the volume of calls received in the CoLP Control Room and in making significant improvements to the percentage of non-emergency calls answered within 30 seconds. This is now consistently above target. Following an initial evaluation of the pilot to date, options for extending both the volume and nature of calls the shared Contact Centre handle are being considered in light of the Force's overall Contact Management Strategy." July 2013 – A project board has been formed to progress the joining up of the City's Contact Centre	Low

				and Police Command Centre, following agreement of the key principles. The project board is due to meet on 16th July, followed by a tactical workshop on 18th July. November 2013: A comprehensive review is being undertaken of all collaborative/shared services – first draft discussed at Transformation Board on 5th November.	
8.2	**Report to 22/1/14 meeting: Item 6** **90 day review of the City of London Procurement Services (CLPS)**	Members noted that a report on the Accounts Payable process was due to be submitted to the Finance Committee, which could be subsequently referred to this sub-Committee.	Chamberlain **February 2014**	February 2014: A report was considered by the Finance Committee on 18th February.	Medium

9	**Miscellaneous**				
9.1	**Report to 6/11/13 Meeting: Item 13** **Staff Costs Charged to Projects**	Members requested a report on the updated methodology and charging policy at a future meeting.	Chamberlain **May 2014**		
9.2	**Report to 18/9/12 meeting: Item 5**	Minutes of Transformation Board (TB) and Efficiency Board (EB) to be sent to selected Members for their	Head of Corporate Performance	June 2013 meetings – sent 19/9/13 July 2013 meetings – sent 16/1/14	Low

	Transformation and Efficiency Boards update	information.	and Development **Monthly**	August 2013 meetings – sent 16/1/14 September 2013 meetings – sent 16/1/14 October 2013 meetings – sent 16/1/14	
9.3 ◆	**Report to 22/1/14 meeting: Item 4** **Outstanding Actions**	Members requested that the outstanding actions schedule be updated with actions arising from each meeting before the next meeting, rather than after the minutes are agreed.	Head of Corporate Performance and Development **January 2014 onwards**	January 2014: Change to process implemented.	Low
9.4 ◆	**Report to 22/1/14 meeting: Item 4** **Outstanding Actions**	Members discussed possible changes to the sub-Committee's Terms of Reference.	Town Clerk **March 2014**	March 2014: Report on the Terms of Reference presented to the sub-Committee for discussion.	High

Committee:	Date:
Efficiency and Performance Sub Committee	05 March 2014
Subject: Transformation and Efficiency Boards - update	**Public**
Report of: Chamberlain and Deputy Town Clerk	**For Information**

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Summary

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Since the report to the last Sub Committee, the Transformation Board and the Efficiency Board have each met once.

The Transformation Board has discussed the future work of the Board, by bringing together a portfolio of key transformation projects across the organisation, and reviewed progress on a number of the specific issues considered by the Board during 2013. The Board also received a presentation on the Department for Communities & Local Government (DCLG) Local Digital Campaign, and received the regular updates from the current programme of strategic reviews.

The Efficiency Board continues to monitor the achievement of efficiency savings and budget reductions, and the latest position is reported in Appendix 3 to this report. The Board has also discussed the service-based review process, reports published recently by the Audit Commission and Grant Thornton, and how it can continue to support the work of this Sub Committee.

Recommendation

Members are asked to receive this update

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Main Report

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Background

1. At its 23rd May 2011 meeting, this Sub Committee received a report describing the establishment of two officer boards - the Transformation Board, (concentrating on change management) and the Efficiency Board (concentrating on the achievement of savings and efficiencies). It was agreed that an update on the work of each Board would be provided at each meeting of this Sub Committee.

Transformation Board

2. The following issues have been discussed at the Transformation Board, chaired by Susan Attard, since the last Sub Committee meeting.

3. **Updates on Strategic Reviews** The Board received updates on the key strategic projects. Issues highlighted recently include:

    a. IS phase 3 – alternative sourcing options: The three-month transition of operational services was completed on time at the end of November. The key focus has been on getting the basics right, with an early success being the transfer of Service Desk agents to an integrated and larger base in Barking. The Strategic Partnership is developing well, with IS staff working closely with Agilisys on a number of strategic projects, and a series of service and process improvement projects will continue to run throughout 2014.

    b. CLPS: Service Delivery within CLPS has continued to improve against key corporate measures (e.g. 30 day payment term invoices; % calls answered). Departmental compliance continues to be monitored and escalated where necessary. An active campaign has been initiated to engage with departments on training needs to address compliance and improve process efficiency. Reverse transition (to replace Accenture resources with City Corporation employees) is still in progress. Results to date have been mixed, but more active recruiting campaigns have been commenced where appointments have not been able to be made. In other areas, extensions for Accenture resources have been agreed to mitigate risk.

    c. Strategic Finance Review: Events to formally launch the money dashboard, business partnering handbooks, and training took place in October and December with a further event taking place on 17th January. As a result over 140 budget managers have attended an event. Budget Manager eLearning modules are in development, incorporating business partnering initiatives. The first concerning financial management at the City will be launched by the end of January and a second on budget management will be available in the spring. Further modules on strategic finance, project finance and financial reporting will be developed in due course. Work is ongoing on the quality of financial information in CBIS alongside the Oracle R12 project.

    d. HR: The HR structure has been reviewed in the light of senior management vacancies. Interim arrangements are in place which will be reviewed in March, taking this year's business plan and other significant issues into account. Reviews of HR policies; iTrent functionality; and pay and conditions, starting with allowances and market forces supplements, are underway.

    e. Accommodation All construction works and moves were completed within the overall £600k approved budget. Guildhall Yard East has been vacated, with the exception of the Contact Centre, which is due for relocation to a temporary home in March/April 2014.

4. **Demand Management** As reported to this Sub Committee in November 2013, the Board discussed, in September, a report outlining proposals relating to the effective management and procurement of professional and cost

effective legal services for the City Corporation. The recommendations of the report included the drafting of a protocol to set broad principles for engagement with service departments, which was to be reported back to the Board. In February, the Board received a draft Professional Service Protocol, the purpose of which is to ensure that legal resources are deployed in the most efficiency and cost effective manner possible and to effectively manage demand. The draft protocol includes sections on client care standards, indicative timescales for major areas of work, the roles and responsibilities of the Comptroller and City Solicitor's Department and client departments, charging, performance monitoring, and the storage of papers and documents.

5. **Update on reports considered during 2013** The Board considered a series of updates on reports considered during 2013, including:

6. WarpIT - internal recycling of stationery and furniture. In the first two weeks of operation, over 70 staff have registered to use the system and over £600 in avoided unnecessary purchase and disposal costs is estimated to have been saved. Six partner charities have also been contacted, for items that are not re-used internally.

7. Yammer – internal collaboration tool. The lessons learned from piloting the use of Yammer, and research into its use in other organisations, have fed into the recent IS Strategy. In particular, the benefits and opportunities that can be achieved through more pro-active deployment of in-house collaboration tools have influenced the Better Working Practices theme of the strategy.

8. My Council Services app – a multi-function, multi-platform app allowing residents, businesses and visitors to make contact with the City Corporation directly from smartphones and tablets. This app is currently being used by a number of local authorities. Meetings are being held with departments to gain approval on content, and a range of forms are being uploaded in advance of a "soft launch" of the app.

9. My City Story - staff tweet about their jobs for a week or two at a time, reflecting the breadth and depth of the City Corporation. The account was launched on 17th October, as part of a digital local government event on Twitter called "Our Day". The account currently has 135 followers and has sent over 300 tweets.

10. Staff Suggestion Scheme. Research amongst staff generally, and the administrators of the existing scheme, identified two key areas of weakness behind the lack of success of the current scheme: governance, and lack of awareness. A revised scheme was proposed that would address these weaknesses, improve staff engagement and encourage innovation. The proposed new scheme includes the introduction of an ideas board, a structured idea review process, a software based ideas management system, seed funding for ideas, a themed approach for idea generation and a high profile re-launch for the scheme. The most important factor in the success of the new scheme will be the commitment of all levels of management to accept and implement approved ideas. Work is currently taking place with the IS Division to investigate technology platforms which would support the processes within the revised scheme.

11. **DCLG Local Digital Campaign** The Board received a presentation by the Head of Access to Services at the City Corporation, who is job-sharing as a Director of the Department for Communities & Local Government (DCLG) Local Digital Campaign. This is a major initiative to support and foster the development of excellent local digital services that the public choose to use, by working with strategic and business managers in local authorities, and with businesses and suppliers. The vision is "to support the delivery of excellent seamless services to users across local and central government, with the key objectives of:

- Amplifying the best of digital innovation and culture change to accelerate public sector collaboration and use of digital to save money; and

- Creating lasting two-way knowledge and resource sharing between central and local public services."

12. **Future work of the Board** The Board discussed the future focus of its work, noting that it needed to focus on a portfolio of key change/transformation projects, covering IS projects, HR projects, departmental change initiatives, and reviews arising from the service based review. It agreed that a smaller core group should be formed to more closely monitor and track progress on this portfolio of key change projects, with a larger group meeting less frequently to disseminate the lessons learned, experiences of running change programmes elsewhere and other wider issues. Further work is continuing to assemble the list of key projects.

Efficiency Board

13. The following key issues have been discussed at the Efficiency Board, chaired by Chris Bilsland, since the last Sub Committee meeting.

14. **Efficiency and Performance Sub Committee** At each meeting, the Efficiency Board discusses the support that it provides to this Sub Committee, including reviewing the Sub Committee's list of outstanding items and the potential departmental triggers. External triggers considered by the Board in February were:

Tough Times 2013 – annual update by the Audit Commission

15. This is the Audit Commission's third and final report assessing the financial health of councils since 2010. It examines how councils have coped in the face of considerable financial challenges, most notably a £6 billion (19.6%) real-terms reduction in government funding from 2010/11 – 2013/14. Despite the challenges, the report finds that England's councils have demonstrated a high degree of financial resilience over the last three years, with the majority of councils experiencing no serious difficulties in delivering their agreed budgets. But, the Commission says, with uncertainty ahead, councils must carry on adapting in order to fulfil their statutory duties and meet the needs of local people.

16. A survey of auditors appointed by the Commission, found that 89% of councils experienced no significant difficulties in delivering their agreed budget in

2012/13 (compared with 88% in 2011/12). The majority of councils (71%) delivered their budgets without needing to take unplanned actions. The three strategies most widely adopted by councils in response to their financial challenges since 2010/11 were: reducing overall staff numbers; delivering some services more efficiently; and reducing or restructuring the senior management team. From 2010/11 to 2012/13, reduced spending on staff accounted for 48 per cent of councils' total spending reductions. Auditors were less confident about councils' future financial prospects and their ability to deliver their medium-term financial plans; one third of councils are considered to present a future financial risk.

"2016 tipping point? Challenging the current": Summary findings from third year of financial health checks of English local authorities – report by Grant Thornton

17.   This report assesses the resilience of local government to the financial, economic, demographic, policy and other challenges that the sector is facing, and looks at how effectively the sector delivered the first year of the front loaded 2010 spending review. The report is based on a national programme of financial health check reviews that were conducted initially during 2011 and 2012, and repeated during 2013.

18.   Grant Thornton's survey found that the sector has shown great resilience and focus, and carried on with the delivery of local services since cuts began in 2010/11. Some local authority types are more financially resilient than others; county and district councils fare well, but metropolitan authorities less well. However, funding reductions will start to bite harder and deeper, and the report predicts that local government finances face a 'tipping point' in 2015/16. This 'tipping point' might come in several guises, including an inability to make essential decisions, delivery statutory responsibilities or set a balanced budget.

19.   The report notes that as government grant continues to fall, authorities will need to have a relentless focus on generating additional sources of revenue income, and the trend towards increased use of alternative delivery models with public, private and third sector partners (including shared services and strategic partnering arrangements) will also need to accelerate. However, it also concludes that for many authorities; "some form of reorganisation, statutory or otherwise, will be a necessity".

20.   **Service-Based Reviews** The Board discussed a number of aspects of the service based review process, including the outcomes from the Resource Allocation Sub Committee meeting in December 2013 and the joint meeting of this Sub Committee with the Resource Allocation Sub Committee and Committee Chairmen in January 2014. The Board also discussed the future impact on its work, and on the role of this Sub Committee, particularly in the period after the long-list of options and possible savings has been considered by Members in the summer.

21.   **Performance Dashboard 2013-14 Q1 and Q2** The Board noted the latest City of London performance dashboards, compiled quarterly by London Councils. These are attached at Appendices 1 and 2. On the dashboards, the City's performance is shown in the column headed 'value', and by the black

diamond (♦) in the column headed 'better performance ➡'. The 'group average' is calculated from those boroughs that submitted data. The number of boroughs submitting data for each indicator is shown in the 'group average' column.

22. The table below summarises the City's performance for the two quarters reported:

Number of performance indicators	Top quartile	2nd quartile	3rd quartile	Bottom quartile	n/a*	Total
Q1 2013-14	12	6	0	1	17	36
Q2 2013-14	9	7	1	1	18	36
Change in numbers	-3 (2 to 2nd quartile; one to n/a)	+1 (2 from top quartile; one to 3rd quartile)	+1 (from 2nd quartile)	--	+1 (from top quartile)	--

*We do not submit returns where the raw data value is<10.

23. The City continues to perform well against the revised London Dashboard, with minor fluctuations from quarter to quarter. The two indicators for which below average performance was recorded in these quarters are:
   o DB 35: Percentage of minor planning applications determined within 8 weeks – third quartile in Q2. Performance in Q2 was 71%, marginally below the London average of 71.1%; and
   o DB 36: Percentage of 'other' planning applications determined within 8 weeks – bottom quartile in both quarters.

24. As reported previously to this Sub Committee, performance on these indicators continues to be monitored by the Departmental Management Team; analysis showing that the delay is mainly due to the impact of negotiations with applicants to secure approval of the application, which is the department's key aim. Results for quarter three show that performance on minor applications has fallen slightly to 69%, whilst performance on 'other' applications has improved to 80%, which is likely to lift this indicator out of the bottom quartile when the overall Q3 results are made available in early March.

25. **Savings from strategic reviews and other initiatives** Appendix 3 shows the latest position in respect of the savings generated by the current programme of strategic and other reviews, as monitored by the Efficiency Board. Following discussions at the last meeting, the appendix has been revised, to show:
   • Table 1 – savings from the Service Based Review. Currently, those savings agreed by the Resource Allocation Sub Committee in December 2013. Further savings will be added as they are agreed by the Resource Allocation Sub Committee, from June onwards.
   • Table 2 – full year impact of savings achieved from pre-2011/12 reviews and budget reductions (including PP2P)

- Table 3 – full year impact of the 2011/12 budget reductions (including 12½% budget reductions)
- Table 4 – full year impact of the 2013/14 and 2014/15 2% agreed budget reductions

Appendices

- Appendix 1 – LAPS Dashboard (Q1 of 2013/14)

- Appendix 2 – LAPS Dashboard (Q2 of 2013/14)

- Appendix 3 - Savings Schedule (as at 13th February 2014)

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City of London: London Performance Dashboard: 2013-14 - Q1 Final version

Risk and vulnerability

	Value	Better performance	Group Average
DB 01: Violence against the person crime rate per 1,000 population (LIS 15)	0.60 (a)		4.34
Year to Date Apr 13 to Jun 13		7.9 / 6.1 / 4.3 / 2.4 / 0.6	33 returns
DB 02: Robbery, dwelling burglary, and theft of/from a motor vehicle crime rate per 1,000 population (LIS 16)	0.22 (a)		4.76
Year to Date Apr 13 to Jun 13		8.1 / 6.1 / 4.2 / 2.2 / 0.2	33 returns
DB 03: Total notifiable crime rate per 1,000 population (LIS 3)	4.46 (a)		20.90
Year to Date Apr 13 to Jun 13		62 / 48 / 33 / 19 / 4	33 returns
DB 04: % Child Protection Plans lasting 2+ years at 31 March and for child protection plans which have ended during the year (N 17)	n/a		4.2
Year to Date Apr 13 to Jun 13		11.1 / 8.3 / 5.6 / 2.8 / 0.0	18 returns
DB 05: % children subject of Child Protection Plan for a 2nd time or more, within 2 yrs of previous plans end date (N 18)	n/a		8.0
Year to Date Apr 13 to Jun 13		28.8 / 21.6 / 14.4 / 7.2 / 0.0	21 returns
DB 06: Vacancy Rate of Children's social workers (FTE) for year ending 30 Sept (N 23)**	n/a		18.4
Annual Snapshot 30 Sept 2012		50.4 / 38.2 / 26.1 / 13.9 / 1.8	7 returns
DB 07: % Children's Social workers who are agency workers (FTE) for year ending 30 Sept (N 26)**	n/a		17.6
Annual Snapshot 30 Sept 2012		57.0 / 44.1 / 31.1 / 18.2 / 5.3	6 returns
DB 08: % of adults with a learning disability who live in their own home or with their family (ASCOF 1G)	n/a		65.6
Year to Date Apr 13 to Jun 13		6 / 24 / 43 / 61 / 79	16 returns
DB 09: Housing Benefit number of days to process new claims (LIS 181a)	20.0 (a)		24.3
Full Year Apr 12 to Mar 13		49 / 40 / 31 / 21 / 12	33 returns
DB 10: Housing Benefit number of days to process change of circumstances (LIS 181b)	9.0 (a)		11.0
Full Year Apr 12 to Mar 13		30 / 23 / 17 / 10 / 3	31 returns

Improving life chances

	Value	Better performance	Group Average
DB 11: Percentage of pupils achieving level 4 or above in both Reading, Writing and Maths at Key Stage 2 (LIS 73)	100.0 (a)		78.4
Annual 2011-12		73 / 80 / 86 / 93 / 100	33 returns
DB 12: % children in need (CIN) achieving at least level 4 at KS2 in both Eng & math (N 1a)	n/a (a)		44.1
As at March 2012		22 / 34 / 45 / 56 / 67	30 returns
DB 13: % children in need (CIN) who achieve 5+ A*-C grades at GCSE including Eng & math (N 1b)	n/a (a)		18.2
As at March 2012		11 / 15 / 20 / 24 / 29	22 returns
DB 14: % of school-aged children in need permanently excluded from school (N 3a)**	n/a (a)		73.75%
As at March 2012		2 / 1 / 1 / 0 / 0	8 returns
DB 15: Percentage of persons aged 16-18 who are not in education, employment or training (NEET) (NI 117)	0.30		4.84
Nov 2012-Jan 2013 average		9 / 7 / 5 / 2 / 0	33 returns
DB 16: % of people using social care who receive self-directed support (ASCOF 1C(1))	n/a		67.6
Year to Date Apr 13 to Jun 13		35 / 50 / 64 / 79 / 94	20 returns
DB 17: % of people using social care who are receiving direct payments (ASCOF 1C(2))	n/a		25.9
Year to Date Apr 13 to Jun 13		7 / 24 / 42 / 59 / 76	20 returns
DB 18: rate 18-64 yr old permanent admissions to residential and nursing care homes, per 100,000 population (ASCOF 2A(1))	n/a		3.0
Year to Date Apr 13 to Jun 13		15.3 / 11.5 / 7.7 / 3.8 / 0.0	17 returns
DB 19: rate aged 65+ permanent admissions to residential and nursing care homes, per 100,000 population (ASCOF 2A(2))	n/a		151.2
Year to Date Apr 13 to Jun 13		711 / 534 / 356 / 179 / 2	17 returns
DB 20: Number of people receiving a council funded service (RAP 1)	n/a		4301
Year to Date Apr 13 to Jun 13		8873 / 7261 / 5650 / 4038 / 2427	16 returns
DB 21: Number of Carers receiving respite or carer specific services as an outcome of assessment or review (RAP 2)**	n/a		234
Year to Date Apr 13 to Jun 13		9 / 287 / 565 / 843 / 1121	15 returns
DB 22: Percentage of care leavers in employment, education or training (NI 148)	n/a		62.6
Year to Date Apr 13 to Jun 13		31 / 48 / 65 / 83 / 100	17 returns
DB 23: Percentage of working age people on out of work benefits (NI 152)	4.5 (a)		10.9
Snapshot - Feb 13		16.7 / 13.7 / 10.6 / 7.6 / 4.5	33 returns
DB 24: Number of households living in temporary accommodation (NI 156)	12		1250
Snapshot - Jun 13		3484 / 2616 / 1748 / 880 / 12	33 returns
DB 25: Number of homeless applications accepted as being in priority need (LIS 18)	15 (a)		494
Rolling year Jul 12 to Jun 13		1089 / 821 / 552 / 284 / 15	33 returns

Quality of the environment

	Value	Better performance	Group Average
DB 26: Number of kilograms per household of residual household waste collected (NI 191)	89		128
Year to Date Apr 13 to Jun 13		174 / 145 / 116 / 87 / 57	23 returns
DB 27: Percentage of household waste sent for reuse, recycling and composting (NI 192)	39.77		35.53
Year to Date Apr 13 to Jun 13		18 / 28 / 37 / 47 / 57	24 returns
DB 28: Percentage of land assessed as having unacceptable levels of litter (NI 195a)**	2.15		4.30
Most recent survey		10.4 / 7.9 / 5.4 / 2.8 / 0.3	15 returns
DB 29: Percentage of land assessed as having unacceptable levels of detritus (NI 195b)**	0.84		5.09
Most recent survey		10.2 / 7.9 / 5.5 / 3.2 / 0.8	14 returns
DB 30: Percentage of land assessed as having unacceptable levels of graffiti (NI 195c)**	0.33		3.35
Most recent survey		8.7 / 6.5 / 4.3 / 2.2 / 0.0	14 returns
DB 31: Percentage of land assessed as having unacceptable levels of fly-posting (NI 195d)**	0.83		1.36
Most recent survey		5.0 / 3.8 / 2.5 / 1.3 / 0.0	15 returns

Interest to the public

	Value	Better performance	Group Average
DB 32: Percentage of Council Tax collected (BVPI 9)	n/a		31.8
Year to Date Apr 13 to Jun 13		26 / 33 / 40 / 47 / 55	24 returns
DB 33: Percentage of non domestic rates collected (BVPI 10)	n/a		32.6
Year to Date Apr 13 to Jun 13		28 / 34 / 41 / 47 / 54	24 returns
DB 34: Number of working days per FTE lost due to sickness absence (excluding school staff) (BVPI 12)	7.3		7.6
Rolling year Jul 12 to Jun 13		10.3 / 9.1 / 7.8 / 6.6 / 5.3	23 returns
DB 35: Percentage of minor planning applications determined within 8 weeks (NI 157b)	76.0		69.6
Year to Date Apr 13 to Jun 13		31 / 45 / 60 / 74 / 89	33 returns
DB 36: Percentage of 'other' planning applications determined within 8 weeks (NI 157c)	70.0		81.3
Year to Date Apr 13 to Jun 13		40 / 54 / 68 / 81 / 95	33 returns

key

- ◆ borough performance
- ▬ national comparator
- □ average performance
- ▬ higher performing 25%
- lower performing 25%
- middle performing 50%
- quite above average
- significantly above average

relative performance is:
- ◆ quite below average
- ○ ● significantly below average

Guidance notes

a. The diamond represents performance for your chosen borough. To the right of the black bar represents better than average performance, to the left represents lower than average performance.
b. Lower than average performance does not necessarily imply poor performance, and vice versa.
c. ** This denotes there are fewer than 16 returns for that indicator.
d. Please note that the national comparator measure does not necessarily relate to the same time period as borough data.
e. (a) this denotes that for data presourced by London Councils, the borough submitted their own data instead.
f. **Blue font indicates a presourced data item from an existing data publication.**

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City of London: London Performance Dashboard: 2013-14 - Q2 Final version

Risk and vulnerability

	Value	Better performance	Group Average
DB 01: Violence against the person crime rate per 1,000 population (LIS 15) **Year to Date Apr 13 to Sep 13**	1.10 (a)	15.9 12.2 8.5 4.8 1.1	8.88 33 returns
DB 02: Robbery, dwelling burglary, and theft of/from a motor vehicle crime rate per 1,000 population (LIS 16) **Year to Date Apr 13 to Sep 13**	0.36 (a)	16.3 12.3 8.3 4.3 0.4	9.55 33 returns
DB 03: Total notifiable crime rate per 1,000 population (LIS 3) **Year to Date Apr 13 to Sep 13**	8.62 (a)	124 95 66 37 9	42.01 33 returns
DB 04: % Child Protection Plans lasting 2+ years at 31 March and for child protection plans which have ended during the year (N 17) **Year to Date Apr 13 to Sep 13**	n/a	8.1 6.0 4.0 2.0 0.0	5.0 19 returns
DB 05: % children subject of Child Protection Plan for a 2nd time or more, within 2 yrs of previous plans end date (N 18) **Year to Date Apr 13 to Sep 13**	n/a	15.6 11.7 7.8 3.9 0.0	7.4 20 returns
DB 06: Vacancy Rate of Children's social workers (FTE) for year ending 30 Sept (N 23)** **Annual Snapshot 30 Sept 2013**	n/a	50.6 38.0 25.4 12.8 0.2	24.6 12 returns
DB 07: % Children's Social workers who are agency workers (FTE) for year ending 30 Sept (N 26)** **Annual Snapshot 30 Sept 2013**	n/a	53.0 40.6 28.1 15.7 3.2	23.6 13 returns
DB 08: % of adults with a learning disability who live in their own home or their family (ASCOF 1G) **Year to Date Apr 13 to Sep 13**	n/a	8 26 44 62 80	66.1 19 returns
DB 09: Housing Benefit number of days to process new claims (LIS 181a) **Year to Date Apr 13 to Jun 13**	19.0 (a)	46 36 26 15 5	24.5 33 returns
DB 10: Housing Benefit number of days to process change of circumstances (LIS 181b) **Year to Date Apr 13 to Jun 13**	9.0 (a)	25 20 15 10 5	11.3 33 returns

Improving life chances

	Value	Better performance	Group Average
DB 11: Percentage of pupils achieving level 4 or above in both Reading, Writing and Maths at Key Stage 2 (LIS 73) **Annual 2012-13 provisional**	n/a	73 76 79 82 85	78.0 32 returns
DB 12: % children in need (CIN) achieving at least level 4 at KS2 in both Eng & math (N 1a) **As at March 2012**	n/a (a)	22 34 45 56 67	44.1 30 returns
DB 13: % children in need (CIN) who achieve 5+ A*-C grades at GCSE including Eng & math (N 1b) **As at March 2012**	n/a (a)	11 15 20 24 29	18.2 22 returns
DB 14: % of school-aged children in need permanently excluded from school (N 3a)** **As at March 2012**	n/a (a)	2 1 1 0 0	73.75% 8 returns
DB 15: Percentage of persons aged 16-18 who are not in education, employment or training (NEET) (NI 117) **Nov 2012-Jan 2013 average**	0.30	11 9 6 3 0	5.10 33 returns
DB 16: % of people using social care who receive self-directed support (ASCOF 1C(1)) **Year to Date Apr 13 to Sep 13**	n/a	42 56 70 84 98	72.3 22 returns
DB 17: % of people using social care who are receiving direct payments (ASCOF 1C(2)) **Year to Date Apr 13 to Sep 13**	n/a	10 20 31 42 52	24.4 21 returns
DB 18: rate 18-64 yr old permanent admissions to residential and nursing care homes, per 100,000 population (ASCOF 2A(1)) **Year to Date Apr 13 to Sep 13**	n/a	15.3 11.6 7.9 4.2 0.5	5.3 19 returns
DB 19: rate aged 65+ permanent admissions to residential and nursing care homes, per 100,000 population (ASCOF 2A(2)) **Year to Date Apr 13 to Sep 13**	n/a	1241 931 622 313 4	263.5 20 returns
DB 20: Number of people receiving a council funded service (RAP 1) **Year to Date Apr 13 to Sep 13**	n/a	8873 7139 5406 3672 1939	4512 18 returns
DB 21: Number of Carers receiving respite or carer specific services as an outcome of assessment or review (RAP 2)** **Year to Date Apr 13 to Sep 13**	n/a	14 309 603 898 1192	395 15 returns
DB 22: Percentage of care leavers in employment, education or training (NI 148) **Year to Date Apr 13 to Sep 13**	n/a	20 40 59 79 98	62.7 17 returns
DB 23: Percentage of working age people on out of work benefits (NI 152) **Snapshot - May 13**	4.2	16.1 13.1 10.2 7.2 4.2	10.6 33 returns
DB 24: Number of households living in temporary accommodation (NI 156) **Snapshot - Sep 13**	10 (a)	3410 2560 1710 860 10	1281 33 returns
DB 25: Number of homeless applications accepted as being in priority need (LIS 18) **Rolling year Oct 12 to Sep 13**	10 (a)	1382 1039 696 353 10	510 33 returns

Quality of the environment

	Value	Better performance	Group Average
DB 26: Number of kilograms per household of residual household waste collected (NI 191) **Year to Date Apr 13 to Sep 13**	183	346 271 196 120 45	214 18 returns
DB 27: Percentage of household waste sent for reuse, recycling and composting (NI 192) **Year to Date Apr 13 to Sep 13**	39.55	18 28 38 48 58	35.04 20 returns
DB 28: Percentage of land assessed as having unacceptable levels of litter (NI 195a) **Most recent survey**	3.50	15.2 11.4 7.7 4.0 0.3	5.63 20 returns
DB 29: Percentage of land assessed as having unacceptable levels of detritus (NI 195b) **Most recent survey**	0.68	22.5 17.0 11.6 6.1 0.7	7.83 19 returns
DB 30: Percentage of land assessed as having unacceptable levels of graffiti (NI 195c) **Most recent survey**	0.17	9.0 6.8 4.5 2.3 0.0	3.50 19 returns
DB 31: Percentage of land assessed as having unacceptable levels of fly-posting (NI 195d) **Most recent survey**	0.50	5.0 3.8 2.5 1.3 0.0	0.94 20 returns

Interest to the public

	Value	Better performance	Group Average
DB 32: Percentage of Council Tax collected (BVPI 9) **Year to Date Apr 13 to Sep 13**	n/a	48 52 57 61 66	56.7 25 returns
DB 33: Percentage of non domestic rates collected (BVPI 10) **Year to Date Apr 13 to Sep 13**	n/a	56 59 61 63 66	59.5 25 returns
DB 34: Number of working days per FTE lost due to sickness absence (excluding school staff) (BVPI 12) **Rolling year Oct 12 to Sep 13**	6.9	9.9 8.8 7.7 6.6 5.5	7.6 24 returns
DB 35: Percentage of minor planning applications determined within 8 weeks (NI 157b) **Year to Date Apr 13 to Sep 13**	71.0	31 47 63 78 94	71.1 26 returns
DB 36: Percentage of 'other' planning applications determined within 8 weeks (NI 157c) **Year to Date Apr 13 to Sep 13**	72.0	56 66 76 86 96	82.6 26 returns

key

- ◆ borough performance
- ━ national comparator
- average performance
- lower performing 25% / higher performing 25%
- middle performing 50% / quite above average
- significantly below average / significantly above average

relative performance is:
- ◆ quite below average
- ● significantly below average
- ○ quite above average
- ● significantly above average

Guidance notes

a. The diamond represents performance for your chosen borough. To the right of the black bar represents better than average performance, to the left represents lower than average performance.
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Page 25

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SAVINGS SCHEDULE
(as at 13th February 2014)

Table 1: Service Based Reviews	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
IS savings from outsourcing to Agilisys (see note)	(879)	(695)	307	493
Oracle R12 implementation – staffing savings			300	300
PP2P Wave 3 procurement savings		1,000	1,000	1,000
Town Clerk – staffing savings			80	80
PR Office – mainly on staffing			100	100
Culture, Heritage and Libraries - staffing			150	150
Total	**(879)**	**305**	**1,937**	**2,123**
Note:				
Outsourcing the IS services to Agilisys generates an overall revenue saving of £1.6m across the seven year contract period. However, for 2013/14 and 2014/15, there are agreed budget increases, as above.				

Table 2: Savings achieved from pre 2011/12 reviews and budget reductions	Full Year Impact £000
Street Cleansing	581
Trade Waste	334
Public Conveniences	143
Unaccompanied Asylum Seeking Minors	50
HR Review (phases I and II)	300
IS Shared Services	428
Chief Officer Budget Reviews 2009	2,645
Barbican Estate Car Parks	197
Telecoms	77
Security Contract	50
Cleaning and Window Cleaning Contract (see note)	150
PP2P net saving (2013/14 figure)	1,131
Total	**6,086**
Note:	
Figures for Security and Cleaning and Window Cleaning Contracts exclude savings retained by the City Police or passed on to tenants.	

Table 3: 2011/12 Budget Reductions	Full Year Impact £000
Departmental reductions 2.5%	3,880
Departmental reductions 10%	14,035
Museum/LSO/LSSO	800
New Homes Bonus (see note 1)	845
Departmental reorganisations (see note 2)	550

Central Market rents/Service Charges	1,000
Golden Lane Leisure Centre	
Contract	119
Academies support post	(39)
One-off costs of change	0
Sub-total	**20,512**
Note 1: New Homes Bonus is receivable for six years and is adjusted year on year for net additional dwellings - £845k is the confirmed 2014/15 allocation.	
Note 2: £300k of the £550k will be achieved in 2014/15.	

Table 4: 2013/14 and 2014/15 Budget Reductions	Full Year Impact £000
All funds - Departmental reductions 2%	2,460

Agenda Item 11

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Agenda Item 12

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