

EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE (EPSC) - Outstanding Actions
(as at 4 September 2012)

Item	Action	Officer responsible and target date	Progress updates	Open/ Closed
Departmental Reviews				
Report to 13/7/11 meeting: Transformation and Efficiency Boards	Members agreed a forward programme for departmental reporting, as follows:	Town Clerk	Reports submitted on:	Closed
	Chamberlain's	Chamberlain	13/7/11	
	Town Clerk's	Town Clerk	27/9/11	
	Community and Children's Services	Director of C&CS	27/9/11	
	City Surveyor's	City Surveyor	24/11/11	
	Guildhall School of Music & Drama	Principal of GSMD	16/3/12	
Report to 16/3/12 meeting: Future programme of the sub-Committee	Members agreed to suspend the programme of departmental reporting	Town Clerk	Programme suspended following submission of the final agreed departmental report (GSMD on 16/3/12)	Closed
Report to 18/5/12 meeting: Future work programme	The Chamberlain to report on possible trigger points and metrics which could be used by the sub-Committee to decide whether a department should be reviewed in detail.	Chamberlain – Future EPSC meeting	July 2012 - The Chamberlain advised Members that he would report to an EPSC meeting later in 2012 on possible trigger points and metrics	Closed Included in Transformation and Efficiency

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				Boards update report - September 2012
Report to 18/5/12 meeting: Future work programme	Members requested a report on the agreed actions from the departmental reviews considered by the sub-Committee.	Town Clerk – July 2012	July 2012 – A report was received by the Committee which updated it on the agreed actions arising from the Committee’s departmental reviews that had been undertaken in the previous year.	Closed See below for follow-up action
Report to the 12/7/2012 meeting: Departmental Review Follow Up	Members requested a full outstanding actions list, in the format used for the Audit and Risk Management Committee, extended to cover all reports to the sub-Committee	Town Clerk	Full outstanding actions report to be presented to September meeting	Closed Full schedule presented – September 2012

Departmental report – Chamberlain’s Department

Report to 13/7/2011 meeting: Chamberlain’s	The Chamberlain to provide a further report to a future EPSC meeting addressing specific issues in relation to the IS Review.	Chamberlain – November 2011	EPSC November 2011 - The Chamberlain updated Members on the outsourcing of IT services and	Open Update to be
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<p>departmental report – Efficiency review</p>			<p>infrastructure. Members noted that further work would be undertaken on how best to deliver IS Services and that this would be reported to the sub-Committee</p> <p>August 2012 – Report to be presented to September Finance Committee</p>	<p>provided after results of soft market testing are known</p>
<p>Report to 13/7/2011 meeting: Chamberlain’s departmental report – Efficiency review</p>	<p>Members requested that an indicative timetable is produced setting out when departments would start to receive financial management information on a prompt and dynamic basis.</p>	<p>Chamberlain – Future EPSC meeting</p>	<p>EPSC September 2011 - A verbal update was given by the Chamberlain.</p> <p>July 2012 - Budget holders are provided with a monthly report summarising spend to date against budget and identifying variances requiring further investigation. The first reports were sent out in July and initial feedback has been very positive on ease of use.</p>	<p>Closed</p>
<p>Report to 13/7/2011 meeting: Chamberlain’s departmental report – Efficiency review</p>	<p>That the reports produced by the monthly meetings of the Finance Directors highlighting material variances should be made available to the Finance Committee.</p>	<p>Chamberlain – Future Finance Committee meeting</p>	<p>September 2011 - The Finance Committee received and approved the format of a monthly financial monitoring report.</p> <p>EPSC September 2011 - The Chamberlain stated that the intention was for the Service Committee to receive a financial monitoring report on an exception basis.</p>	<p>Closed</p>

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<p>Report to 13/7/11 meeting: Chamberlain's departmental report – Efficiency review</p>	<p>That a further report on the rationale for maintaining a relatively high level of in-house resource on Revenues (Business Rates and Council Tax) should be submitted to the Sub-Committee and the Finance Committee</p>	<p>Chamberlain – November 2011</p>	<p>EPSC November 2011 (minutes corrected at the February 2012 meeting) - The Chamberlain reported that the City Corporation delivers this service alongside Liberata and therefore staffing levels should remain the same in order to maintain the excellent standards of collection and customer services.</p>	<p>Closed</p>
<p>Report to 13/7/11 meeting: Chamberlain's departmental report – Efficiency review</p>	<p>That an Internal Peer Review should be undertaken by the Business Support Director and the Financial Services Director, to assure Members that the Chamberlain is focusing on appropriate efficiency and performance priorities.</p>	<p>Business Support Director and Financial Services Director – Future EPSC meeting</p>	<p>Reported to EPSC in November 2011</p>	<p>Closed See below for follow-up action</p>
<p>Report to 24/11/11 meeting: Peer review of financial and business support services</p>	<p>That an action tracker is reported to future meetings which includes the responsible Officer and timescales for delivery of actions relating to this item.</p>	<p>Chamberlain – Future EPSC meetings</p>	<p>EPSC February 2012 - An action tracker was reported to the meeting where it was resolved that progress against the action tracker would be reported to the Committee on an exception basis. Update August 2012 - No issues requiring Member attention</p>	<p>Open</p>

Departmental report – Town Clerk's Department

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<p>Report to 27/9/11 meeting: Town Clerk's departmental report - Efficiency review</p>	<p>The Deputy Town Clerk to update Members on proposals relating to City of London Police and City of London Corporation shared services.</p>	<p>Town Clerk – Future EPSC meeting</p>	<p>EPSC November 2011 – Members were informed of proposals to share Occupational Health and call handling services.</p> <p>EPSC July 2012 - The Deputy Town Clerk gave a verbal update relating to a report presented to the Police Committee in April 2012 regarding shared services with the City.</p>	<p>Closed See below for follow-up action</p>
<p>Verbal update to 12/7/12 meeting: Police Shared Services</p>	<p>A full report to be presented at the September 2012 EPSC meeting, also addressing the issue of data security in respect of the shared service between the Contact Centre and Control Room</p>	<p>Deputy Town Clerk – September 2012</p>	<p>Report scheduled for September meeting</p>	<p>Closed Report presented in September 2012</p>
<p>Report to 27/9/11 meeting: Town Clerk's departmental report - Efficiency review</p>	<p>The Deputy Town Clerk to check on the role of the Member Development Group.</p>	<p>Town Clerk – Future EPSC meeting</p>	<p>EPSC July 2012 - The Deputy Town Clerk gave a verbal update. It was noted that the Member Development Group has discussed its role and have made it clear that its remit centres on learning and development. The Group will be looking to create a comprehensive induction programme for new Members following Court elections in 2013.</p>	<p>Closed</p>

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Departmental report – Department of Community and Children’s Services				
<p>Report to 27/9/11 meeting: Community & Children’s Services department - Efficiency review</p>	<p>That future progress regarding the delivery of efficiency and performance improvements and the DCCS commissioning strategy should be <u>reported in summary form to the Efficiency & Performance sub-Committee</u> either as a separate report or within the Transformation and Efficiency Board update reports.</p>	<p>Director of Community & Children's Services</p>	<p>Community and Children’s Services Committee June 2012 - The Committee received an update highlighting the commissioning intentions for 2012/13. The strategy included three reviews: supported living; Portsoken Area, and youth services, the outcomes of which are due later this year. Other commissioned services were highlighted in the June report, including the 2012/13 priorities.</p> <p>August 2012 – Report to be submitted to Community and Children’s Services Committee in October regarding reviews of Youth Service and Supported Living. Reviews for 2013/14 to be agreed in March 2013.</p>	<p>Open – update scheduled for November meeting</p>
Departmental report – City Surveyor’s Department				
<p>Report to 24/11/11 meeting: City Surveyor’s department -</p>	<p>Report noted – no further actions requested</p>	<p>N/A</p>	<p></p>	<p>Closed</p>

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Efficiency review				
Departmental report – Guildhall School of Music & Drama				
Report to 16/3/12 meeting: Departmental review - Guildhall School of Music & Drama	Members requested regular reporting to the Committee on the financial position of the GSMD (including updates on the fundraising campaign) and an analysis of the best and worst case scenarios based on variable student numbers over a 5 year period.	Chamberlain – July 2012	July 2012 – An update report was presented, covering the overall financial position of the School and fundraising activities for the new Milton Court building.	Closed See below for follow-up action
Report to 12/7/12 meeting: Guildhall School of Music and Drama - Update	The Chamberlain to provide an update report on Milton Court fundraising, including a breakdown of funds that had been pledged and those that had been received.	Chamberlain – September 2012	A report will be presented to the September 2012 meeting	Closed Update to September 2012 meeting
Report to 12/7/12 meeting: Guildhall School of Music and Drama - Update	The Chamberlain to table a report to Members as soon as the GSMD student intake for 2012/13 is finalised.	Chamberlain – November 2012	July 2012 - Student numbers not expected to be finalised until end of September, therefore report to be presented in November 2012	Open – scheduled for November meeting
Report to 12/7/12 meeting: Guildhall School of Music and Drama - Update	To invite the GSMD's Principal, Chief Operating & Financial Officer and Chairman of the Board of Governors to the 14 November 2012 meeting with a full report on its financial performance.	Town Clerk – November 2012		Open – scheduled for November meeting

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Departmental report – Barbican Centre				
Report to 24/11/11 meeting: 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	August 2012 – No issues requiring Member attention. Financial forecast for 2012/13 within budget.	Open
Improved co-ordination (“Joining-up”) between Mansion House, Guildhall complex and the Central Criminal Court				
Report to 23/5/11 meeting: Mansion House, Guildhall and the Central Criminal Court – Improved Coordination	Officers to report back after six months on progress.	Town Clerk – November 2011	February 2012 – A report was tabled that updated Members on the work undertaken by various officer groups looking at specific aspects of closer working and outlined the progress made in these areas to date.	Closed See below for follow-up action
Report to 3/2/11 meeting: Improved co-ordination – progress update	That the Chairman and Deputy Chairman are updated on progress made in all areas of improved coordination, with full updates on the CRM database and seating arrangements being reported to the Committee for information as it is reported through the other relevant	Town Clerk – Future EPSC meetings	May 2012 - The Deputy Town Clerk highlighted the action in relation to improving the use of the City Corporation's CRM database and advised Members that work was continuing although further work was	Open

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	Committees.		required on joining up the departmental diaries to create a central Corporation diary. July 2012 – Update on CRM system provided to the Policy and Resources Committee	
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Central Recharges				
Report to 23/5/11 meeting: Future work programme and matters arising from minutes of EWP on 4/3/11	The Chamberlain to submit a report concerning central recharges to the next meeting of the Sub Committee.	Chamberlain – July 2011	July 2011 – A report was received	Closed
Report to 13/7/11 meeting: Internal recharges	The Chamberlain to submit a report to the September meeting of the Sub-Committee providing more evidence and reassurance that the internal recharge system is delivering value for money	Chamberlain – September 2011	EPSC September 2011 – The Chamberlain noted that a report would be submitted to the November meeting EPSC November 2011 - The Chamberlain updated Members on the recharging system.	Closed
Report to 24/11/11 meeting:	That the Chamberlain would provide Members	Chamberlain – February	February 2012 – A report was	Open –

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Chamberlain's departmental recharges - Value for money analysis	with further detail on comparative service delivery costs and to submit a report to Members to reconsider the issue of internal recharges and value for money	2012	received outlining the difficulties in measuring the City Corporation against the CIPFA Public Sector Corporate Services Value for Money. The Financial Services Director stated that she was exploring other possibilities, including a London-wide benchmarking club, supported by CIPFA, to look at the issues instead. This was welcomed by Members. August 2012 – City to participate in the five corporate service benchmarking clubs (HR, IS, Legal, Finance and Property Services).	update to be provided after results of corporate service benchmarking received and analysed
Business Planning				
Report to 13/7/11 meeting: Town Clerk's Department business plan summaries	Members suggested improvements to the format of summary business plans	Town Clerk – as part of refresh of Business Planning framework	EPSC September 2011 – The revised Business Planning framework was presented to the sub-Committee incorporating the suggested amendments. Members confirmed that revised format provided them with sufficient information.	Closed
Report to 27/9/11 meeting: Business Planning Framework	Members suggested revisions to the Business Planning framework/process	Town Clerk	EPSC October 2011 - The revised framework was issued to Chief Officers, incorporating the suggested revisions.	Closed

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2012/13				
Report to 27/9/11 meeting: Business Planning Framework 2012/13	That a “think piece” report showing linkages between Business Planning and Resource Allocation be submitted to the sub-Committee	Chamberlain – February 2012	<p>EPSC February 2012 – A report was submitted to Members who agreed that, as part of the 2013/14 budget estimates process, the forward financial planning position and key business plan objectives would be reported together to Committees so that these could be taken into account more visibly in the financial planning process.</p> <p>July 2012 - Business planning objectives now included as section in the revised templates for service committees for 2013/14 budget estimates.</p>	Closed

Miscellaneous				
Report to 23/5/11 meeting: Future Work Programme	That the Sub-Committee should consider the way in which the City Corporation undertakes street works , using the Cheapside street works as an example.	Director of the Built Environment	<p>October 2011 – New Department of the Built Environment formed to bring together Planning & Transportation with Highways and improve coordination of services.</p> <p>December 2011 - The Planning & Transportation Committee considered a report of the Director of the Built</p>	Closed

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			<p>Environment setting out proposals for a new five point plan, which officers have developed, to achieve improved communication and greater coordination in relation to both our own streetworks, and those of the utility companies.</p> <p>June 2012 - The Planning & Transportation Committee considered a report of the Director of the Built Environment updating Members on the five point plan to achieve improved communication and greater coordination of streetworks.</p> <p>August 2012 – New contractor appointed. Streetworks permitted to be undertaken in the evening where possible to cut street occupancy times. Cannon Street works completed with minimal disturbance.</p>	
Report to 13/7/11: Efficiency Sub-Committee minutes	That a report on the outcome of the Due Diligence process relating to tenderers as part of the PP2P programme would be submitted to the 26 July meeting of the Finance Committee.	Chamberlain – July 2012	July 2012 – This was reported to the Finance Committee as part of its regular PP2P update report.	Closed
Report to 16/3/12: Transformation and Efficiency	That the iMPower report on Demand Management and Behaviour Change be circulated to the Sub-Committee by email as	Town Clerk – As soon as possible	Circulated to Members by email on 19/3/12.	Closed

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Boards	soon as possible			
Report to 18/5/12: Transformation and Efficiency Boards update	To invite the Comptroller & City Solicitor to present to the Committee his experience in cross-borough working .	Town Clerk – July 2012	July 2012 – The Comptroller and City Solicitor gave a presentation on the cross-borough initiative between Westminster, Hammersmith and Kensington & Chelsea councils.	Closed
Report to 12/7/12: Transformation and Efficiency Boards update	The Chamberlain will explore how future finance reports could include a breakdown of internal and external staffing costs charged to City Corporation projects, especially where recharges could be made.	Chamberlain – Future EPSC meeting	Estimated internal staff costs are now included in the gateway 1 and 2 template reports for City Corporation projects. The review of the breakdown of staff costs to projects is currently being specified.	Open

Performance Management				
Report to 27/9/11: Transformation and Efficiency Boards	That the dashboard outputs from the pan-London benchmarking tool 'Local Area Performance Solution' (LAPS) and the national 'LG Inform' tool are appended to the update reports on the Transformation and Efficiency Boards as appropriate.	Town Clerk	Both dashboards were appended to the Transformation and Efficiency Board update reports on 16/3/12 and 18/5/12. At the 18/5/12 meeting, Members requested that the LG Inform dashboard only be attached where	Closed

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			significant concerns are highlighted.	
Report to 12/7/12 meeting: Transformation and Efficiency Boards update	That an update would be provided at a future meeting on Performance Indicator LIS 14 from the LAPS dashboard (% of carers receiving a carers assessment)	Director of Community and Children's Services	To be included within the Transformation and Efficiency Boards update report in September 2012.	Closed Included in Transformation and Efficiency Boards update report - September 2012

Thematic Reviews				
Report to 16/3/12: Future programme of the Sub-Committee	Members agreed to suspend the programme of departmental reporting and asked officers to present to the next EPSC meeting a detailed future work programme. Members agreed to receive a report on Income Generation.	Work Programme: Town Clerk – May 2012 Income Generation: Chamberlain – May 2012	May 2012 – a report was received outlining proposals for the future work programme. Members expressed support for the proposals so long as the programme was flexible, allowing for matters to be added or removed as necessary. A focus on wider City Corporation issues rather than departmental reporting was endorsed so long as the Committee reserved the right to review individual departments as and when particular issues arose. May 2012 – A report was received on	Closed

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			income generation initiatives.	
Report to 18/5/2012: Income generation initiatives	<p>Members expressed a desire to be updated on the agreed actions:</p> <ul style="list-style-type: none"> • To establish a Corporate Project Board to work with Chief Officers to identify new income streams and priority areas to increase the level and scope of charges made for existing services. • To give consideration to identifying services which, in accordance with the Local Government Act 2003, might require the establishment of trading accounts to exploit income generation opportunities. 	Chamberlain – Future EPSC meetings	Work is currently being specified along with resources and milestones.	Open – update scheduled for November meeting
Report to 12/7/12: Transformation and Efficiency Boards update	Members agreed that the work programme for the sub-Committee (as agreed at 18/05/12 meeting) would be revised and brought back to the sub-Committee for consideration at its next meeting.	Town Clerk – September 2012	EPSC September 2012 - This is currently being drafted and will be presented to the September 2012 meeting.	Closed Included in Transformation and Efficiency Boards update report - September 2012