Committee(s):	Date(s):
Efficiency and Performance sub-Committee	06 November 2013
Subject: Transformation and Efficiency Boards - update	**Public**
Report of: Chamberlain and Deputy Town Clerk	**For Information**

Summary

Since the last sub-Committee meeting, the Transformation Board has met three times and the Efficiency Board has met twice.

The Transformation Board has discussed corporate survey software, social media monitoring, website and intranet developments, and a report on inter-departmental demand management; and received the regular updates from the current programme of strategic reviews. The Board also received a presentation from the Head of Corporate HR and Business Services, who discussed issues such as organisational design and resistance to change; and has been reviewing its terms of reference and links to other officer groups.

The Efficiency Board continues to monitor the achievement of efficiency savings and budget reductions, and the latest position is reported in Appendix 2 to this report. The Board has discussed the service-based reviews, performance dashboards, corporate performance indicators, and how it can continue to support this sub-Committee, including by monitoring "triggers" for departmental reporting.

Recommendation

Members are asked to receive this update

Main Report

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. <u>IS phase 3 – alternative sourcing options</u>: The transfer of 29 full time staff to Agilisys took place on 1st September. The transition of operational services commenced from the same date, with a series of service and process improvement projects running throughout the first year. The move to 'Infrastructure as a Service' - also known as Cloud computing – is scheduled to complete in autumn 2014, and will be a significant step towards decommissioning the data centre in Guildhall. A series of planned communications using a variety of channels, will be used during transition, notifying and explaining service changes and improvements before they are implemented..

    b. <u>PP2P</u>: The Finance Committee has agreed to bring the service back in house, with a target date of March 2014. This requires a number of activities to make sure that the service is stable and that there are clear actions to progress the maturity of the service to a level close to being a contender for excellence in procurement. Resources to do this are being established currently. Compliance with the revised processes is slowly improving and this will continue to be monitored and discussed with relevant departments as necessary. The new Head of CLPS starts on 4th November. Savings from the PP2P project are reported in Appendix 2 to this report.

    c. <u>Strategic Finance Review</u>: Events to formally launch the money dashboard, business partnering handbooks and training will be held during the City Corporation's Learning and Development Week in October. An action plan is being developed for improving the underpinning data quality of CBIS information. Work is taking place on Budget Manager training and eLearning, incorporating business partnering initiatives.

    d. <u>HR</u>: The final staffing structure is in place, and a post implementation review is being conducted by the Senior Management Team. Further developments in the iTrent recruitment module are being piloted.

    e. <u>Accommodation</u> All works are projected to complete in November within the overall budget, subject to the approval to vire budgets between individual work tasks. All dates for the Chamberlain's Department move from Guildhall Yard East to Guildhall North Wing and Walbrook Wharf have been agreed and finalised.

4. **Corporate survey software** *SNAP* (Snap Survey Solutions) was chosen over seven years ago as the most appropriate and cost-effective corporate solution for the City Corporation for conducting surveys, since when much has changed in terms of technology. *SNAP* licences are expensive and training is required to use it effectively. Consequently *Survey Monkey*, an online survey tool which is cheap and easier to use has become increasingly popular with staff in a number of departments. A comparison of the two determined that *Survey Monkey* is now the product that best meets overall business needs,

offering a better user experience at lower cost. However, there are two areas - analysis and paper survey scanning - where *SNAP* is a superior product. Both of these are important issues for surveys with large sample sizes. The Board therefore agreed to conduct a survey of current *SNAP* users to determine whether either of these issues are relevant, before making a final decision between the two options.

5. **Monitoring of Social Media** The Board considered an update report in relation to a six-month trial of social media monitoring by an external company – Socialbakers. This tool pulls together information relating to the City Corporation's various social media feeds, and was chosen after comparison with other available software. The report noted some initial impressions from trial users, including the Public Relations Office. Whilst the presentation of information in a dashboard was useful for senior managers and officers running feeds, the market for this type of software has developed, meaning that much of the information is now available elsewhere more cheaply, and, in some cases, at no direct cost. The Board noted that the trial users would be consulted at the end of the trial period (in October) to determine the most cost-effective solution to use in the future.

6. **Future progress of website and intranet projects** The Board received a report which identifies the programmes needed to realise the City's objectives for these projects, maps out some of the detail, identifies staff resources and officers to be appointed in the future. There was detailed discussion of the aspirations of the programme, covering:

    o the speed of technology changes, meaning that there is no fixed 'end point' to any development;
    o options for staff consultation; and
    o the need for individual members of staff to be provided with a personalised intranet desktop comprising: "push" information (e.g. relevant news items), personal information (e.g. regarding annual leave), and collaboration space where staff can communicate through shared sites, and participate in blogs, etc.

7. **London Collaborative Efficiency Network** Officers continue to attend meetings of the LCEN, and report back to the Board on issues discussed. The meeting in September included discussion of contracting and procurement issues relating to Public Health services, and the impact of the Care Bill (May 2013), which will introduce a general duty for local authorities to promote individuals' wellbeing. The Network also received feedback from the London ICT Programme, the sub-regional partnerships representing North, West, East and South-West London, Capital Ambition, and the London Strategic Procurement Board.

8. **Organisational Design** The Board received a presentation from the Head of Corporate HR and Business Services, based on a presentation given to groups of international public servants visiting Guildhall. This covered a range of HR issues, such as management structures and staff behaviour when seeking to resist change. The presentation led to a wide-ranging discussion, covering Board members' personal experience of change resistant behaviour, the need for general 'buy-in' to change, the importance of communication

through the hierarchy, collegiate working, and how to turn negative behaviour to positive behaviour.

9. **Demand Management** The Board considered a report relating to the effective management and procurement of professional and cost effective legal services for the City Corporation. This is one of the areas identified for review at the Board's Strategic Opportunities workshop in July 2012. The report recognises that for the City Corporation, with its diverse and unique mix of functions and responsibilities, there is no single and simple solution. However, this issue is likely to become increasingly important as resources diminish. The Board accepted the recommendations in the report, which will provide a framework and starting point for the on-going consideration of demand management for legal services. These included: the drafting of a protocol to set broad principles for engagement with service departments; improved monitoring of workloads; and the development of closer working relationships between departments to understand current and future demand for legal services. Discussions have already taken place with the City Surveyor, as the largest user of legal services, and the detailed mechanisms will be developed in partnership with him to reflect the needs of the client should then be of wider application to other services and providers. Further detail is to be provided to the Board at a future meeting.

10. **Review of terms of reference** In order for the Board to remain relevant and effective, it has been reflecting on its work to date and how it operates, and considering suggestions for a way forward. In discussing its role, the relationship with other officer groups, particularly the Chief Officers' Group, the Performance and Strategy Summit Group and the Efficiency Board was highlighted. Work is in progress on mapping these relationships and determining how the Board can address the key issues of behaviour change and benefits realisation.

Efficiency Board

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

12. **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 include:

- Police Benchmarking – following further consideration of the HMIC Value for Money Profiles, a report is being prepared for the Police Performance and Resource Management sub-Committee to propose a broad framework for reviewing City Police value for money. The latest draft of the HMIC indicators has been received and the data is being checked for accuracy.

- PRO polling – the Board noted the initial results from the 2013 polling of key City audiences, including continued high satisfaction with the City as a place to live/work/run a business, and with the City Corporation as a

provider of services. The polling will also provide a useful source of evidence for the service-based reviews. A report was presented to the Policy and Resources Committee in October and a presentation to all Members is planned for December.

- <u>LG Inform</u> – the Board noted a draft dashboard of indicators for all local authorities circulated at a recent meeting of the Local Government Association Improvement Board. The draft showed the City Corporation as a generally high cost and high performing authority. Further analysis will be carried out in preparation for the public release of this dashboard in November.

13. **Service-Based Reviews** The Board discussed aspects of the service-based review process, including : the revised financial forecast resulting from the DCLG technical consultation on the Spending Review 2013; challenging the level of statutory and corporate services; quantifying potential savings options for presentation to Members, and the role that the Efficiency Board could play in the process.

14. **Performance Dashboard 2012-13 Q4** The Board noted the latest City of London performance dashboard, compiled quarterly by London Councils. This is attached at Appendix 1. On the dashboard, 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.

15. The table below summarises the City's performance and gives a comparison with Q4 for 2011-12:

Number of performance indicators	Top quartile	2nd quartile	3rd quartile	Bottom quartile	n/a*	Total
Q4 2012-13	18	6	0	1	5	30
Q4 2011-12	18	3	2	3	4	30

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

16. This shows above-average performance for 2012-13 in 24 of the 25 indicators for which the City's performance is reported (96%), an improvement on the same quarter in 2011-12, when 19 of 26 indicators were above average (73%).

17. The only indicator where the City is still below average is LIS 25b – time taken to process "other" planning applications. Performance on this indicator 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. During 2012-13, 98% of initial applications were approved, significantly higher than the national average, and above the target of 95%.

18. London Councils have been consulting on changes to the indicator set for 2013/14, to incorporate indicators relating to the new national performance

frameworks for adults' and children's services. This has delayed the collection of Q1 and Q2 data, which should be available later in the year.

19. **Corporate Plan performance indicators** The Board considered an initial 'long list' of performance indicators that could form the basis of a set of Key performance Indicators (KPIs) for the 2014-18 Corporate Plan. The Board supported the move to reintroduce a set of KPIs into the Corporate Plan, subject to the views of Members when detailed consultation on the Plan takes place later in the year.

20. **Savings from strategic reviews and other initiatives** Appendix 2 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. Table 1 shows the reviews that have generated savings during 2012/13 along with the anticipated 2013/14 savings. Table 2 shows the impact of the departmental budget reductions implemented in 2011/12, and table 3 shows the target reductions from the 2013/14 and 2014/15 budget reductions.

21. Since the last report to this sub-Committee, the figures for PP2P savings (table 1) have been updated, and Central markets Rents/Service Charges have been added to table 2.

Appendices

- Appendix 1 – LAPS Dashboard (Q4 of 2012/13)
- Appendix 2 - Savings Schedule (as at 22nd July)

Neil Davies
Head of Corporate Performance and Development

T: 020 77332 3327
E: neil.davies@cityoflondon.gov.uk