Committee:	Date:
Efficiency and Performance Sub Committee	2 July 2014
Subject: Transformation and Efficiency Boards - update	**Public**
Report of: Chamberlain and Deputy Town Clerk	**For Information**

Summary

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

The Transformation Board discussed the need for the monitoring and co-ordination of a portfolio of key transformation projects across the organisation, and reviewed progress on a number of the key projects and specific issues considered by the Board during 2013/14.

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 also discussed the potential triggers for departmental reporting, and how it can continue to support the work of this Sub-Committee.

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 were discussed at the Transformation Board, chaired by Susan Attard.

3. **Progress and completion of key work streams** The Board received a series of updates on the key strategic projects and other issues considered recently:

a. IS phase 3 – alternative sourcing options: The Board noted the completion of this review, with the revised structure of three key teams working in a strategic partnership with Agilisys. Some key projects currently in progress were noted, including Oracle ERP, support for the City of London Police Transformation Programme, and the decommissioning of the data centre in Guildhall.

b. IS Strategy: The Board noted that the Strategy had been agreed by the relevant boards and Committees, and consisted of four strategic programmes: Better Working Practices; Building an Effective Corporation; Promoting the City, and Customer Service Programme.

c. Management Information Dashboards: The Board noted that three dashboards were available to all staff via the intranet: Money, Energy and Service Response Standards. A departmental dashboard was being developed for the Department of Culture, Heritage and Libraries, but further work on corporate dashboards was being subsumed as a work stream within the Oracle ERP project.

d. HR: The Board noted the completion of the HR review, which fundamentally reshaped the Corporate HR service, and generated savings of £300k per annum. A series of further more detailed reviews are underway, as part of the development of the HR Strategy, including reviews of HR policies; iTrent functionality; and pay and conditions, starting with allowances and market forces supplements.

e. Demand Management: The Comptroller and City Solicitor reported that he is presenting the legal services Professional Services Protocol (previously reported to this Sub Committee in March) to all departments at their Departmental Management Team meetings, as part of the general roll-out of this initiative. The Board noted that such an approach would be appropriate for other corporate service areas, including some in the Town Clerk's and Chamberlain's Departments.

f. WarpIT: The system for internal recycling of stationery and furniture went live to all staff in February, and good progress is being made against the five main objectives:
   – Saving the City Corporation money by avoiding unnecessary purchasing costs by reusing items it already owns;
   – Savings on disposal costs;
   – Reducing the amount of waste sent for incineration;
   – Providing an easy way for staff to responsibly dispose of, or re-use items;
   – Helping charities by offering them items that we no longer have a use for.

g. My Council Services app: This is a multi-function, multi-platform app allowing residents, businesses and visitors to make contact with the City Corporation directly from smartphones and tablets. The app has been "soft launched", with general drop-in sessions arranged for staff and meetings with specific key managers in those departments most likely to be impacted, including Community and Children's Services.

h. <u>My City Story</u>: This initiative involves staff tweeting about their jobs for a week or two at a time, reflecting the breadth and depth of the City Corporation.

i. <u>Staff Suggestion Scheme</u>: The Board noted that all staff were invited to submit suggestions as part of the Service Based Review, resulting in 140 suggestions being received. An officer project team is leading on the relaunch of the general scheme, and reviewing ideas around technology and incentives to encourage participation from staff members. An appropriate software package has been identified, which will be tested before roll-out in the autumn.

4. The Board also noted the completion of the Strategic Finance Review and the Accommodation project.

5. **Future work of the Board** The Board discussed the future focus of its work, particularly in regard to the cross-cutting reviews and transformation projects likely to result from the Service Based Review, which would be reported to the Resource Allocation Sub-Committee away day in June. The need for key officers to focus on the co-ordination and monitoring of a portfolio of key change/transformation projects, covering IS projects, HR projects, departmental change initiatives, and reviews arising from the service based review, was noted.

Efficiency Board

6. The following key issues were discussed at the Efficiency Board, chaired by Peter Kane.

7. **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, draft reports, and the potential departmental triggers. Issues discussed at the most recent meeting included the draft report on Third Party Payments and Supplies and Services, presented separately on the agenda for this meeting.

8. **Triggers for Departmental Reporting** The Board discussed a number of sources for potential triggers for departmental reporting, including:

   – LAPS (Local Area Performance Solution) – reported separately below.

   – Performance meetings held quarterly or six-monthly by the Deputy Town Clerk with Chief Officers – no issues arose from the most recent meetings.

   – Business Plans – although no issues arose from the Quality Assurance meetings with Chief Officers on their 2014 departmental business plans, the Board considered the potential for using business plans and quarterly reports to demonstrate the linkages between budgets and performance, and how these change over time.

   – Benchmarking studies – The Board noted the proposal to engage external consultants to review the benchmarks and appropriate comparators available to the City Police, in order for them to

demonstrate the economy, efficiency and effectiveness of their services to the Police Committee.

- External Audits/inspections and national studies – none were reported.

9. **Performance Dashboard 2013-14 Q3** The Board noted the latest City of London performance dashboard, compiled quarterly by London Councils. This is attached at Appendix 1. 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.

10. The table below summarises the City's performance for the three quarters of 2013-14 reported to date:

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
Q3 2013-14	17	3	1	1	14	36
Change in numbers	+8 (+5 from n/a; +4 from 2nd quartile; one to n/a)	-4 (-4 to top quartile)	--	--	-4 (-5 to top quartile; +1 from top quartile)	--

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

11. The City continues to perform well against the London Dashboard, with minor fluctuations from quarter to quarter. The two indicators for which below average performance was recorded in Q3 are:
   - o <u>DB 35</u>: Percentage of minor planning applications determined within 8 weeks. Performance in Q3 was 69%, compared with the London average of 73% and slipped from 3rd quartile in Q2 to bottom quartile in Q3.
   - o <u>DB 36</u>: Percentage of 'other' planning applications determined within 8 weeks. Performance in Q3 was 80%, compared with the London average of 83% and improved from bottom quartile in Q2 to 3rd quartile in Q3.

12. 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.

13. **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. The appendix shows:

- 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 (Q3 of 2013/14)
- Appendix 2 - Savings Schedule (as at June 2014)

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