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

Summary

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

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

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

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

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

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

Recommendation

Members are asked to note the report.

Main Report

Background

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

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

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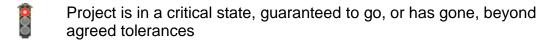
Departmental Budget Reductions

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

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

Service Based Review Roadmap

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

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

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

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

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

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

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

Project is on track

Milestone

Project is in a controlled state

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

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

Project Closed (in RAG column)

Detailed Commentary – Changes since the last report

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

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

12. A further report will be presented to the Resource Allocation Sub Committee in March.

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

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

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

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

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

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

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

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

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

21. <u>Remodelling Libraries</u>. No changes since the last report.

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

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

Conclusion

24. The Corporate Programme Delivery Unit has commenced monitoring and reporting of the Service Based Review cross-cutting reviews and associated projects. This will include reporting to every meeting of the Sub Committee.

25. Of the 14 projects currently being tracked by this Roadmap, nine are rated as 'green', five as 'amber', and none as 'red'.

26. An emerging issue in respect of the cross-cutting reviews is that of resources, and officers have discussed the need to direct some additional external resource to support some projects within the overall programme.

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

Appendices

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

Background Papers

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

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