

Committee:	Dated:
Efficiency and Performance Sub Committee – For Information	16 September 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 10 projects currently being tracked by this Roadmap, nine are rated as 'green', and one as 'amber'. Since the last meeting, one project (Project Management) has been removed from this roadmap - as Members will recall, it has deferred until later in the programme, to give more scope for other projects to be prioritised and actioned more effectively.

The Strategic Review of Operational Properties has changed rating from 'green' to 'amber' as a result of delays in completing the departmental workshops, and therefore in reporting the results to Members.

Recommendation

Members are asked to note the report.

Main Report

Background

1. Members agreed 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.
4. A separate quarterly Service Based Review financial monitoring report is being presented at this meeting, highlighting any significant variations from the approved budget reductions, along with summary information on the progress made by every Chief Officer.

Service Based Review Roadmap

5. 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. Appendix 2 contains an outline of each of the reviews reported on the Roadmap.
6. Within the Roadmap, completed actions are shaded green. 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/no change since last reported



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

Cross-cutting Reviews

7. Strategic Asset Management. This is the overarching proposal for the following three reviews to ensure that the strategic aims are aligned across all the asset-related opportunity outlines. The first meeting of the Strategic Asset Management Board will take place in October, with the aim of ensuring that there is integration across the three reviews below.
8. Strategic Review of Operational Properties. The first phase of service departmental workshops has been completed. The opportunities arising have

been quantified and prioritised, and were presented to the project board in August. The workshop to discuss central accommodation and ways of working with corporate department staff has now been scheduled for the end of October, later than originally planned. The workshops took longer than originally anticipated to schedule, although the delay has enabled more effective preparation to be undertaken for engagement with Members. As a result, reporting of the proposed actions to Members has been delayed from the original date of July until the meetings of the Corporate Asset and the Resource Allocation Sub Committees in October. Following this, agreement will be sought from relevant Service Committees to initiate implementation projects. Because of the slippage against the original milestone completion dates, this review is now rated as 'amber'.

9. Facilities Management. Following the completion of the meetings with the individual Chief Officers and senior managers involved in facilities management (FM), a workshop is being held later in September to discuss issues with the current arrangements and how these could be overcome in future. This will help establish a clear set of principles for future FM contracts, with the aim of producing the most effective model of FM service provision in the future.
10. Contract Management (Procuring and Managing Services). An officer workshop has been booked for early October to review issues in relation to the management of specific contracts and discuss arrangements for high level peer of existing arrangements on the main service contracts. The expected outcomes of this review include: improved contract management across the organisation, leading to improvements in, or maintenance of, quality delivery at a lower cost; the identification of any skills gap and the development of training programmes to address them, and recommendations for the appropriate governance and a new contract management regime.
11. Income Generation. Benchmarking information on local authority services has been commissioned from CIPFA and has been analysed to determine what opportunities may exist for increasing fees and charges income. Work is continuing to determine the extent to which the City receives external public funding, particularly in comparison with similar organisations. Reviews of commercial income generating/sponsorship initiatives and the extent to which the City might become more commercial are being scoped. A draft report will be prepared and recommendations will be tested in preparation for reporting to Committees in the autumn.
12. Grants. The final review report has been received by all of the Service Committees whose roles and remits are impacted by the review proposals. A summary report will be presented to the Policy and Resources Committee in October and the Court of Common Council. An implementation plan is now being developed, in consultation with the Chief Grants Officer, with a target date for the key recommended changes to commence from 1 April 2016. Following discussion at a number of Committee meetings, a complementary review of benefits in kind will be incorporated into the implementation plan.

13. Effectiveness of Hospitality. Discussions with individual Chief Officers and some Members are continuing to take place. The key benefits from this review will be: the identification of best practice in relation to prioritisation and assessment of proposed events and their delivery; increased use of common processes and procedures; and more efficient use of staff resources through greater flexibility. The report framework was considered by the Corporate Events Management Group in July and it will be discussed further by the Group in late September or early October following circulation of a draft paper, with the aim of discussing provisional recommendations with the Hospitality Working Party at its meeting in October.
14. Independent Schools. The Board of the City of London Freemen's School will receive a report at its next meeting (5 October), covering activity in support of the Education Strategy, and the school's policy in relation to scholarships and bursaries. Similar reports were presented to the other two Boards of Governors before the recess. A composite report will be presented to the Education Board in December, along with benchmarking information in respect of school fees. The key benefits from this review will be increased clarity and visibility of: the Schools' activities and how these align to the Education Strategy; and the City's support funding.

Departmental Reviews

15. Remodelling Libraries. Consultants for the design and scoping of the projects for the transformation of the Barbican and Shoe Lane Libraries are being procured and appointed by the City Surveyor's Department. Tenders for the works to Shoe Lane are to be invited by 31 October, with a target completion date of 31st March 2016. An outline options report will be submitted for Barbican Library.
16. Barbican Centre. As requested by Members, a separate report has been prepared on the Barbican Centre's Service Based Review and effectiveness proposals.

Conclusion

17. Of the 10 projects currently being tracked by this Roadmap, nine are rated as 'green', and one as 'amber'.

Appendices:

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

Neil Davies

Head of Corporate Performance and Development

T: 020 7332 3327

E: neil.davies@cityoflondon.gov.uk