

Committee:	Dated:
Efficiency and Performance Sub Committee – For Information	4 November 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, five are rated as 'green', and five as 'amber'. Four projects have changed rating from 'green' to 'amber' as follows:

Project	Reason for change
Strategic Asset Management	All three constituent elements of this review are now individually rated amber.
Facilities Management	Slippage against planned milestone completion dates.
Contract Management (Procuring and Managing Services)	Slippage against the planned milestone completion date for the third workshop now planned for October.
Grants	Slippage in the production and resourcing of the implementation plan.

Further details are provided in the detailed commentary, starting at paragraph 7.

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. Following discussion at the last meeting, the definitions for status and direction of travel have been amended as follows:

R	Project is in a critical state, guaranteed to go, or has gone, beyond agreed tolerances
A	Project is slipping, has slipped, or is about to slip within agreed tolerances
G	Project is on track
	Milestone
	Project is in a controlled state/no change since last reported
	Positive direction of travel
	Negative direction of travel
	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. This review has been moved from green to amber as a result of all three of the subsidiary reviews now being rated amber.

8. Strategic Review of Operational Properties. This review remains rated as 'amber' due to slippage against planned milestone completion dates. The first phase of workshops with officers took longer than originally anticipated to schedule which has impacted other milestones; however this has enabled more effective preparation for engagement with Members. The next workshop to discuss accommodation and ways of working with corporate department staff is scheduled for the end of October. Presenting proposed actions to the Corporate Asset and Resource Allocation Sub Committees is now planned for November/December. Agreement to initiate implementation projects will then be sought from the relevant Service Committees.
9. Facilities Management. This review is now rated as 'amber' due to slippage against planned milestone completion dates. Following meetings with Chief Officers and senior managers involved in facilities management, a further workshop is planned for October. Baseline information across multiple service delivery mechanisms needs to be established to inform discussion on current arrangements, and to identify possible future savings. This will help establish principles for future facilities management contracts to produce the most effective model of facilities management service provision.
10. Contract Management (Procuring and Managing Services). This review is now rated as 'amber' due to slippage against the planned milestone completion date for the third workshop now planned for October. A further workshop is planned for November to discuss peer review findings, and to enable development of recommendations for appropriate governance and new contract management regime. 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 was commissioned from CIPFA to determine what opportunities may exist for increasing fees and charges income. This has had to be recommissioned due to the complexities of the City Corporation's accounting system giving rise to anomalies in the data. This further analysis is still awaited from CIPFA but should be completed by early November. A first draft of the remainder of the final report (covering other public sector grants, potential commercial income opportunities and corporate sponsorship) is nearly completed. The report and recommendations will be tested in preparation for reporting to Members via the Service Based Review Steering Group and Chief Officer Summit Group in November. Following any adjustments, the report will be presented to Policy and Resources Committee in December, followed by reports to other relevant service Committees early in the New Year.

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. This review is rated as 'amber' due to slippage in the production and resourcing of the implementation plan. This is being developed in conjunction with the Chief Grants Officer, with an overall target date for agreed 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. A summary report will be presented to the Policy and Resources Committee in November and then the Court of Common Council.
13. Effectiveness of Hospitality. 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. Following discussions with Chief Officers and some Members, provisional recommendations will be discussed with the Hospitality Working Party at its meeting in October. Final recommendations will then be presented to the Service Based Review Steering Group, the Chief Officers Summit Group, the Hospitality Working Party, the Policy and Resources Committee, and then other relevant Committees.
14. Independent Schools. The Board of the City of London Freemen's School received a report at its October meeting, covering activity in support of the Education Strategy, and the school's policy in relation to scholarships and bursaries. This follows similar reports that 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 30 November, and contractors appointed by 31st January. The target date for the completion of the works at Shoe Lane is 31st March 2016. An outline options report will be submitted for Barbican Library.
16. Barbican Centre. As part of the presentation by the Managing Director to the last meeting, Members noted that the Barbican Effectiveness Review and the implementation of the Service Based Review proposals has been embedded within the Centre's business planning or business-as-usual. A key output from the Effectiveness review is the new Strategic Plan for the Centre, which was presented at the Barbican Centre Board in July. At the last meeting, Members requested that they be kept updated in respect of the Centre's proposal to reduce unsocial hours payments from 2017/18. This proposal continues to be discussed between staff at the Centre and Corporate HR, and a fuller update will be provided to Members following a meeting between the Managing Director,

Chamberlain and Director of HR scheduled for 11th November. Whilst this proposal continues to be pursued, the Centre is considering alternative savings thorough the workforce planning process to deliver the saving in a different way.

Conclusion

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