

Committee:	Date:
Efficiency and Performance Sub Committee	13 January 2016
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, in paragraphs 7 to 19.

A report on the review of Independent Schools was presented to the Education Board in December, and a summary is included as a non-public Appendix to this report (Appendix 3). No further work on this review has been requested by Members.

As proposed to Members at the last meeting, a separate report/presentation is included on the agenda for today's meeting, covering the key recommendations and next steps for the Strategic Asset Management review (incorporating the reviews of Facilities Management and Contract Management).

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. The next quarterly Service Based Review financial monitoring report will be presented to the March meeting of the Sub Committee.

Service Based Review Roadmap

5. The Service Based Review Roadmap at Appendix 1 to this report lists 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 as at the end of November. Appendix 2 contains an outline of each of the reviews reported on the Roadmap.
6. On the Roadmap, the status of projects is shown 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

Detailed Commentary – updates since the last report

Cross-cutting Reviews

7. Strategic Asset Management. This is the overarching proposal covering the Facilities Management, Contract Management and Strategic Review of Operational Properties reviews to ensure that there is integration across the three reviews. As proposed to Members at the last meeting, a separate report/presentation is included on the agenda for today's meeting, covering the key recommendations and next steps for the Strategic Asset Management review (incorporating the reviews of Facilities Management and Contract Management).
8. Strategic Review of Operational Properties. A report was presented to the Corporate Asset Sub Committee on 24 November, setting out emerging opportunities and recommendations for consideration as to the effective use of property assets. Through a series of workshops, departments have strategically reviewed their operational properties and the work has identified potential opportunities in the short, medium and longer term to enable rationalisation and/or more effective utilisation of existing property assets.
9. Some opportunities entail the relocation of people and operations, with resulting costs in order to facilitate the freeing up of property assets. Proposals that have been identified from the workshops have been prioritised to identify those opportunities which are likely to deliver the greatest value for money benefits.

Consideration is being given to identifying the resources required to deliver these opportunities, and setting appropriate accountabilities for delivering and realising the financial and non-financial benefits, including how and when budgets will be adjusted for the savings anticipated.

10. Many of the opportunities relate to properties where Departments have on-going operations which will need to be relocated in order for the opportunities to be realised. Appropriate priority and supporting resources will be essential if the indicative financial savings are going to be achieved. A further report will be presented to the Resource Allocation Sub Committee in January, following which agreement to initiate implementation projects will be sought from relevant Service Committees.
11. Income Generation. The headline findings and recommendations were presented to the Chief Officers Summit Group in December, and a draft report is scheduled for the Service Based Review Steering Group and Summit Group at their meetings in January. This will cover four key areas: a benchmark comparison of fees, charges and cost recovery with London local authorities; the potential for securing additional grants and public funding; increased commercialisation of services; and attracting more corporate and individual sponsorship. Following any adjustments, the report will be presented to the Policy and Resources Committee, followed by reports to other relevant service Committees, in the New Year.
12. Grants. An update report was presented to the Policy and Resources Committee on 19 November. A detailed implementation plan has been developed and progress is being overseen by the Deputy Town Clerk and the Chief Grants Officer. The plan will be resourced by a combination of in-house resources (e.g. finance and legal) and an external Project Manager, who has been recruited to manage and coordinate the activities required to deliver the plan, with an overall target date for agreed changes to commence from 1 April 2016.
13. Progress has been made on a number of the recommendations, including: formalising the de facto Open Spaces grants programme, reviewing Committee terms of reference, and merging the smaller charities. As the latter recommendation will be reliant on approval from the Charity Commission, it is unlikely to be achieved by 1 April. However there are no dependencies between this task and the other activities within the implementation plan
14. In response to earlier comments from Members, consideration of benefits in kind will be incorporated into the implementation plan. An initial analysis suggests that a number of the key reputational and value for money risks and issues that were identified in relation to the payment of grants also apply to benefits in kind, and this process could therefore also benefit from the application of a similarly consistent, coherent and co-ordinated approach.
15. Effectiveness of Hospitality. A draft report from the Chief Officer review team, led by the Remembrancer, was presented to the Hospitality Working Party on 11 December. The report separated out matters which are primarily concerned with the process and delivery of hospitality from matters which require Members to

confirm that they wish to pursue the actions identified, before recommendations are formulated. A key recommendation was the formal constitution of an officer group – the “City Events Management Group” – to provide oversight for the delivery of Corporation hospitality. The recommendations from the Hospitality Working Party will be presented to the Policy and Resources Committee for endorsement, followed by the General Purposes Committee of Aldermen and consultation with all Members.

16. Independent Schools. Following reports to the Boards of each of the three independent schools, covering activity in support of the Education Strategy, and their policy in relation to scholarships and bursaries, a composite report was agreed by the Education Board on 3 December. Appendix 3 (contained in the non-public section of this agenda) summarises the results of this review, covering the areas of: outreach; fees; scholarships and bursaries; and central support charges. This also notes the changes that have been agreed as a result of the review. No further work on this review has been requested by Members.

Departmental Reviews

17. 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 in February/March, and contractors expected to be appointed in April. The target date for the completion of the works at Shoe Lane is June 2016. An outline options report for Barbican Library is scheduled to be submitted to Members in March.
18. Barbican Centre. As noted previously by Members, a key output from the Effectiveness review is the new Strategic Plan for the Centre, which was presented to the Barbican Centre Board in July. In December, the Barbican Centre Finance Sub Committee and the Board received an update on the Strategic Plan, its goals and ten cross-cutting work strands. The Centre also reported the establishment of a new unit – Barbican Incubator – with the aims of ensuring substantive progress against the strategic goals, developing improved organisational capabilities and establishing better ways of working across the organisation. A more comprehensive update is to be provided to the Centre’s Finance Sub Committee in March.
19. 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. A meeting took place in November 2015 between the Managing Director of the Barbican Centre, the Director of HR, and the Chamberlain, to discuss this matter. It was noted that some savings would be expected to be made in respect of overtime and rota payments. Other changes are likely to be taken forward as part of the wider review of the City Corporation’s pay and reward arrangements taking place in late 2016.

Conclusion

20. All of the cross-cutting reviews have now been reported to the Chief Officer Summit Group in draft or final form. Some have begun the process of Member reporting, which will continue over the next few weeks. Further updates will continue to be provided to the Sub Committee as the reviews move into their implementation phase.

Appendices:

- Appendix 1 – Service Based Review Roadmap (end of November 2015)
- Appendix 2 – Outline of reviews
- Appendix 3 (Non-public) – Independent Schools: Fees, Scholarships and Bursaries

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