

Committee:	Date:
Efficiency and Performance Sub Committee – For Information	7 March 2016
Subject: Service Based Review Roadmap	Public
Report of: The Deputy Town Clerk	For Information
Report author: Neil Davies, Head of Corporate Performance and Development	

Summary

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 in the main body of the report, in paragraphs 6 to 12.

Separate reports are presented to the Sub Committee on:

- Asset and Facilities Management
- Procuring and Managing Services (Contract Management)
- Income Generation

All of the cross-cutting reviews have now been reported to the Chief Officer Summit Group and have begun the process of Member reporting, which will continue over the next few weeks.

Chief Officer responsibility for oversight and monitoring of the cross-cutting reviews is transferring to the new Chief Officer Delivery Groups, and other groups reporting to the Summit Group.

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.

Service Based Review Roadmap

4. 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 January. Appendix 2 contains an outline of each of the reviews reported on the Roadmap.
5. 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

6. Strategic Asset Management. This is the overarching proposal covering the Facilities Management, Contract Management and Operational Property to ensure that there is integration across the three reviews. Separate reports on the agenda for this meeting update Members in respect of the Facilities Management Review and the Procuring and Managing Services (Contract Management) Review.
7. Operational Property. A report was agreed by the Resource Allocation Sub Committee on 14 January which set out emerging opportunities and recommendations from the review. Work is now underway to seek agreement from relevant Service Committees to initiate implementation projects. An operational property implementation reserve has been established to provide seed funding to progress these opportunities. An implementation update report will be provided to the Corporate Asset Sub Committee at its May 2016 meeting. Work on developing the cross-cutting car parks work stream and the linked Accommodation and Ways of Working programme has commenced.
8. Income Generation. The final review report, which has been approved by the Finance, and Policy and Resources Committees, is presented as a separate report on the agenda for this meeting.

9. Grants. A detailed implementation plan has been developed and progress is being overseen by the Deputy Town Clerk and the Chief Grants Officer, reporting to the new Customer Services Delivery Group. A report has been drafted for the Resource Allocation Sub Committee and Policy and Resources Committee meetings in March, proposing:
- an approach to structuring the City Corporation's grant-making under four overarching themes linked to the City Corporation's strategic priorities;
 - which charities and trusts, and their related grant-making, could immediately be covered under this new approach, which should be further reviewed, and which are not in scope;
 - an approach to deal with existing financial commitments arising from the Finance Grants Sub-Committee, and
 - a proportionate allocation of funds available against the proposed overarching themes.
10. Effectiveness of Hospitality. Following consultation with the General Purposes Committee of Aldermen, and all Members at the informal Court of Common Council meeting in February, amended recommendations will be presented to the Policy and Resources Committee in March.

Departmental Reviews

11. 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 March, and contractors expected to be appointed in April. The target date for the completion of the works at Shoe Lane is July 2016. An outline options report for Barbican Library is scheduled to be submitted to Members in March.
12. 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.

Service Based Review Steering Group

13. The Service Based Review Steering Group will meet for the final time in March, following which oversight and monitoring of the cross-cutting reviews will transfer to the new Chief Officer Delivery Groups, and other groups reporting to the Chief Officer Summit Group.

Conclusion

14. All of the cross-cutting reviews have now been reported to the Chief Officer Summit Group in draft or final form and 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
- Appendix 2 – Outline of reviews

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