

Service Based Review:
Outline of cross-cutting reviews included on Service Based Review Roadmap

1. Strategic Asset Management. A number of opportunities to mitigate cost and risk across the City Corporation's asset base have been identified. Due to the diversity, scope and complexity of the different suggestions, an overarching proposal has been created to ensure that the strategic aims are aligned across all the asset-related opportunity outlines. Where appropriate joint working will be utilised to achieve better outcomes overall.

Beneath the overarching proposal sit four work streams:

- Strategic Review of Operational Properties;
- Procuring & Managing Services (All Contracts);
- Project Management (All Project / Programme Management), and
- Facilities Management

The key issue to be addressed is that current arrangements for providing these services are inconsistent across the organisation. There is a lack of shared organisational understanding or consistency in the levels of service and how these are identified, delivered and measured, resulting in duplication of effort in some areas and a number of pinch points. Through these reviews, the opportunity to consolidate and rationalise, in order to deliver consistent and appropriately defined services in a more efficient and cost effective manner will be thoroughly tested.

Note: In March 2015, it was agreed to defer the review of Project Management until later in the overall programme.

2. Income Generation. The majority of the departmental proposals agreed by the Policy and Resource Committee in September 2014 relate to reducing costs, although several income generating proposals were put forward as part of this exercise. However, it was felt by Members that these proposals were not ambitious enough and that further opportunities should be explored. This review aims to identify both departmental and cross-cutting opportunities, such as promoting the city as a place to visit, and consequently increase income.
3. Grants. This review will examine the potential to improve the many different City Fund and City's Cash grant giving functions across the City Corporation to achieve better transparency and accountability, improved value for money, greater traction and administrative efficiencies.
4. Effectiveness of Hospitality. This review will comprise a thorough examination of all aspects of the City Corporation's hospitality activities and how these link to the Corporation's Strategic Aims. Hospitality linked to events takes place in numerous ways and in different departments; and this review will examine how such hospitality can be coordinated so far as possible to maximise efficiency and effectiveness, and to achieve effective sharing of best practice.

5. Independent Schools. This review will examine issues regarding fees, scholarships and bursaries at the three independent schools and will be conducted in consultation with School Heads and the governing bodies.
6. Remodelling Libraries. At the December 2014 meeting of the Policy and Resources Committee, Members received a report outlining transformation opportunities for the City Corporation's Library services. They agreed that the principle of ongoing transformation of the services should be pursued and that further work should take place on planning and costing a range of options relating to the City's Lending Libraries.
7. Charitable Funding. The report to the Policy and Resources Committee in September 2014 noted three service areas that are charitable in nature and might satisfy Bridge House Estates' charitable objectives. These could potentially be financed from the charity Bridge House Estates, in accordance with the policy and procedures agreed by the charity's sole corporate trustee, the City of London Corporation acting through the Court of Common Council, following appropriate consultation. Members agreed that further research should be undertaken by the Chief Grants Officer, in conjunction with the Chamberlain and the Comptroller and City Solicitor.
8. Barbican Centre. As part of the Service Based Review process, Adrian Ellis Associates (AEA) Consulting was commissioned to provide a review of the Barbican Centre's current operations and to identify areas in which there might be scope for improvements in efficiency and effectiveness. They also scrutinised and assessed the Centre's Service Based Review proposals. An implementation plan has been developed to encompass both the Service Based Review proposals and the AEA recommendations. Progress against the plan will be monitored through the standard Corporate Programme Delivery Unit processes, and reported to a separate Steering Group which has been established, and includes the Chamberlain, the Managing Director and the Deputy Town Clerk.
9. Public Conveniences. When considering the Service Based Review proposals of the Department of the Built Environment, the Policy and Resources Committee requested that further work be undertaken in respect of the provision of public conveniences. This further work was reported to the Port Health and Environmental Services Committee in November 2014. The Committee agreed a revised proposal, which maintained the full savings proposed for this service, whilst retaining up to four of the Automated Public Conveniences originally suggested for closure.
10. Highways Maintenance. When considering the Service Based Review proposals of the Department of the Built Environment, the Policy and Resources Committee recognised that highways were a priority area and that there were cost pressures that should be considered further by the Planning and Transportation Committee. A report was presented in November 2014, when Members agreed that no further savings would be made from the highways maintenance budget as part of the current review, and that a further report should be submitted in 12 months' time.