Business Process Management

Programme Brief

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1.0 Background

There are significant pressures on LBB to improve quality of service, deliver greater efficiency, be more accountable, work more closely with partners, and improve quality of life for its citizens.

The Council has a major ongoing programme of exploiting information, systems and technology. It has successfully completed delivery of its main government target, BVPI 157, a year early and is also exploiting ICT as a central element in enabling delivery of other service and corporate priorities.

The Business Process Management (BPM) Programme has been developed in order to contribute to the delivery of the Council’s longer term objectives and medium term priorities.

Those key priorities which are particularly pertinent are:

- Achieving Excellence
- Customer Service
- Priority Service and Transformation Outcomes
- Efficiency
- Children Act
- Partnership Working

In order to support these priorities efficiently and cost effectively six programme themes have been developed:

- Business Process Management
- Customer Access
- Adult Services
- Children Services
- Priority Service & Transformation Outcomes
- ICT Services

The Programme Brief provides the formal basis for assessing whether the proposed programme is viable and achievable. The document outlines the programme’s specific objectives, required benefits, outline costs and timescales. It enables the development of the budget and funding requirements and expenditure timescales to provide sufficient information to support the management decision on whether the Programme is viable and should proceed to Defining the Programme and the detailed Business Case.
2.0 Introduction

The BPM Programme brings together a number of ICT projects and activities that need to be co-ordinated & managed as a single unit in order in order to meet the objectives of the LBB ICT Medium Term Strategy.

The focus of the Programme is to provide ICT support for the transformational change in the way services are delivered and managed to achieve sustainable efficiency gains. This can be achieved through supporting teams in re-design of working practices and processes, enabling the adoption of new ways of working with greater flexibility and mobility leading to an increase in productive time, and more efficient and effective management and use of information.

The Programme is to provide ICT support through a portfolio of Projects to enable service departments to implement changes that:

- maintain the same level of service provision, while reducing the resources needed for delivery or deploying fewer staff
- result in additional outputs, such as enhanced quality or quantity, for the same level of resources
- remodel the service provision to enable better or equivalent outcomes using the same or fewer resources

Key drivers for the Programme

- Making the best use of the resources available for the provision of public services
- Supporting the already existing Efficiency Groups
- Exploiting the investment in ICT infrastructure
- Supporting transformational change
- Using information better
- Covers efficiency and also effectiveness, economy, engagement and e-enablement
- New ways of working
- Mobile, home, tele-working
- Opportunity to release expensive assets
- Generating baselines
- Measurement and management of change
- Measurement of ‘before, during and after’ gains
- Generating sustainable cashable and non-cashable gains
- Increasing public value
  - Outcomes measured against community plan objectives
  - Investment in one organisation to gain improvements elsewhere
  - Focus on those outcomes and experiences that matter to the public

Key Objectives

- Provide ICT support to the already-existing Efficiency Groups
- Establish effective baselines for the measurement and management of Services Costs for priority areas across council activities
- Formalise methodologies and capabilities for process redesign and optimisation
- Ensuring the Council’s financial functions are supported by quality, flexible and cost effective information and core systems and optimised processes, including self service
- Supporting the redesign, optimisation and automation of procurement and payment processes
- Developing a corporate document & records management product strategy
- Finalising a corporate information strategy
- Exploiting workflow technologies, including document image processing and electronic document management including geographic information systems
- Extending self-service to reduce administrative processing
- Facilitating and encouraging rollout of flexible and mobile working to increase productive time and quality of services and to contribute to the retention of staff
- Reviewing accommodation options to reduce related costs and identify options for capital receipts, building on work already undertaken in this area.

The Programme will require **Business Case** which will identify the value of the outcomes of the programme and be the basis for the value management of benefits, costs, timescales and risks. The programme-level business case provides the summation of the project/workstream-level Business Cases to present the programme’s overall balance of benefits and costs against strategic objectives. It embraces the wider horizons of strategic outcomes from the programme’s projects. Business cases at both levels must be constantly monitored, reviewed regularly and updated as necessary to ensure that progress remains aligned to the strategic objectives. Successful delivery can only be achieved by a realistic assessment of organisational capacity and capability in terms of delivering strategies. It requires a realistic view of the organisation’s capability, capacity and culture to accommodate change.
3.0 Programme Organisation

Programme Board

The Programme Board represents those senior managers who are responsible for the investment decision, defining the direction of the business and establishing frameworks to achieve the desired objectives. They must take the lead in establishing the values and behaviours required by the change effort, often 'leading by example'. Without the commitment and direct involvement of senior management, a transformational change is unlikely to progress very far.

The life of a programme, and the period of transition in particular, is a time of uncertainty. Many normal procedures, reporting relationships and responsibilities may no longer apply. All members of the Programme Board must take the lead in establishing a style of leadership appropriate to the organisation and the nature of the change. In most change situations there will need to be increased emphasis on motivation of staff, promotion of team-working, empowerment at all levels, encouragement of initiatives, and recognition of appropriate risk-taking.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Dale (Chair)</td>
<td>Programme Sponsor</td>
</tr>
<tr>
<td>Phil Shuff</td>
<td>Programme Manager</td>
</tr>
<tr>
<td>Pete Turner</td>
<td>RD</td>
</tr>
<tr>
<td>Mark Gibson</td>
<td>RD</td>
</tr>
<tr>
<td>Ann Watts</td>
<td>SS</td>
</tr>
<tr>
<td>Charles Obazuaye</td>
<td>HR</td>
</tr>
<tr>
<td>Lorna Blackwood</td>
<td>ESD</td>
</tr>
<tr>
<td>Linda Simpson</td>
<td>ED</td>
</tr>
<tr>
<td>Fred Parrett</td>
<td>RD</td>
</tr>
<tr>
<td>Scott Culmer (When requested)</td>
<td>Liberata</td>
</tr>
</tbody>
</table>
Programme Sponsor

The Programme Sponsor (PS) will be responsible for ensuring that the BPM Programme of change meets its objectives and delivers the projected benefits. The Programme Sponsor will ensure that the Programme maintains its business focus, has clear authority and that the context, including risks, is actively managed. See Appendix A for specific responsibilities.

Workstream Sponsors

As the BPM Programme extends across a range of different groups of projects and activities individual members of the Programme Board will act as Sponsors for each of the Workstreams. Their roles and responsibilities will be similar to the Programme Sponsor but apply only in relation to the specific Workstream. See Appendix A for specific responsibilities.

Programme Manager

The Programme Manager (PM) will be responsible for delivering the Changes & Improvements - Outcomes / new Capability identified in the Programme brief through the management of the BPM Programme's portfolio of projects, on behalf of the Programme Sponsor and Workstream Sponsors. The Programme Manager will ensure the coherence and stability of the programme, and will develop and maintain the appropriate environment to support each individual project within it. See Appendix A for specific responsibilities.

Business Change Managers

The Business Change Managers take responsibility for the realisation of benefits. The role is responsible for defining the benefits, assessing progress towards realisation, and achieving measured improvements. They represent the end users interests in the final outcome of the programme. Typically, therefore, they would be senior users with appropriate authority and decision-making powers. See Appendix A for specific responsibilities.

Project Managers

Project Managers will be appointed by the Programme Manager and Project Sponsor and manage according to Prince2 as adopted by LBB.

Each of the projects within the BPM Programme will require a Project Board including a Project Sponsor who may be the Programme Manager, Workstream Sponsor or other person appointed by the Programme Board to ensure the project keeps its business focus, has clear authority and that the work, including the risks, is actively managed. The Project Sponsor is chairperson of the Project Board, representing the customer and owner of the Business Case.

The objectives of the Project Managers will differ but their roles and responsibilities will be largely the same. The Project Manager will run the project on behalf of the Project Board within the constraints laid down by the Board. They will oversee the delivery of the whole project, service or specific outcome as defined in the Project Initiation Document. Their responsibility will be to deliver the project outputs to the required standard of quality and within the specified constraints of time and cost. The Project Manager will also be responsible for the project producing a result that is capable of achieving the benefits defined in the Business Case and to ensure that customer approval is gained. The Project Manager will report to the Project Board and the Programme Manager. See Appendix A for specific responsibilities.
4.0 The Programme

This section provides a brief overview of each of the Workstreams contained within the BPM Programme and includes objectives and key milestones.

4.1 Baselining Priority Services

Workstream Sponsor: Paul Dale

Objectives:

Provide a baseline for the measurement and management of service costs, volumes and quality for back office activities so as to be able to measure efficiency gains over the longer term through “before, during and after” qualitative and quantitative measures and targets, cashable and non-cashable gains covering the areas of:

- Finance
- HR
- Payroll
- Admin functions
- Procurement

Additionally the project will look at Customer Service metrics in the context of the Customer Access Programme.

Method of Approach:

3-phase project planned:

- Phase One - is to identify the costs of each service (both personnel and fixed costs). Provide Analytical Reporting of the costs by Total Service, Job Role, Grade, and FTE
- Phase Two - Detail what measures (Service Level, Quality, No. of Transactions) are currently available. Provide a Gap analysis where measures are not present.
- Phase Three - Develop automated process to collate and report on performance measure.

The clear aim of this project is to deliver simple and quick analysis of current data, which can be added to through subsequent phases of the Project. Therefore the initial deliverables are to provide visibility of existing data that will allow Bromley to understand if the information is ‘fit for purpose’ or where gaps may exist.

LBB has deployed the GEAC MPC product, a pilot of which is being completed by Finance, which can draw in Finance, HR and service data and present it through user driven criteria and powerful “what if” scenario’s. The objective is to establish the use of the GEAC MPC Business Planning tool as the common approach to analysing and presenting financial and performance data and information across the council. NRJ Consulting, who have provided the training on the product and supported the pilot in Finance, is undertaking the project.
The objective of this project, through GEAC MPC, is to provide Management Information and analysis of the Cost of Service. Through each Phase the sophistication of the information will increase ultimately enabling the Authority to provide a Service Modelling system that analysis Service Costs, Service Structures and Service Performance.

The primary focus is on **Phase One deliverables**. The scope of Phase One is to identify all sources of information where Service Costs are held and to extract and load the information into GEAC MPC. The areas currently identified are as follows:

- Resource Link (for Personnel Information)
- Oracle (for overtime and other costs)

Although Staff costs can be calculated from this information it would be necessary to investigate where we can collate data for both Fixed Asset Costs and Agency Staff costs.

To ensure that the reporting and analysis requirements was captured accurately and quickly a JAD Workshop was held for 23/9 which demonstrated the standard reporting and tune these reports to Bromley’s Requirements.

To date, in Phase 1, data has been imported from Resource Link (hierarchy, roles and salary budget information) into the MPC tool and presented at the JAD workshop to the FD and departmental heads for review. It was not possible to extract information from Oracle Financials without further investigation and no suitable base data for Agency staff costs was identified.

This has highlighted

- The creation of a by-product of the exercise in terms of an Employee Cost Modelling facility
- Further analysis of the data from Resource Link will be possible through the input of staff classification indicators through the HR Single Status Project
- The lack of data that is available in terms of metrics measuring staff transactions that could be used for baseline costing
- There are benefits to be gained by analysing Customer Access metrics using MPC

Next steps:

- Revise the extract from Resource Link to include staff classification data when available and to investigate the feasibility of providing a facility to input Agency costs into the Employee Cost model.
- Use MPC to analyse the metrics collated through from customer access project with a view to determining the comparative efficiency of the various Channels
- Meet with Corporate Strategy to discuss potential use of MPC for performance reporting for Baseline measurement and to demonstrate the presentation of the information through the Balanced Scorecard concept.

Conclusions from this exercise will inform the decision whether to proceed with further phases of work to collect additional data, either on a regular or one-off basis, and whether to use this to establish appropriate formal processes.

LBB is liaising with Newham and other councils through the Microsoft Shared Learning Group initiative for the sharing of knowledge and experience in this area. Where appropriate comparisons will be made with other local authorities and with information available from CPA, CIPFA and Audit Commission.

**Outline Costs**: A budget has been agreed up to £14,500 to be used on a T&M basis.
### Timescales/Milestones

<table>
<thead>
<tr>
<th>Project/Activity</th>
<th>Milestones</th>
<th>Q2 2005/6</th>
<th>Q3 2005/6</th>
<th>Q4 2005/6</th>
<th>2006/7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baselining - Discovery Phase</td>
<td>Define initial requirements and Baselining criteria and deliver First Pass</td>
<td></td>
<td></td>
<td>August</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review / add / refine</td>
<td></td>
<td></td>
<td>September</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Further investigation and Review</td>
<td></td>
<td></td>
<td>October / November</td>
<td></td>
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</tbody>
</table>
4.2 Upgrade the Financial Management System & Pilot e-Procurement

Workstream Sponsor: Pete Turner (E-Procurement - Paul Dale)

Objectives

- Ensuring the Council’s financial functions are supported by high quality, flexible and cost effective information and systems.
- Gaining the benefits of Commitment Processing across the Council
- Supporting the redesign, optimisation and automation of procurement.
- Meeting Priority Service Transformation Outcomes (PSTO’s)
  - R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment
  - G9 Regional co-operation on e-procurement between local councils

Method of Approach

A project is in progress to replace the current version of Oracle Financials with version 11i. Currently in final stage of agreeing Liberata’s proposal for the upgrade including all hardware implications. It is envisaged the project will start in October 2005 and complete February 2006. This project will configure the Oracle software for E-Procurement pilots.

Next Steps:

- Agree T’s & C’s with Liberata and issue Memo of Variation (of Framework Agreement) and Letter of Engagement
- Commence project 3rd October 2005
- Complete end February 2006

A parallel project is in progress to prepare for a pilot of e-procurement to commence after Oracle Financials has been upgraded (April 2006). Currently undertaking initial stage to develop a:

- Baseline assessment of current contracts, departmental processes, organisational issues
- Spend Analysis and identification of opportunities for supply consolidation
- “Value Assessment” of the benefits that LBB can expect to achieve through the rollout of e-procurement - to confirm the Business Case and inform the e-procurement strategy.

Next Steps - Set up Project - to commence as soon as funding is agreed:

- Detailed Project brief for e-procurement project to establish:
  o Identify Project Board and Stakeholders
  o Business ownership of the project
  o Senior management communication
  o The project team
  o Engagement of Service depts
- Define and agree the Implementation Approach
  o Establish centre of Expertise and Training
  o Overall Deployment Strategy
  o Pilot assessment / selection
- COE Report by Q3 2005 (December)
### Timescales/Milestones

<table>
<thead>
<tr>
<th>Project/Activity</th>
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<th>Q3 2005/6</th>
<th>Q4 2005/6</th>
<th>2006/7</th>
</tr>
</thead>
</table>
| FIS              | Liberata agree T’s & C’s  
Project commences  
Project completion | September | 3rd October  
February 2006 |          |        |
|                  |            |           |           |           |        |
| Procurement      | Project Brief  
COE Report  
Pilot runs commence |          | Oct / Nov December | April 2006 |        |
4.3 Optimisation of Financial Systems and Processes (Finance / IT Development Programme)

Workstream Sponsor: Pete Turner

Objectives:

Ensuring the Council’s financial functions are supported by high quality, flexible and cost effective information and systems.

- Improvements in budgetary practises to meet CPA 2005
- Redesign and optimisation of financial planning and management processes
- Integration with Business Systems
- Self service and remote access facilities such as e-billing and e-pay
- Management reporting including self service
- Redesign, optimisation and automation of procurement (following the pilot above) and payment processes

Method of Approach

A number of projects have been identified for the Finance area and need to be brought together into a programme of activity with clear justification, ownership and plan.

The projects identified so far are grouped under 2 headings:

Payment Processes

Meeting PSTO’s R11, G10, G11,

- Citizens access to documentation and information relating to benefits claimed / received, joint funded with DWP, leading to expansion of the Capita Direct system - e-billing for direct debit customers (PSTO G10 by March 2006). Needs to interface with Customer Access Programme for single customer login.
- Expansion of e-Payment facilities, prove the technology and make available across customer access channels
- the implementation of DIP for invoices and integration with Oracle Financials prior to centralising Accounts Payable, the redesign of processes for Accounts Payable following centralisation. Involve budget holders and link to E-procurement in Phase 2.

Financial Planning & Management Information

- The rollout of Budget Monitoring to budget holders through the use of MPC including user input of service data, prove the technology, stabilise the system, set up support and training,
- Introduction of workflow around budgetary processes, what will be delivered to managers, staff and how will the processes work.
- Change management including education of users in budgeting processes
### Timescales/Milestones

<table>
<thead>
<tr>
<th>Project/Activity</th>
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<th>Q2 2005/6</th>
<th>Q3 2005/6</th>
<th>Q4 2005/6</th>
<th>2006/7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>In place - DIP Integration with OF</td>
<td>Start</td>
<td>Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>Process Analysis &amp; redesign</td>
<td>Start</td>
<td>Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e-billing</td>
<td>In place</td>
<td></td>
<td>Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e-payments</td>
<td>Various</td>
<td></td>
<td></td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Budget Monitoring through MPC</td>
<td>Various ongoing</td>
<td>Start</td>
<td></td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Capita Direct</td>
<td></td>
<td></td>
<td></td>
<td>Start</td>
<td>Complete</td>
</tr>
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</table>
4.4 Corporate Information Strategy and ERDMS

Workstream Sponsor: Linda Simpson

The efficiency agenda requires greater sharing of information and of processes, more flexible working, more mobility in the workforce, all of which require better-managed information. Information is an expensive and valuable corporate resource.

This Workstream is focussed on the implementation of SharePoint, team sites and Intranet, and establishing a corporate strategy for Document Image Processing. These will support the establishment of a Corporate Information Strategy as proposed by the Corporate Information Manager and led by the Bromley Knowledge Board.

Objectives:

- Establish a mechanism for enforcing Information Management principles, protocols and processes
- Provide effective management and use of information throughout LBB, to recognise its value as a corporate resource for the delivery of corporate and service objectives.
- Simplify and support the Council in complying with regulatory and legislative requirements e.g. FoI 2000, Environmental Information Regs 2000, Data Protection Act 1998.
- Improve overall CPA rating as a result of increased efficiency in back office systems and housekeeping
- Future-proofing of electronic records
- Provide a technical solution to information and records management
  - Provide efficiency savings using technology to increase the ease and speed of retrieving information in response to FoI, EIR and DP requests
  - Manage the Council’s publication scheme and information asset register as and when documents are created and completed using metadata.
  - Provide single collection of data - no duplication - with the potential to provide significant savings in electronic storage capacity
  - Create effective workflow for staff
  - Provide collaborative working for staff
  - Provide significant reduction in paper flow
  - Has the potential to provide significant savings in electronic storage capacity

Method of Approach

Ciara Shimidzu submitted an Information Strategy PID and Policy to COE at the end of June and to bid for LPSA funding for resources for 2 years to manage and monitor the enforcement of standards and best practice. It is proposed these resources would be provided as a means of part-funding the rollout of projects such as SharePoint to encourage/ensure departments adopt this technology that will be the vehicle for enforcing the standards and policies.

Fundamental to this will be the creation of an information architecture and infrastructure and a user education programme.

Initially, SharePoint is being rolled out as a pilot in 4 areas - Bromley Knowledge, Corporate Strategy, Corporate Finance and ISD, to prove the benefits and to ensure the necessary infrastructure, support and training issues are resolved before deploying it in other departments.

Following on the commencement of running the pilots a proposal will be formulated for a revised Intranet based on SharePoint technology. (This cuts across both this Programme and the Customer Access Programme).
A presentation/report will be provided in November to COE highlighting the benefits of CDS (extent of streamlining and improvements to processes) and the Corporate SharePoint Pilot with a view to consulting on wider deployment across the council. Liberata / Northgate have been invited to propose how they can provide the level of support required both for SharePoint now in its infancy and when fully deployed.

Document Image Processing

This project cuts across the BPM and the Customer Access Programme.

The introduction of DIP will cut across both the BPM stream and the Customer Access Stream, especially with regard to the rationalisation of Post Services.

Clearly there are requirements for storing records electronically, such as the Electronic social Care Record in Social Services. The introduction of Oracle Financials will provide the facility for invoices to be scanned into the system and automatically processed in advance of full electronic invoicing.

As part of the programme we need to ascertain services areas and volumes where DIP would deliver true business benefit. This would need to be aligned with the Corporate Information Strategy under development by Ciara Shimidzu.

With the growth of electronic communication the requirement for DIP may decrease over time, although will never disappear. Therefore a project needs to be commissioned to clearly identify current business requirements and volumes together with 2-4 year projections. Once that work has been completed additional work to be undertaken to identify the most appropriate technical solution, which may not be standard across business areas. The fundamental point to note is that “one size fits all” may not be the best approach and may commit the Council to unnecessary expenditure.

Next Steps:

- Complete implementation of CDS end September 2005
- Complete the set up of the SharePoint Pilots and commence running the pilots end of October 2005
- Presentation, demo and report on business case to COE November 2005
- Proposal for SharePoint-based Intranet in conjunction with BK and Customer Access Programme
- Set up Project to identify current DIP business requirements and volumes with 2-4 year projections. Identify most appropriate technical solution.

Timescales/Milestones

<table>
<thead>
<tr>
<th>Project/Activity</th>
<th>Milestones</th>
<th>Q2 2005/6</th>
<th>Q3 2005/6</th>
<th>Q4 2005/6</th>
<th>2006/7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete current enhancements to CDS</td>
<td>September</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SharePoint pilot</td>
<td>Design &amp; deploy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commence running</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>pilots</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deployment of SharePoint corporately</td>
<td>Start</td>
<td></td>
<td></td>
<td>Complete 2007/8</td>
<td></td>
</tr>
<tr>
<td>Build new Intranet</td>
<td>Start</td>
<td></td>
<td></td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>DIP Needs Analysis Project</td>
<td></td>
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</table>
4.5 Extending Self-service

Workstream Sponsor - Charles Obazuaye

Objective

Extending Self-service to reduce administrative processing through the direct input of personal information including sickness returns, expense claims, annual leave and accident reporting and leading on to performance appraisal management.

Method of Approach

Expansion of facilities for staff to record/change personal information held about themselves e.g. bank details. Next area being considered is sickness information either through Resource Link or MiS or some other system. Information would typically be entered on to an electronic form.

It requires all staff to have access to a robust Intranet, using Citrix. The system would require unique Id’s and PIN numbers and provide different levels of permissions for staff, managers etc. Schools may or may not need to be included due to other initiatives led by the DfES.

Initial phase of work needed to:
- determine the vision and scope of the likely range of self-service in the medium term
- define the requirements and resolve issues around the capabilities of Resource Link in conjunction with Northgate
- resolve issues of accessibility for users with no access to PC’s
- Support the implementation of sickness returns and determine the plan of action to provide further facilities

Timescales/Milestones

<table>
<thead>
<tr>
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<th>Q3 2005/6</th>
<th>Q4 2005/6</th>
<th>2006/7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Phase</td>
<td>start</td>
<td></td>
<td></td>
<td>complete</td>
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</table>

Next Steps:

- Sponsor and Programme Manager to set out overall approach:
- Identify resources and funding for undertaking scoping exercise
- Scope the vision and range of services to be made self-service
- Perform gap analysis on Resource Link in conjunction with Northgate
- Create Project Plan with agreed milestones
4.6 Facilitating the rollout of flexible and mobile working

Workstream Sponsor - Charles Obazuaye

Objective

The key drivers for this workstream are
- Service improvements from better data handling including access to data at the point of use, improved accuracy of data, improved responsiveness to customers, better work planning and faster delivery of services to the customer, expectations for continuous communication
- Efficiency / financial benefits through new processes that improve productivity, improved use of accommodation and reduction in consumables
- Strategic benefits through customer perception of professionalism, of caring and interested council; staff perception of investment in the workforce including work life balance and safety.
- Through these to address Bromley’s CPA rating, Gershon efficiencies and PSTO’s

The initial focus to date has been on 3 issues:
- Culture and attitude in Bromley towards flexible and mobile working
- The capability of the ICT infrastructure to deliver the technological requirements to support it
- Understanding lessons learned from other councils with a view to building on their experiences and creating a strategy for taking it forward in Bromley.

Next Steps:

Sponsor and Programme Manager to outline approach:
- Debate to confirm policy and aims to gain a shared understanding of what is meant by flexible working, raise at Managers Briefings
- Plan to resolve issues of accessibility to resources
- Schedule slot at COE
- Continue to research other LA’s experiences
4.7 Reviewing Corporate Property Strategy facilitated by ICT programmes

Objective

Reviewing accommodation options to reduce related costs and identify options for capital receipts, building on work already undertaken in this area.

Method of Approach

Plans and proposals for this workstream will be significantly influenced by the outcomes of the Flexible and Mobile Working Workstream and other workstreams. This will be kept under review by Programme Board over the coming months.
Appendix A - Specific Responsibilities of Governance Roles

Programme Board

Specific responsibilities

- Providing the Programme Mandate and investment decision
- Creating an environment in which the programme can thrive
- Endorsing, advising and supporting the Programme Sponsor
- Providing continued commitment and endorsement in support of the Programme Sponsor at programme milestones
- Approving the progress of the programme against the strategic objectives
- Providing visible leadership and commitment to the programme at communication events
- Confirming successful delivery and sign-off at the closure of the programme.

Programme Sponsor

Specific Responsibilities

- Chairing the programme board and carrying overriding authority and accountability for the implementation and achievements of the agreed scope of the overall programme
- Ensuring that the aims of the programme continue to be aligned with the business objectives
- Securing the necessary funding the programme, and approving budgets and tolerances, availability of business resources
- Ensuring that there is a coherent organisation structure
- Engaging with the work of establishing the programme, overseeing the development of the programme brief and business case
- Monitoring and controlling the progress of the programme at a strategic level
- Ensuring that the communication processes are effective and linkages are maintained between the project/change team/s and LBB’s strategic direction
- Formally closing the programme and ensuring that the lessons learned are documented within the programme evaluation report: closure requires formal sign-off by the Project Sponsor that the aims and objectives have been met and that lessons learned are documented and disseminated.
- Planning the post programme review when the entire benefits realisation process will be assessed.
- Ensuring that the post implementation review takes place, the output is forwarded to the appropriate stakeholders and the benefits have been realised: the Sponsor is responsible for commissioning and chairing these reviews and ensuring the relevant personnel are consulted and involved in the review process.

Workstream Sponsors

Specific Responsibilities (in conjunction with the Programme Sponsor)

- Chairing the Workstream board and carrying overriding authority and accountability for the implementation and achievements of the agreed scope of the overall Workstream
- Ensuring that the aims of the Workstream continue to be aligned with the business objectives
- Securing the necessary funding the Workstream, and approving budgets and tolerances, availability of business resources
- Ensuring that there is a coherent organisation structure
- Engaging with the work of establishing the Workstream, overseeing the development of the Workstream brief and business case
- Monitoring and controlling the progress of the Workstream at a strategic level
- Ensuring that the communication processes are effective and linkages are maintained between the project/change team/s and LBB’s strategic direction
- Formally closing the Workstream and ensuring that the lessons learned are documented within the evaluation report: closure requires formal sign-off by the Project Sponsor that the aims and objectives have been met and that lessons learned are documented and disseminated.
- Planning the post Workstream review when the entire benefits realisation process will be assessed.
- Ensuring that the post implementation review takes place, the output is forwarded to the appropriate stakeholders and the benefits have been realised: the Sponsor is responsible for commissioning and chairing these reviews and ensuring the relevant personnel are consulted and involved in the review process.

Programme Manager

Specific responsibilities

- Plan and designing the programme and proactively monitoring its overall progress, resolving issues and initiating corrective action as appropriate
- Ensure the appropriate programme governance framework is in place
- Ensure the integrity of the programme - focusing inwardly on the internal consistency of the programme and outwardly on its coherence with infrastructure planning, interfaces with other programmes and corporate and technical standards
- Manage the programme's budget on behalf of the Programme Sponsor, monitoring the expenditures and costs against benefits that are realised as the programme progresses
- Facilitate the creation of Project Boards and the appointment of individuals to the project delivery teams
- Ensure that the delivery of new products or services from the projects is to the appropriate levels of quality, on time and within budget, in accordance with the programme plan
- Ensure that there is efficient allocation of resource and expertise within the Project Portfolio
- Manage third party contributions to the programme
- Managing the communications with stakeholders
- Manage the dependencies and the interfaces between projects
- Manage the risks to the programme's successful outcome
- Initiate extra activities and management interventions wherever gaps in the programme are identified or issues arise
- Report progress of the programme at regular intervals to the Programme Sponsor

Business Change Managers

Specific responsibilities

- Ensure that the interests of the end users are met by the programme
- Work with the Programme Manager & Sponsor to ensure that the scope of each project covers the necessary aspects required to deliver the improvements that will lead to operational benefit(s)
- Work with the Programme Manager to identify projects that will contribute to realising benefits and achieving outcomes
- Identifying, defining and tracking the benefits and outcomes required of the programme
- Lead on Transition Management; ensuring that ‘business as usual’ is maintained during the transition and the changes are effectively integrated into the business
- Prepare the affected business areas for the transition to new ways of working and manage them through the transition process
- Agree the timing of projects particularly the implementation into business operations
- Establish the mechanisms by which benefits can be delivered and measured
- Ensure that maximum improvements are made in the existing and new business operations as groups of projects deliver their products into operational use Manage the realisation of benefits and ensure that continued accrual of benefits can be achieved and measured after the programme has been completed.

**Project Managers**

**Specific responsibilities**

- Designing and applying an appropriate project management framework for the project (using relevant project standards)
- Managing the production of the required deliverables
- Planning and monitoring the project
- Adopting any delegation and use of project assurance roles within agreed reporting structures
- Preparing and maintaining the Project Plan, Stage and Exception Plans as required
- Preparing the Project Initiation Document which also ensures a sound Business Case exists
- Managing project risks, including the development of contingency plans
- Liaison with programme management (if the project is part of a programme) and related projects to ensure that work is neither overlooked nor duplicated
- Overall progress and use of resources, initiating corrective action where necessary
- Change control and any required configuration management
- Reporting through agreed reporting lines on project progress through Highlight Reports and stage assessments
- Liaison with appointed project assurance roles to assure the overall direction and integrity of the project
- Adopting technical and quality strategy /
- Identifying and obtain any support and advice required for the management, planning and control of the project
- Managing project administration
- Liaising with suppliers or account managers
- Conducting end project evaluation to assess how well the project was managed [nb ‘post project’ is different from ‘end of project’] and preparing an end-project report
- Preparing a Lessons Learned report
- Preparing any follow-on action recommendations as required