



THE LONDON BOROUGH  
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DATE: 11 April 2012

## IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

**Meeting to be held on Wednesday 18 April 2012**

**Please see attached project tracking document to be considered as part of Item 9:  
Shared Services Update**

- 9 SHARED SERVICES UPDATE – PROJECT TRACKING DOCUMENT – 7/2/2012 –  
13/04/2012 (Pages 3 - 16)**

*Copies of the documents referred to above can be obtained from  
[www.bromley.gov.uk/meetings](http://www.bromley.gov.uk/meetings)*

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**Shared Services project tracking document - 7/2/2012 – 13/4/2012**

<b>CROYDON / BEXLEY / BROMLEY SHARED SERVICES PROJECTS</b>			
<b>Project Details</b>	<b>Progress to Date</b>	<b>Tasks planned</b>	<b>RAG status</b>
<b>WORKSTREAM: PROCUREMENT</b>			
<b>Contracts</b>			
<p><b>Project Owner (Bexley / Bromley / Croydon) –</b> Nathan Elvery( Croydon) / Mike Ellsmore (Bexley) / Pete Turner (Bromley) supported by Paul Davis (Croydon) / Tariq Bashir (Bexley) / Dave Starling (Bromley) and other specific project leads</p>			
<p><b>Review and Analysis of Contracting Arrangements and Opportunities</b></p>	<ul style="list-style-type: none"> <li>• Procurement leads meet bi-monthly and Finance leads meet every 6 weeks</li> <li>• Further opportunities from contract register still being identified</li> </ul>	<ul style="list-style-type: none"> <li>• Consideration for producing a Bexley/Bromley/Croydon contract register</li> <li>• Croydon has commissioned a Procurement Taskforce project in partnership with PWC to review all major contract and commissioning relationships on a risk/reward model. Programme to be delivered over next three years and includes the development and support of a strategy, commissioning, procurement and performance staffing structure and skills and knowledge set.</li> </ul>	<p><b>GREEN</b></p>

<b>Temporary Accommodation.</b>	<ul style="list-style-type: none"> <li>• Bexley review completed moving to implementation phase. Savings of 200K identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Further work to be done on best practice with potential to share suppliers</li> </ul>	<b>AMBER</b>
<b>Street Lighting and Highways</b>	<ul style="list-style-type: none"> <li>• Bromley letting new Street Lighting contract from April 2013 – current contract with May Gurney</li> <li>• Bexley have long term contract with May Gurney</li> <li>• Bexley and Bromley use FM Conway for elements of highways work</li> <li>• Croydon have signed PFI with Lewisham</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmarking between Bexley and Bromley on their Highways contract (FM Conway) showed that Bexley was marginally cheaper than Bromley on a number of indicative repair requirements although there were different material specification requirements.</li> <li>• Opportunity to use purchasing power to negotiate reductions in contract price and/or standardise specification requirements exist but may be subsumed into the TFL regional framework being set up for both Highways and Street Lighting</li> </ul>	<b>AMBER</b>
<b>Pest Control Services</b>	<ul style="list-style-type: none"> <li>• Possible savings identified from procuring Pest Control Services jointly</li> </ul>	<ul style="list-style-type: none"> <li>• Tender process currently at PQQ stage</li> </ul>	<b>AMBER</b>
<b>Tender process administration/Sharing systems</b>	<ul style="list-style-type: none"> <li>• Bexley and Bromley looking at a number of areas of procurement activity and joint contracting opportunities (such as those successfully put in place on the provision of SEN Transport requirements)</li> </ul>	<ul style="list-style-type: none"> <li>• Croydon to feed into information shared between Bexley &amp; Bromley on procurement portals (e-tendering system)</li> <li>• Proposal to provide e-tendering through joint transactional hub –based</li> </ul>	<b>AMBER</b>

	<ul style="list-style-type: none"> <li>• Common area identified around administration management of e-tendering system (Due North) which Bexley &amp; Bromley make use of.</li> <li>• LB Bexley have an established centralised team which manage the system requirements around usage of the system, and while Bromley has embedded use of the system in its Adult Social Care area, lack of funds and resources have frustrated attempts to make further use of the system.</li> <li>• The alignment of the Councils around the same system and the additional common use of Oracle (I Proc?) for other procurement transactional activity, combined with similar needs around Purchase Cards and Prepaid Cards suggests further alignment of transactional activity, while not necessarily co-located (for instance specialist areas such as P-Card administration could work on a virtual basis) is a possibility and may also be of interest to other Councils in the area.</li> </ul>	<p>in Bexley. An SLA has been established to cover this requirement, initially for Bromley's Property Contracting activity. Decision to proceed needs to be made in conjunction with the Property Shared Services proposal included below.</p>	<p><b>AMBER</b></p>
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<p><b>Use of collaborative frameworks</b></p>	<ul style="list-style-type: none"> <li>• Bexley and Bromley and Croydon have all provided a list of collaborative frameworks they currently use.</li> <li>• Bexley and Bromley make use of a framework arrangement managed by LB Lewisham for educational modular buildings – this is in the process of being refreshed via tender in conjunction with colleagues at Bromley, Redbridge, Sutton and Essex.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment to be undertaken of savings achieved from collaborative working.</li> </ul>	<p><b>AMBER</b></p>
<p><b>Parks</b></p>			
<p><b>Project Owners:</b> Toni Ainge (Bexley) / Dan Jones (Bromley) / Tony Brooks (Croydon)</p>	<ul style="list-style-type: none"> <li>• Opportunity to drive down contract costs across three boroughs and/or obtain better service out of existing contract</li> <li>• Heads of Service Working Group reported back to Parks Shared Services Board on 19 March.</li> </ul>	<ul style="list-style-type: none"> <li>• Initial findings were presented, highlighting potential areas of synergy and efficiency - focused predominately on future joint procurement of Contracts.</li> <li>• The Board provided challenge on conducting a soft market testing exercise with contractors and to further explore the potential for rationalisation of staff structures under a shared service arrangement.</li> </ul>	<p><b>GREEN</b></p>

		<ul style="list-style-type: none"> <li>Working Group to report back at next meeting (towards end of June) with feedback from soft market testing and proposals on 'Shared' staffing structures</li> </ul>	
<b>Parking</b>			
<p><b>Project Owners</b> Mike Frizoni and Tina Brooks (Bexley) / Gavin Moore and Ben Stephens (Bromley)</p>	<ul style="list-style-type: none"> <li>Opportunity to align contracts across 3 boroughs</li> <li>Potential for back-office managerial efficiencies whilst retaining local flexibilities and policies</li> <li>Bromley and Bexley had first meeting in November.</li> </ul>	<ul style="list-style-type: none"> <li>Bexley and Bromley to align ICT contracts by January 2013</li> <li>Further opportunities being scoped out include maintenance/ management of car parks, joint procurement of mobile phone payment, enforcement contracts and mobile CCTV units.</li> <li>Shared service organisation structure to be drawn up</li> </ul> <p>Framework agreement to be open to allow Croydon to piggy back onto ICT contract at a later date</p>	<b>GREEN</b>
<b>Shared transport</b>			
<p><b>Project details:</b> Opportunity to develop shared model for all kinds of transport including, SEN, adults' transport and fleet services</p>	<ul style="list-style-type: none"> <li>Consider options for out-of borough transport (e.g. adults' social care and fleet management). Consultants 'People Too' have just led on a project for integrating transport for West London Alliance</li> </ul>	<ul style="list-style-type: none"> <li>Decision needed by CEX Board re next stage of work to develop a detailed collaborative business case followed by an implementation phase.</li> </ul>	<b>GREEN</b>

<p><b>Project owners:</b> Mike Ellsmore (Bexley) / Gavin Moore (Bromley), Maya Vadgama (CYP, Bromley) / Sarah Ireland (Croydon)</p>	<ul style="list-style-type: none"> <li>The scoping review of the 3 boroughs transport operations has been completed.</li> </ul>	<ul style="list-style-type: none"> <li>Phase two can be carried out by People Too or fully tendered</li> </ul>	<p><b>GREEN</b></p>
<p><b>HR - Learning &amp; Development</b></p>			
<p><b>Project details</b> HR – benefits in joining up operations/support and/or taking different ‘lead’ responsibilities across two authorities</p> <p><b>Project Owner (Bexley / Bromley / Croydon)</b> Nick Hollier / Val Jenkins / Pam Parkes</p>	<ul style="list-style-type: none"> <li>Three options being pursued by Bromley: <ul style="list-style-type: none"> <li>South London training consortium with Lewisham and Greenwich</li> <li>Shared commissioning of e-learning package with Kent County Council who are already in partnership with East Sussex and other districts</li> <li>Adopt Bexley’s model of spot purchasing from South London training consortium</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>South London Training Consortium has made limited progress in establishing a shared corporate training service/programme; LBB awaiting clarification on what offer is on the table from the Consortium – full membership or just the ability to spot purchase training places.</li> </ul>	<p><b>AMBER</b></p>
<p><b>HR - Recruitment &amp; Retention</b></p>			
<p><b>Project details</b> HR – benefits in joining up operations/support and/or taking different ‘lead’ responsibilities across two authorities</p> <p><b>Project Owner (Bexley / Bromley / Croydon)</b> Nick Hollier / Charles Obazuaye / Pam Parkes</p>	<ul style="list-style-type: none"> <li>Opportunities for one Agency staff recruitment contract (or pan-London model)</li> <li>Flexible workforce across authorities e.g. identifying opportunities for seconded teams</li> </ul>	<ul style="list-style-type: none"> <li>Mini competition and e-auction between 12 London boroughs (inc Bexley, Croydon and Bromley) to access either vendor neutral solution or a managed service agency staff model</li> <li>6 members of Bromley staff being sponsored to</li> </ul>	<p><b>AMBER</b></p>



		<p>qualify as social workers; 4 are taking an MSc in Social Work (completing 2012) and 2 are undertaking a BA in Social Work (completing 2013).</p> <ul style="list-style-type: none"> <li>The Council is leading the South East London Partnership consisting of Bromley, Lewisham and Bexley managing 14 bursary students taking an intensive 18 month MA in social work commencing February 2012</li> </ul>	<b>AMBER</b>
<b>SEN placements</b>			
<p><b>Project details</b> A priority area for all 3 Boroughs, given the escalating numbers of children with complex SEN and disabilities and the related costs of out-borough placements.</p> <p><b>Project Owners</b> Linda Wright (Croydon) / Sheila Murphy (Bexley) / Mary Cava, (Bromley)</p>	<p><b>Out-borough placements</b></p> <ul style="list-style-type: none"> <li>- 3 areas of priority: <ul style="list-style-type: none"> <li>- Increase in-borough capacity/provision for secondary age pupils with profound ASD</li> <li>- Commissioning strategy for out-borough placements</li> <li>- Monitoring &amp; Audit arrangements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Bromley leading on invest-to-save project to establish in-borough day educational/respite provision. Scoping to be widened to consider possibility of a joint borough approach.</li> <li>- Lead ADs to share volume &amp; cost data re out-borough placement costs as the basis for exploring scope to use the commissioning 'weight' of the 3 LAs to drive down placement costs.</li> </ul>	<b>GREEN</b>

<b>Sold services to schools</b>			
<p><b>Project Owners</b> Paul Greenhalgh, Alan Potter (Croydon) / Mark Charters (Bexley) / Gillian Pearson, (Bromley)</p>	<p><b>Sold services strategy</b></p> <p>Croydon – have issued their schools prospectus and are testing the market for a period of 1 year under a full cost recovery model</p> <p>Bexley – a well-defined sold service model. Year 1 of cost recovery programme and assessing possibility of linking with external partner as next phase.</p> <p>Bromley – a well-established sold service model. Assessment underway re full cost recovery model for 2012/13 which will inform Council's future policy strategy.</p>	<ul style="list-style-type: none"> <li>- Governor services Bromley Auditors to meet with Bexley counterpart to discuss providing Governor services to Academies on their behalf.</li> <li>- School improvements Discussions underway between Bexley &amp; Bromley.</li> <li>- HR &amp; Legal Under consideration via corporate discussions under the responsible Chief Officers.</li> </ul> <p>Bexley &amp; Bromley to compare figures on full cost recovery from sold services to schools as well as pricelists provided to schools</p>	<p><b>GREEN</b></p>
<b>WORKSTREAM: SHARED CONTRACTS AND MANAGEMENT</b>			
<b>Libraries</b>			
<p><b>Project details</b> Opportunities for joint management team, shared support staff, joint procurement and rationalised storage</p> <p><b>Project Owners</b> Tony Ainge (Bexley) / Colin</p>	<ul style="list-style-type: none"> <li>• Libraries – potential significant management savings &amp; ~ £300k back office savings for Bromley &amp; Bexley and ~£600k joint saving on mandatory rate relief for a Libraries Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Library Trust proposal being progressed – hoped to be in place by 1/4/2012 though changes to NNDR mean that savings will not be realised immediately</li> <li>• Consideration being</li> </ul>	<p><b>GREEN</b></p>

Brand (Bromley)	<ul style="list-style-type: none"> <li>• Full restructure went live ahead of schedule by 1/1/2012</li> <li>• Four book stacks now merged into 1 in Bromley Central Library</li> </ul>	<p>given for how savings can also be achieved in the front office</p> <ul style="list-style-type: none"> <li>• Bexley and Bromley to procure a joint libraries management scheme via a GPS framework; mini competition invitations imminent</li> </ul>	<b>GREEN</b>
<b>Property</b>			
<p><b>Project details</b> Opportunity for three-way shared asset management team and for shared Facilities Management (for Bexley &amp; Bromley)</p> <p><b>Project Owners</b></p> <p>Suzanne Jackson/Adrian Cole (Bexley)</p> <p>TBC (Croydon)</p> <p>Marcus Perry (Bromley)</p>	<ul style="list-style-type: none"> <li>• Property Workshop took place in June.</li> <li>• Draft strategy for shared services on property has been agreed between the 3 boroughs.</li> <li>• Building Control to be picked up under this workstream</li> <li>• Bromley's interim Head of Property to drive forward this workstream with Bexley</li> </ul>	<ul style="list-style-type: none"> <li>• Planning day held in March 2012, attended by relevant Heads of Service</li> <li>• Respective structures have been reviewed and options for a shared structure considered.</li> <li>• Results to be considered by respective Directors on 17 April 2012</li> <li>• Scope of shared service to be revisited following Bromley's restructure</li> </ul>	<b>GREEN</b>
<b>Regulatory Services</b>			
<p><b>Project details</b> Establish a Shared 'Regulatory Services' provider.</p> <p>Project will be delivered in distinct phases starting with the establishment of a shared management team.</p>	<ul style="list-style-type: none"> <li>• The Shared Services Board and Leaders have endorsed the proposal presented by Bromley's Organisational Improvement Team to transition towards a shared service for a basket of complementary services (mainly EH &amp; TS</li> </ul>	<ul style="list-style-type: none"> <li>• Bexley have carried out more detailed work looking at potential savings available to be presented at CEX Board on 30/3</li> <li>• Assuming these latest proposals are accepted recommendations will be</li> </ul>	<b>AMBER</b>

<p>Later phases will involve driving savings from the back office through the integration of systems and processes.</p> <p>Ultimately consideration will be given to 'floating off' the provider into some form of stand alone legal entity,</p> <p><b>Project Owner</b> TBC-Proposed to be Shared Head of Regulatory Services</p>	<p>type functions).</p> <ul style="list-style-type: none"> <li>• Service information relating to standards, performance, finance and operational and management resources has been shared between the three authorities.</li> <li>• Draft shared management structure produced</li> <li>• Opportunities for 'quick wins' explored (unsuccessfully).</li> <li>• Options and mechanisms to delegate statutory functions and share staff clarified.</li> <li>• Outline phased project approach presented at 2/2/12 Shared Services Board meeting.</li> </ul>	<p>taken forward to:</p> <ul style="list-style-type: none"> <li>• Ring fence within each LA, consult and begin recruitment process for shared Regulatory Services lead.</li> <li>• Develop shared management structure</li> <li>• Undertake a competitive process to appoint the shared management team.</li> <li>• Develop shared regulatory service by 1 January 2013</li> </ul>	<p><b>AMBER</b></p>
<p><b>Public Health</b></p>			
<p><b>Project details</b> Opportunities around shared services re. Public Health responsibilities being devolved to local government</p> <p><b>Project Owner (Bexley / Bromley / Croydon)</b> Will Tuckley / Doug Patterson / Jon Rouse</p>	<ul style="list-style-type: none"> <li>• Bexley likely to contract Director of Public Health from Kings' Hospital</li> <li>• Bromley have signed their s75 agreement and staff expected to transfer from end September 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Croydon's DPH to retire. Interim currently in place.</li> <li>• Bexley have DPH from Kings College London</li> <li>• Bromley have DPH and PH team set on site.</li> <li>• Continue to consider possibilities for sharing DPH in future and share information on PH budgets etc</li> </ul>	<p><b>AMBER</b></p>

<b>Pupil referral services</b>			
<b>Project Owners</b> Paul Greenhalgh, Alan Potter (Croydon) / Mark Charters (Bexley) / Gillian Pearson, (Bromley)	- Potential to look at PRUs and different delivery models including outsourcing opportunities with Croydon (Croydon have 5 PRUs, Bexley has 1).	<b>Pupil Referral Service</b> - The CYP Behaviour Service is being reviewed internally by the department, building on an independent review carried out by the corporate team to look at alternative delivery models.	<b>AMBER</b>
<b>WORKSTREAM: SHARED BACK OFFICE</b>			
<b>HR transactional work</b>			
<b>Project details</b> HR – benefits in joining up operations/support and/or taking different ‘lead’ responsibilities across two authorities  <b>Project Owner (Bexley / Bromley / Croydon)</b> Nick Hollier / Charles Obazuaye / Pam Parkes	<ul style="list-style-type: none"> <li>Meeting to progress shared transactional work taking place between 3 boroughs in January</li> </ul>	<ul style="list-style-type: none"> <li>Both boroughs have agreed to compare core staffing/financial info.</li> </ul>	<b>GREEN</b>
<b>Financial services</b>			
<b>Project details</b> <ul style="list-style-type: none"> <li>Bromley already providing some Financial systems support services to Bexley.</li> <li>- Greenwich run benefit fraud service for Bromley.</li> </ul> <b>Project Owner (Bexley / Bromley / Croydon)</b>	<ul style="list-style-type: none"> <li>Croydon, Bexley &amp; Bromley all use Oracle for Exchequer services</li> <li>Bexley currently implementing upgrade to R12 of Oracle Financials</li> <li>Bexley are also upgrading to R12 and</li> </ul>	<ul style="list-style-type: none"> <li>Bexley and Bromley have agreed a framework to identify where shared services in relation to financial systems should be undertaken.</li> <li>Benefits from project Athena may be limited for Bromley as many back office services are</li> </ul>	<b>AMBER</b>

<p>Mike Ellsmore / Pete Turner / Nathan Elvery</p>	<p>their medium term intention is to seek to benefit from closer integration in the One Oracle strand of Programme Athena.</p> <ul style="list-style-type: none"> <li>• Croydon has now signed a MoU with the Oracle One project under Project Athena with Lambeth, Lewisham, Havering, Brent and Barking &amp; Dagenham to deliver a shared technology platform via Oracle R12. This procurement has issued an OJEU.</li> </ul>	<p>already outsourced with further transfer of exchequer functions to Liberata and Capita by Bromley and Bexley respectively</p> <ul style="list-style-type: none"> <li>• Potential to share financial systems between Bromley &amp; Bexley including insurance and low level accounting and budgeting services.</li> <li>• Opportunity to look at other systems e.g. business reporting, school information management systems (SIMS), risk management and costs of debtors and creditors.</li> <li>• Bromley has demonstrated to Bexley our full budget monitoring, budget estimates and employee budget monitoring systems which have been developed by Bromley with the longer term aim to have shared financial systems</li> </ul>	<p><b>AMBER</b></p>
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**WORKSTREAM: SHARED STAFF**

**Legal**

<p><b>Project details</b></p> <ul style="list-style-type: none"> <li>- Bexley have considered possibilities to buy-in legal services.</li> <li>- Bromley's legal service is in-house though some specialist advice is bought in when needed.</li> </ul> <p><b>Project Owner (Bexley / Bromley / Croydon)</b> Akin Alabi/Joy Connor/ Julie Belvir</p>	<ul style="list-style-type: none"> <li>• Bromley &amp; Bexley have seen Croydon legal framework rates. Not competitive for Bromley to pursue further for now.</li> <li>• Bexley and Bromley met in December to progress work to reduce cost of external legal advice for each authority.</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of care work to be undertaken to identify potential savings through recruiting a shared child care advocate between Bexley &amp; Bromley (locum or fixed term contract)</li> <li>• Bromley providing lawyer to Bexley for property work 2 days/week.</li> </ul>	<p><b>GREEN</b></p>
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