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DATE: 2 February 2010

To: Members of the
IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

Councillor Neil Reddin (Chairman)
Councillor Nicholas Bennett J.P. (Vice-Chairman)
Councillors Graham Arthur, Colin Bloom, Eric Bosshard, Stephen Carr,
Julian Grainger and Russell Mellor

A meeting of the Improvement and Efficiency Sub-Committee will be held at Bromley Civic Centre on **THURSDAY, 11TH FEBRUARY, 2010 AT 7.30 PM**

MARK BOWEN
Director of Legal, Democratic and
Customer Services.

Copies of the documents referred to below can be obtained from
<http://sharepoint.bromley.gov.uk>

A G E N D A

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**
3. **QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING**
To hear questions received in writing by the Legal, Democratic & Customer Services Department by 5pm on Friday 5th January and to respond.
4. **MINUTES OF THE MEETING HELD ON 17 DECEMBER 2009** (Pages 3 - 8)
5. **MATTERS ARISING FROM PREVIOUS MEETINGS** (Pages 9 - 14)
6. **ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE** (Pages 15 - 28)
7. **VOICE RECOGNITION PROJECT** (Pages 29 - 34)
8. **LOCAL GOVERNMENT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006, AND THE FREEDOM OF INFORMATION ACT 2000**

The Chairman to move that the Press and public be excluded during consideration of the item of business listed below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public

were present there would be disclosure to them of exempt information.

Items of Business

Schedule 12A Description

9. **LONDON EFFICIENCY CHALLENGE
FEEDBACK** (Pages 35 - 62)

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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Agenda Item 4

IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

Minutes of the meeting held on 17 December 2009

Present:

Councillor Neil Reddin (Chairman)
Councillor Nicholas Bennett J.P. (Vice-Chair)
Councillors Colin Bloom, Eric Bosshard, Stephen Carr,
Julian Grainger and Russell Mellor

Also Present:

Councillors Peter Morgan and Tony Owen

24 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Graham Arthur.

25 DECLARATIONS OF INTEREST

There were no declarations of interest.

26 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received from members of the public.

27 MINUTES OF THE MEETING HELD ON 21st OCTOBER 2009

In agreeing the minutes, Councillor Colin Bloom confirmed he had sent his apologies prior to the meeting.

RESOLVED that the Minutes of the meeting held on 8th June 2009 be agreed.

28 MATTERS ARISING FROM PREVIOUS MEETINGS

Report LDCS09137

The Committee were advised that a discussion around the Aligning Policy and Finance Workstream would be held at the meeting of Improvement and Efficiency Sub Committee on 11th February 2010.

RESOLVED that the update be noted.

29 CARBON MANAGEMENT FUND: PROGRESS REPORT 2009

Report ES09102

In October 2008 the Executive agreed to establish a ring-fenced Carbon Management Fund to 'invest to save' in energy efficiency measures that would both help the Council achieve a 25% reduction in its carbon emissions over five years and achieve revenue savings. The Sub-Committee received a report providing an update on progress made on first tranche Carbon Management Funded projects and also identified a range of potential second tranche projects for 2009/10 and beyond.

Members discussed a range of issues around the reduction of carbon emissions. The Environmental Development Manager highlighted the upcoming Carbon Reduction Commitment. In future the Council would need to buy carbon allowances, but would also benefit from a reduction in energy costs related to increased energy efficiency. A range of activities could reduce the Council's liabilities under the Carbon Reduction Commitment and these were being explored.

Councillor Bloom highlighted the difficulties of supporting the existing Civic Centre site to be energy efficient and noted that modern office facilities might be better suited to efficient energy management. Another Member also identified issues around the energy efficiency of schools across the Borough and the Council's role in ensuring schools supported a reduction in the levels of carbon emissions.

Councillor Grainger underlined the need to ensure that costs related to introducing projects as well as financial and carbon savings were provided to Members to support consideration of these schemes.

RESOLVED that:

1) progress in work carried out on first tranche Carbon Management Funded projects and comments on proposed second tranche Carbon Management Funded Projects be noted;

2) that a further annual report be provided to Improvement and Efficiency Sub Committee in December 2010 detailing progress on all Carbon Management Funded projects and proposals for third tranche projects for 2010/11 and beyond.

30 LEARNING DISABILITIES - VERBAL UPDATE

The Sub-Committee received a verbal update from the Assistant Director for Commissioning and Partnerships on progress in supporting the progression of provision for people with learning disabilities.

Work had been ongoing between Officers from Adult and Community Services and Children and Young People Services to manage existing costs through working with out-of-borough providers to reduce the costs of placements for young people with complex needs.

In the medium term, work would be undertaken to understand the numbers and requirements of young people who would be moving into Adult Learning Disability Services. This would allow accurate financial projections to be made, and would support efforts to embed the Supporting Independence agenda with young people with learning disabilities and their families to ensure these young people could move towards greater independence and involvement in mainstream activities. A pilot project would take place during 2010 to provide families with a personal budget and support them in purchasing their own services.

Members discussed a range of issues surrounding the move of young people with learning disabilities into Adult Learning Disability Services. The Assistant Director for Commissioning and Partnerships explained that there had been an increase in the number of people with learning difficulties and complex needs due to better medical provision and support. It was important to ensure these people were treated as individuals and allowed to reach their potential and there was now an emphasis on helping people into supported accommodation where appropriate. However it was underlined that those who needed out-of-borough residential care would still be supported, albeit with an emphasis on working with providers to ensure reduced costs.

A Member suggested that a residential facility for people with learning disabilities and other complex needs might be beneficial within the borough. The Assistant Director for Commissioning and Partnership explained that Bromley had historically looked to private companies to provide these services efficiently for Bromley residents. Another Member highlighted the provision of transport services and the need to ensure that people with learning disabilities had the ability to travel independently and not simply be reliant on council-provided transport.

RESOLVED that the update be noted.

31 LONDON EFFICIENCY CHALLENGE

Report CEO09050

The Sub-Committee received a report updating Members on the London Efficiency Challenge. This was a free pan-London programme run by Capital Ambition to enable London local authorities to share best practice in identifying and implementing cashable efficiency savings, with a small fund available to support identified actions.

The Challenge Team had initially attended a set-up day at Bromley on 9th December 2009 to agree the broad areas of focus of the programme. Another

day was planned on 13th January 2010 to carry out individual interviews and three focus groups around the themes of customer access, mobile and flexible working and e-payments and transactions.

Members discussed the scope of the Challenge Team. The Chairman felt it would be beneficial for councils across London to share best practice around improvement and efficiency. A Member suggested that it would also be valuable to look at Local Authorities outside of London and at the processes utilised by private companies. Councillor Grainger highlighted the need to ensure that the report summary was completed fully to support Members in identifying the key issues in reports.

RESOLVED that the timetable and proposed actions for the London Efficiency Challenge be noted.

32 ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE

Report CEO09051

The Sub-Committee received a report providing an update on the progress of the Organisational Improvement Programme definition phase following the commissioning of this work by the Improvement and Efficiency Sub Committee at its meeting on 21st October 2009.

Members discussed the key issue of Reception Points at the Civic Centre and how face-to-face customer service would be delivered in the future. Members considered a range of issues including the potential for one-stop shops delivered across town centres with a range of key partners.

The other major area of work was around an upgrade to the corporate website and services which was currently being costed. Investigations were also being made regarding the potential for joint procurement with Lewisham and Newham. A Member highlighted the importance of ensuring the website strongly supported self-service processes into the future.

RESOLVED that:

- 1) progress made in defining the first phase projects within the Organisational Improvement Programme be noted;**
- 2) that the refined vision of the programme be endorsed;**
- 3) that business cases for investment be brought to Members for approval in early 2010.**

**33 VOICE RECOGNITION PROJECT INCLUDING DEMONSTRATION
OF BUSINESS CASE TOOL**

Report CEO09052

The Chairman invited Tony Norman and Andrew Walker from Telephonetics VIP to give a presentation demonstrating the potential usage of voice recognition technology, which could be applied to calls to the internal switchboard in the Customer Contact Centre. A business case tool was also demonstrated by Officers, which could be used to ensure robust business cases were produced for all projects within the Organisational Improvement Programme.

Mr Norman explained that the Bromley Council switchboard currently channelled 547,538 queries per annum, which was the equivalent of 5.5 FTE. Of these calls, 60,000 queries per annum were internal calls, which was the equivalent of 0.7 FTE. The use of a form of voice recognition software would enable the vast majority of these calls to be processed without the use of a staff member and would also provide 24 hour coverage for calls. Whilst it would not remove human contact, an application of voice recognition software would add another communication channel and would enable contact details for partners and suppliers to be stored as well as those of Bromley employees.

Members had a general discussion around voice recognition software. A Member queried the adaptability of the software. Mr Norman confirmed that the system could be educated to recognise a range of accents, short forms of first names and key words to ensure that calls were directed appropriately. The other Local Authorities currently utilising the Telephonetics VIP software had a success rate of approximately 96% in correctly routing calls. All failed calls were checked to ensure any issues with the software could be identified and tackled. Further applications of voice recognition technology also included the potential to handle some simple service requests 'end to end', for example notifying a missed bin or ordering a recycling box.

A Member suggested that efficiencies should be maximised by either introducing a form of voice recognition software to support both internal and external callers or by investigating other options, such as using a call centre, as soon as possible. Officers highlighted the importance of building the confidence of Members and Bromley staff in the efficiency of the proposed new processes before servicing external calls, and highlighted that the suggestions of a call centre had previously been considered but that Members had been keen to ensure local control of customer contact processes.

Councillor Grainger underlined that the introduction of voice recognition technology did not address the identified issue of staff members utilising Contact Centre resources to have their calls directed. He suggested that a stronger internal telephone directory might reduce the number of unnecessary calls being placed by Bromley staff. Another Member highlighted the importance of learning from the experience of other councils utilising voice recognition software.

The business case tool was then demonstrated by the Programme Assurance Manager. 'Mietool' was a major new free resource for local authorities and had been designed to construct robust business cases for proposed efficiency projects.

Members considered the potential application of the business case tool. The Assistant Director of Organisational Improvement confirmed that the tool would be used to construct invest-to-save business cases in a consistent way to support the evaluation of such projects by Members.

A Member underlined the benefits of the project management elements of the tool but was concerned that the functionality of the tool that supported development and analysis of the business case was not fully realised. Officers highlighted the capabilities of the tool that, through robust data entry around staffing and other costs, was able to identify cashable benefits, providing both a best case and worst case scenario. The Chairman highlighted that the outcomes of a business case were not always financial and that these factors would also have to be part of the evaluation of a business case.

RESOLVED that:

- 1) the proposals for the introduction of a form of voice recognition technology be noted;**
- 2) Members endorse the use of the business case model for all projects coming through the Organisational Improvement Programme.**

The Meeting ended at 10.25 pm

Chairman

Report No.
LDCS10017

London Borough of Bromley

Agenda
Item No. **5**

PART 1 - PUBLIC

Decision Maker: Improvement & Efficiency Sub Committee

Date: 11th February 2010

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **MATTERS ARISING FROM PREVIOUS MEETINGS**

Contact Officer: Kerry Nicholls, Democratic Services Officer
Tel: 020 8313 4602 E-mail: kerry.nicholls@bromley.gov.uk

Chief Officer: Mark Bowen, Director of Legal and Democratic Services

Ward: N/A

1. Reason for report

Appendix A updates Members on matters arising from previous meetings.

2. **RECOMMENDATION(S)**

The Committee is asked to consider progress on matters arising from previous meetings.

Corporate Policy

1. Policy Status: N/A.
 2. BBB Priority: N/A.
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: £N/A
 5. Source of funding: N/A
-

Staff

1. Number of staff (current and additional): N/A
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: Call-in is not applicable. This report does not involve an executive decision
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

The Committee is asked to consider progress on matters arising from previous meetings.

Non-Applicable Sections:	Policy Implications; Financial Implications; Legal Implications; Personnel Implications
Background Documents: (Access via Contact Officer)	Strategies and plans for each corporate area

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MATTERS ARISING FROM PREVIOUS MEETINGS

Minute Number/Title	Decision/ Agreement	Update	Action by	Completion Date
5 Matters Arising from Previous Meetings: Report LDCS09074 (from the minutes of I&E Sub Committee on 21 st October 2009)	A Member requested that a future discussion be held on the Aligning Policy and Finance Workstream.	A discussion to be held on the Aligning Policy and Finance Workstream at the meeting of Improvement and Efficiency Sub Committee on 11 th February 2010.	IE&E Team	February 2010
33 Voice Recognition Project including Demonstration of Business Case Tool (from the minutes of I&E Sub Committee on 17 th December 2009)	Committee Members requested that feedback on other Councils' experiences of voice recognition technology be provided to Members.	Information on other Councils' experiences be provided to Improvement and Efficiency Sub Committee.	IE&E Team	February 2010

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Decision Maker: Improvement and Efficiency Sub-Committee

Date: 11th February 2010

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE**

Contact Officer: Chris Spellman, Assistant Director, Organisational Improvement
Tel: 020 8 461 7942 E-mail: chris.spellman@bromley.gov.uk

Chief Officer: Doug Patterson, Chief Executive

Ward: Borough wide

1. Reason for report

- 1.1 To update Members on the progress of the Organisational Improvement Programme definition phase following the commissioning of this work by the Improvement and Efficiency sub-committee on 21st October 2009.
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2. RECOMMENDATIONS

2.1 The Committee is asked to:

- Note the progress made on the first phase projects within the organisational improvement programme

Corporate Policy

1. Policy Status: Existing policy.
 2. BBB Priority: Excellent Council.
-

Financial

1. Cost of proposal: N/A No additional costs at this stage. Business cases will set out the investment required to deliver projects and will be brought to members for approval once these have been defined.
 2. Ongoing costs: N/A. Opportunity cost of Organisational Improvement Team. No additional ongoing costs at this stage. Any business cases for future projects will include ongoing costs.
 3. Budget head/performance centre: Organisational Improvement Team
 4. Total current budget for this head: £
 5. Source of funding: Existing revenue budgets
-

Staff

1. Number of staff (current and additional): 4 FTE
 2. If from existing staff resources, number of staff hours: The work to develop the business cases for the programme will be resourced through the Organisational Improvement Team (formerly Improvement & Efficiency Team).
-

Legal

1. Legal Requirement: Non-statutory - Government guidance.
 2. Call-in: Call-in is applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Beneficiaries will be identified as part of business cases developed through the programme. Potentially all customers and staff are beneficiaries of this improvement programme.
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments:

3. COMMENTARY

3.1 Project Progress. See also Appendix 1.

Civic Centre Accommodation

Work is ongoing to plan a comprehensive programme of work with the following major strategic objectives:

- To bring forward as early as possible the revenue saving and potential for capital receipt from the decanting of staff from Ann Springman & Joseph Lancaster House whilst minimising disruption to staff.
- To make space available for a partner organisation, specifically the PCT, on site creating a revenue stream and promoting increased opportunity for joint service provision and shared back office support
- To provide additional capacity within the corporate Customer Contact Centre to drive further channel shift towards cheaper methods of service delivery.

3.2 The 'final state' for each department has previously been discussed and signed off by individual Chief Officers and the approach to implementation has been approved by the Programme Board at the meeting of 28th January 2010.

3.3 As well as rationalising desk provision for staff, the proposals will also include plans for dealing with existing document/information storage, which currently uses approximately 20% of our office space.

3.4 It is anticipated that a more detailed report specifically on the accommodation proposals and the business case for investment in delivery of this project will be presented to I&E Sub-Committee at its next meeting.

3.5 Reception points

Proposals for our Face to Face service delivery are closely linked to the accommodation workstream of the programme and offer further scope for potential efficiencies.

3.6 Arrangements have been made for a Member and Chief Officer delegation to visit the Tunbridge Wells 'One Stop Shop' with a view to the delivery of similar provision within Bromley Town Centre.

3.7 This project would have significant overlap with the Renewal and Regeneration agenda regarding Bromley Town Centre, as well as the Supporting Independence Programme - which seeks to improve access for all to high quality advice and guidance both for our services and those of partners and other agencies.

3.8 The development of a business case and detailed project brief for the One Stop Shop retail type offer or an aggregated provision at the Civic Centre site will be taken forward based on a Member decision as to which is more appropriate, giving consideration to the Corporate Operating Principles, town centre regeneration priorities and the Supporting Independence Programme .

3.9 Website Upgrade & Self Service

Following distribution of the technical specification for indicative costing, a number of potential suppliers have responded with very varied quotes. The most interesting option is the potential for joint procurement with the London Borough of Lewisham and London

Borough of Newham resulting in a sharing of technical development resource and project implementation costs.

- 3.10 If progressed this joint project would be undertaken in conjunction with Microsoft and would involve utilising their latest MOSS10 system. Initial quotes however have been disappointingly high and detail has been lacking from Microsoft as to exactly what the boroughs would get as a result. Therefore further negotiations are underway. It is understood that partnership development would be a positive step forward but that it needs to be business rather than technology lead.
- 3.11 Transactional service delivery developed for a new web platform would in the first instance be based on where other Local Authorities have experienced high web take up. Also the telephone survey recently carried out as part of monitoring an LPSA stretch target was adapted in order to collection information from users of the Bromley website as to what services they would wish to see and be willing to access on line. This survey will be the subject of a presentation to the next meeting of the I&E sub-committee.
- 3.12 It is important to note that before recommending to Members that early investment is made in a website upgrade, the Programme Board will wish to collate substantive evidence that such a project can be delivered on an invest to save basis.
- 3.13 Although a full web upgrade would be the most desired outcome given the scale of investment that would be required it may prove more efficient to continue on the existing platform. Our current web-platform, although limited in its functionality, will still enjoy supplier support until 2014. It may therefore be that an appropriate strategic choice will be to allow this period of time to elapse, during which it is anticipated that the market will develop significantly and clear local authority best practise will emerge. During which time we can be working on the additional packages that provide the extra functionality that Members are keen to see developed such as e-forms, mapping and customer alerts. None of these things come 'off the shelf' with new upgrades and costs for development need to be build in. These extra tools for customers can be developed separately and moved across to a new web platform at a later date.

3.14 *SharePoint Review*

Following the OneWay healthcheck earlier this year, a number of issues were raised regarding the roll-out of SharePoint technology (including Teamsites, the Extranet, OneBromley and Project Sites) across the organisation.

- 3.15 The Organisational Improvement Team have carried out a review of the organisation's use of SharePoint, including consulting with staff to understand their issues, and have made some recommendations were reported to the Programme Board on 15th December for action.
- 3.16 Sue Essler, Assistant Director Information Systems has assumed responsibility for the SharePoint system and work has now commenced on a strategy to ensure the consistent and effective take up of the technology across the organisation. The strategy will be presented to the next Programme Board in March.

3.17 *Voice Recognition*

Following the presentation at I&E Sub committee on 17th December 2009 and the direction to seek experience from other local authorities that have previously implemented voice recognition technology for internal switchboard calls, visits have been made to three other London Boroughs (Wandsworth, Hammersmith & Fulham and Lewisham).

- 3.18 Feedback from these OLAs has been extremely positive, especially relating to the level of support offered by the suppliers and the low level of maintenance the system requires.
- 3.19 In all three instances these organisations have chosen to expose the Voice Recognition technology in some public facing environment as well as internal switchboard calls.
- 3.20 Additionally some ad hoc 'Mystery Shopping'/Market testing of these and other boroughs that are using the voice recognition has been carried out and the results support the performance of software as reported by the suppliers and the authorities contacted.
- 3.21 Based on this positive feedback a full technical specification document has been developed and a supplier will be selected shortly subject to acceptable quotation.

4. POLICY IMPLICATIONS

- 4.1 Although it is not possible to provide specifics at this time the nature and scope of this proposed programme of work will be likely to have an impact on existing policies – especially around HR

5. FINANCIAL IMPLICATIONS

- 5.1 Although it is not possible to provide specifics at this time, the nature and scope of this proposed programme of work will be likely to have an impact on current budgets. As the business cases will be making the case for invest to save and to be funded through capital, efficiency savings achieved from capital investments will mean changes and longer term savings to current revenue spend.

6. LEGAL IMPLICATIONS

- 6.1 No obvious legal implications at this stage

7. PERSONNEL IMPLICATIONS

- 7.1 Staff consultations will be carried out relating to the formation of the new Organisational Improvement Team and the disbanding of the existing Improvement, Efficiency and Effectiveness Team.
- 7.2 All the projects mentioned above will have personnel implications as we continue to move towards a well skilled but smaller workforce.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	

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Organisational Improvement Programme Management Highlight Report

Highlight Report	Overall RAG Status	GREEN
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To	Programme Board				
Project/Programme Name	Organisational Improvement Programme	Reporting Period	15 th Dec 09	To	28 th Jan 10
Report Author(s)		Stage/Status	Definition		
Start Date	Oct 09	Proposed End Date	Jan 10 (for definition)		

Management Summary

Both COE and the I&E Sub Committee have approved the creation of a single Organisational Improvement Programme, aimed at bringing together 3 key strands of work; Customer Access; Office Accommodation and Flexible Working and Back Office reform (OneWay) in order to deliver both efficiencies and improvements across the council.

The Organisational Improvement Team will be working on the definition of the Programme and creation of business cases for projects between now and Jan 2010. The main project areas have been signed off by COE and the I&E Sub-Committee. A summary of these projects is below.

Organisational Improvement Programme Management Highlight Report

Key progress during reporting Period	Risks and issues to be raised for information or escalated	Tasks planned for next period	RAG status
Work Stream: <i>Office accommodation</i>			
<p>Project 1: Business case and implementation planning for office accommodation project</p> <p>Reconstructed detailed approaches & schedules for building works and associated staff moves with 4 different priority outcomes:</p> <ul style="list-style-type: none"> • To deliver early release of property (Ann Springman/Joseph Lancaster) • To deliver early space for partner occupation (3rd Floor North Block) • To make build/adaptation works simple for contractor-reducing cost and speeding up delivery (entire buildings will be decanted at a time) • To deliver additional capacity to the Customer Contact Centre <p>Secured s/t project manager support (Christine Gray) to take forward storage/scanning project.</p> <p>Agreed approach for identifying individual team needs to inform space allocation/design with Capital Ambition. CA offered up to £15K to help fund consultancy to add capacity to this work following efficiency challenge review (<i>which recommended this be key priority for the council</i>).</p> <p>Discussed early flexible working pilot with</p>	<p>Risks:</p> <ul style="list-style-type: none"> • Delayed decision making. Resulting in funding not being released for work programme. Members have asked for a high level options appraisal to be presented to them in March • Storage/scanning work is not given urgent enough priority, resourced or funded adequately as we will not have enough space. • That partner negotiations fall through and revenue is not increased. • Capacity and facilities in the face to face provision during and after accommodation changes. Planning and Housing will be particularly affected. • Future accommodation/equipment solutions are not attractive to colleagues/partners. 	<ul style="list-style-type: none"> • Joint work with Property to present options appraisals to Members to secure decisions on accommodation and funding. • Finalise arrangements (or not) with partners • Clarify position on receptions. • Initiate storage/scanning project work • Start working with Environment on flexible working pilot and identifying team needs. <p>Once strategy/funding approved:</p> <ul style="list-style-type: none"> • Liaison with departments on allocation of space/location to enable building and ICT infrastructure works to be commissioned and detailed staff move plan to be developed. • Develop clear communication material including Q&As for staff 	<p>AMBER</p>

Organisational Improvement Programme Management Highlight Report

<p>Env Svcs to link in with above support.</p> <p>Resources continued negotiations with PCT (expecting to hear outcome by end Jan).</p> <p>Initiated discussions with other potential partners to share office space, incl MyTime and HMRC.</p>			
<p>Business case for reception re-design/One Stop Provision</p> <p>Completed collecting and collating data from current reception points at the civic centre site.</p> <p>Developing outline business case for the One Stop Shop retail offer as well as aggregated provision at the Civic Centre and Adventure Kingdom site.</p> <p>Have held discussions with other local authorities who have provided one stop shops facilities.</p> <p>Officer visit to Tunbridge Wells Gateway. Member visit planned for February.</p> <p>Project Brief drafted</p> <p>Discussions re. partnership with Supporting Independence programme and universal services</p> <p>Programme representative taking part in the officer working group looking at town centre site aquisition</p>	<p>Risks:</p> <ul style="list-style-type: none"> • Financial business cases for both Town Centre and Civic Centre options are not considered viable and the status quo option currently assumed in the property plan for the civic centre is pursued. • Failure to engage fully and effectively with staff and managers of the current reception points means crucial input/information is missed or withheld. • The concept of a single reception/one stop shop is considered unsuitable by members. For example planning customers requiring specialist facilities and Housing receptions requiring greater levels of privacy/detachment. • There may not be a suitable property available in a high street retail location when we are ready to purchase one • Footfall / usage of one stop shop might not be as high as anticipated. Need to thoroughly research possible locations before purchase. • Partners may not be willing to join up services and operate from one single high street location 	<p>Work planned:</p> <ul style="list-style-type: none"> • Councillors and Chief Officers visit to Tunbridge Wells (February) • Further research with other local authorities to establish cost of running separate reception points vs. cost of running one stop shop • Further investigation regarding the suitability of the existing reception facility and potential for Adventure Kingdom building to be used. • Project Brief to be finalised • Clear decision from Members/Officers regarding preferred option. 	<p>AMBER</p>

Organisational Improvement Programme Management Highlight Report

	<p>Issues:</p> <ul style="list-style-type: none"> • Some face to face provision in currently delivered by a third party (Liberata). • No resources currently allocated for purchase of capital asset • Need to ascertain how much rent can be charged to partners who want to share one stop shop accommodation. • Provision of a high quality and accessible face to face provision is counter to driving channel migration to web/phone 		
Work stream: <i>Self-service and ICT</i>			
<p>SharePoint Review and Strategy</p>	<p>Issue:</p> <p>Business change still biggest issue – additional resources will require business case</p>	<p>Work planned:</p> <p>Board to recommend actions following report on SharePoint review and to clarify ownership following restructure.</p>	<p>AMBER</p>
<p>Website upgrade</p> <p>Work completed:</p> <p>Web Upgrade</p> <ul style="list-style-type: none"> – Specification for the new Web Platform written and widely consulted on – Sent for indicative costs to a number of potential providers including Microsoft – Potential for joint web development with Newham and Lewisham 	<p>Issues:</p> <p>Timeframe – missed standard time to put forward a capital bid process.</p> <p>Partnership opportunity with Lewisham and Newham has changed the original timeframes while we awaited Microsoft's partnership proposal</p> <p>Risks:</p> <p>Approval therefore to proceed with this upgrade will be critical to the ability to deliver self service which aims to drive channel migration to this cheap channel</p>	<p>Work planned:</p> <ul style="list-style-type: none"> • Run through proposal with Microsoft and Dimension to ascertain exactly what we get for their £500k quote. • Meeting with partners Newham Lewisham around options to proceed • Jim and Shelia working up a plan B if we decide proposal is too expensive and to work with existing website 	<p>AMBER</p>

Organisational Improvement Programme Management Highlight Report

<ul style="list-style-type: none"> - Microsoft cost for fully transactional site in accordance with spec circa £500k if delivered in Partnership - Still clarification needed as to what would be included within this for example still need hosting costs to be added 	<p>through e-forms</p> <p>If investment is turned down the web manager will still require smaller but alternative investment sums to maintain the current CMS and develop basic front end e-forms. CMS will need to be upgraded by at some point in the future.</p>		
Work stream: <i>Organisational Development</i>			
<p>No live projects currently. Likely to be training / communication projects designed when roll-out of other major projects e.g. mobile and flexible working</p>			

Organisational Improvement Programme Management Highlight Report

Work stream: *Customer and Service Led Improvement*

<p>Transaction analysis</p> <ol style="list-style-type: none"> 1. Information on customer transaction channel preferences has been extracted from British Market Research Foundation and Ipsos Mori reports into Bromley customer preferences around interacting with the council. 2. Baseline data has been gathered on transaction volumes by channel in the CSC, in order to evaluate which areas to best focus on developing web channels. Waste and Parking have been chosen. 3. Information has been gathered from other London authorities on level of electronic transactions in parking related services. 	<p>Parking Department has purchased a web-based front-end system from Civica, which will allow service to move all customer transactions above onto the web.</p> <p>Department has owned this system for a while and there have been a number of delays in launching it.</p>	<p>Future work will include:</p> <ul style="list-style-type: none"> • An updated report is in the process of being prepared on recent market research into Bromley customer preferences around interacting with the council. This information will be used to update the information on customer transaction channel preferences. • Data will be gathered on transaction channel and volume in areas where the council has DDIs. 	<p>GREEN</p>
<p>Customer insight analysis with web marketing plan</p> <ul style="list-style-type: none"> ▪ Review how other local authorities use customer insight data (CACI Acorn; Experian Mosaic; ESD toolkit) – specifically linking in with those who use lifestyle / ethnographic data for developing web based services. ▪ ACORN data (begin borough profiling) ▪ Contact centre (profile of queries received) ▪ Demo ESD toolkit ▪ Arrange Experian demo 	<p>Issues None identified at present</p> <p>Risks Project recommendations may not secure funding resulting in waste project resource. Data set may not reflect current demographic or preferences</p>	<ul style="list-style-type: none"> ▪ Link in with other ESD toolkit users across LBB ▪ Contact centre Mori survey results ▪ Link in with transaction project (Environment) ▪ Map Digital inclusion rates (comparative to LBB lifestyle data) ▪ Report findings to JG 	<p>GREEN</p>

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Business case for self-service on the website Not yet started	No major risks or issues	Scope project and identify information requirements	GREEN	
Voice Recognition <ul style="list-style-type: none"> • Following discussion at I&E Sub committee 17.12.09 meetings have taken place with 3 other London Boroughs who have previously implemented voice recognition technology for internal switchboard calls (as well as some other public facing transactional services). • Feedback from these OLA's has been extremely positive especially relating to the level of support offered by the suppliers and the low level of maintenance the system requires. • 'Mystery Shopping/Market testing with other boroughs that are using the voice recognition both internally and externally has also been carried out and the results support the performance of software. 	Risks: <ul style="list-style-type: none"> • VR software does not accurately redirect calls and leads to avoidable contact being made with remaining human operators. • Possible risk with data quality relating to phone numbers within the council – outstanding, further investigation required into current system • If successful provider of VR software is not Damovo may be contractual implications in relation to VR software being used on their switch/comms server 	Future work will include: <ul style="list-style-type: none"> • Assuming Members/OIP Board wish to proceed with project following feedback a formal procurement process will be followed in order to select provider. • Project implementation will commence immediately following award of the contract. 	GREEN	
Budget Information				
Budget allocated	Actual to date	Predicted expenditure	Variance	Reasons for variance
<i>No budget allocated to date, other than internal resources of Organisational Improvement Team</i>				

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Report No.
CEO1055

London Borough of Bromley

Agenda
Item No. **7**

PART 1 - PUBLIC

Decision Maker: Improvement and Efficiency Sub-Committee

Date: 11th February 2010

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **VOICE RECOGNITION PROJECT**

Contact Officer: Sarah Lyons, Programme Support Officer
Tel: 020 8 313 4384 E-mail: sarah.lyons@bromley.gov.uk

Chief Officer: Doug Patterson, Chief Executive

Ward: Borough wide

1. Reason for report

- 1.1 The purpose of this report is to present the findings from the market testing / mystery shopping that was requested at the last I&E Sub committee.
-

2. RECOMMENDATION(S)

- 2.1 Members note the findings of the research undertaken and continue to support the implement Voice Recognition technology for internal switchboard calls.

Corporate Policy

1. Policy Status: Existing policy.
 2. BBB Priority: Excellent Council.
-

Financial

1. Cost of proposal: Estimated cost £23,475
 2. Ongoing costs: Recurring cost. Estimated £3,560 annual support costs
 3. Budget head/performance centre: Customer Access Programme Budget
 4. Total current budget for this head: £607,000
 5. Source of funding: LPSA
-

Staff

1. Number of staff (current and additional): N/A
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: Call-in is applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Staff in the council and Customer Contact Centre staff will benefit.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 Following discussions at the last I&E Sub committee on the 17th December 2009 it was requested by members that some market research with other local authorities (OLA's) that have implemented Voice Recognition technology be undertaken.
- 3.2 Meetings have taken place with three other London boroughs who have previously implemented voice recognition technology for internal / external switchboard calls as well as some other public facing transactional services such a payments and simple service requests. (See Appendix 1)
- 3.3 Feedback from these OLA's has been extremely positive especially relating to the level of support offered by the suppliers and the low level of maintenance the system requires.
- 3.4 In all instances OLA's reported that their experience with the Voice Recognition software provider was positive and high quality project management skills and implementation support had been provided resulting in a efficient and effective roll out.
- 3.5 The timeframe for implementation ranged between 3 and 6 months at the OLA's contacted as part of this work.
- 3.6 In all instances any problems associated with the project implementation had resulted from poor data quality within the authority's own directory. It is anticipated that this too may be an issue with the implementation of the project at Bromley but as per the experience of OLA's overcoming such problems results in a general cleansing of telephony data which improves service and the potential for avoidable contact across the entire organisation.

4. POLICY IMPLICATIONS

- 4.1 This project is in line with our Corporate Operating Principles, specifically delivering value for money and implementing efficiencies in the way we handle customer service requests.

5. FINANCIAL IMPLICATIONS

- 5.1 One-off capital investment estimated at £23,475 plus ongoing revenue support costs estimated at £3,560. A potential 0.7 FTE efficiency in the Customer Contact Centre.
- 5.2 Further developments such as to handle external switchboard calls or payments will require additional investment (circa £9,000 per skill) and would be the subject of a report to Members outlining the business case and requesting a decision on investment. (See Appendix 2)

6. PERSONNEL IMPLICATIONS

- 6.1 Potential changes in the Contact Centre for switchboard staff.

Non-Applicable Sections:	Legal Implications
Background Documents: (Access via Contact Officer)	

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Other Local Authorities contacted & how VR is deployed

Hammersmith & Fulham – Internal and External Calls

Wandsworth – External Calls for Council Tax direct debit set up

Lambeth – Internal and External Calls

Windsor & Maidenhead – Internal and External Calls

Ashford – Internal and External Calls

Potential Further opportunities for Voice Recognition Service delivery

- Payments:** Customers can make payments quickly, accurately and securely at a time convenient to them.
Callers select the appropriate payment they wish to make from the menu
The client or document number references the detail from your back end system
The system validates the amount to be paid
The payment card details are securely captured and passed to the payment gateway
The system confirms payment and issues a receipt number
There are two deployment options - fully automated 24x7 service, or as an order completion service
- Surveys:** Provide your customers the option to respond to tailored surveys and offer you their feedback quickly, anonymously and accurately.
Callers answer a series of pre-defined, closed or open-ended questions
Real-time data availability and download
Can be used fully automated or as a 'warm transfer' from a contact centre agent
- Mail-2-Me:** Facilitate the swift despatch of printed material to callers, without them having to queue to speak to an agent, especially during call traffic peaks. Mail-2-me uses postcode data to confirm caller postal address.
Callers simply provide their name and address details
They select the item they require from a menu
Data on the requested information, together with the postal details, is sent to the back end system for swift mailing
- Reporting:** Members of the public can report service requests, such as missed bins, at any time of the day
Callers answer a series of pre-defined questions,
A report is generated and sent to the back end system for handling by a staff member or contractor (in office hours)
- Locator:** Customers who need to locate, for example, the nearest library or refuse disposal facility, over the telephone, want to do this quickly without having to queue to speak to an agent.
The caller asks for the required facility from the menu
They provide their UK postcode and the relevant information is read back to them
Additional facility information or nearest services can also be relayed over the phone

Agenda Item 9

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