



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 20 May 2010

To: **ALL MEMBERS OF THE COUNCIL**

Subject to the Improvement and Efficiency Sub Committee being reconstituted and Members of the Committee being appointed, there will be a meeting of the Improvement and Efficiency Sub-Committee at Bromley Civic Centre on **TUESDAY 1 JUNE 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 APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN

2 APOLOGIES FOR ABSENCE

3 DECLARATIONS OF INTEREST

4 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 Tuesday 25th May** and to respond.

5 MINUTES OF THE MEETING HELD ON 11TH FEBRUARY 2010 (Pages 3 - 6)

6 MATTERS ARISING FROM PREVIOUS MEETINGS (Pages 7 - 12)

7 LONDON EFFICIENCY CHALLENGE FEEDBACK AND ACTION PLAN (Pages 13 - 50)

8 ORGANISATIONAL IMPROVEMENT PROGRAMME (Pages 51 - 62)

9 PRESENTATION ON CUSTOMER ACCESS RESEARCH

10 PARTNERSHIP WORKING - WEB DEVELOPMENT (Pages 63 - 90)

11 ALIGNING POLICY AND FINANCE (Pages 91 - 102)

12 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

13 EXEMPT MINUTES OF THE MEETING HELD ON 11TH FEBRUARY 2010 (Pages 103 - 104)

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IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

Minutes of the meeting held on 11 February 2010

Present:

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

Also Present:

Councillor Peter Morgan

34 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Carr. Councillor Wells attended as alternate to Councillor Mellor.

35 DECLARATIONS OF INTEREST

There were no declarations of interest.

36 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received from members of the public.

37 MINUTES OF THE MEETING HELD ON 17 DECEMBER 2009

In agreeing the minutes, Councillor Grainger requested that the reference to costs related to carbon savings within Item 29: Carbon Management Fund: Progress Report 2009 be deleted from the minutes.

RESOLVED that the Minutes of the meeting held on 17th December 2009 be agreed.

38 MATTERS ARISING FROM PREVIOUS MEETINGS

Report LDCS10017

The Committee were advised that a discussion around the Aligning Policy and Finance Workstream would be held at the next meeting of Improvement and

Efficiency Sub Committee on 1st June 2010. Councillor Grainger recommended that a directory of policy should be developed following the identification of statutory and non-statutory services.

A report around other Councils' experiences of voice recognition technology would be considered later in the meeting.

RESOLVED that the report be noted.

39 ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE

Report CEO1054

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 on 21st October 2009.

The Assistant Director: Organisational Improvement outlined the three areas of cross-cutting work. These were the Customer Access Programme, Oneway Programme and Mobile and Flexible Working Programme, and included workstreams around Civic Centre accommodation, reception points, website upgrade and voice recognition.

In relation to the workstream around Civic Centre accommodation, discussions were currently taking place with the Primary Care Trust (PCT) to relocate their staff to the Civic Centre site whilst the future of the service was considered. A potential co-location of partner services on the Civic Centre site would provide an additional income stream and would also enable further integration of delivery of front line services and greater efficiency in back office functions.

The Assistant Director: Organisational Improvement explained that the plan of property works was in an advanced stage of development and would be considered by the Programme Board shortly. This plan identified a range of options regarding the future development and usage of office accommodation across the Civic Centre site for the consideration of Members. A Member underlined the importance of encouraging services to reduce their usage of office space where appropriate. The Assistant Director: Organisational Improvement highlighted that a range of options were being considered to incentivise better use of space.

Regarding future delivery of face-to-face customer service by Bromley Council, Members discussed a range of issues. The potential to develop a 'one-stop shop' in Bromley Town Centre was considered. A Member highlighted the importance of selecting the right location, and also noted that establishing customer service hubs in town centres might increase congestion. Another Member underlined the value of bringing local partners, such as the PCT and Police, into any 'one-stop shop' provision. Councillor Grainger highlighted the potential for a number of local community hubs across the borough. It was also important to consider how more

complex service enquiries might be accommodated in future.

In terms of the proposed upgrade to the website, a detailed specification had been produced regarding the future look and functionality of the website. However initial quotes had been disappointingly high. The Assistant Director: Organisational Improvement explained that the potential to invest in the existing web platform to provide additional functionality was now being considered. This would provide a better 'look' and higher level of functionality for the website, but would negate the need for big investment until support for the existing platform expired in 2014. A Member asked whether an off-the-shelf product might provide the necessary functionality. The Assistant Director: Organisational Improvement underlined the complexity and range of services delivered via the website, which suggested a more bespoke provision was required, but noted that investigations were ongoing into a range of potential products. A Member welcomed the caution shown as it was important to ensure future website development was both fit for purpose and good value for money.

RESOLVED that progress made on the first phase projects within the Organisational Improvement Programme be noted.

40 VOICE RECOGNITION PROJECT

Report CEO1055

The Sub Committee received a report presenting the findings of market research into the experiences of other local authorities who had implemented voice recognition technology for internal and external switchboard calls as well as some public-facing transactional services, including payments and simple service requests.

Officers outlined the experiences of three local authorities across London that had recently introduced voice recognition technology. Two of these local authorities had introduced voice recognition for internal and external calls, and their experience had been extremely positive. The London Borough of Wandsworth had initially utilised the functionality to allow residents to set up direct debits for the payment of Council Tax. This had proved highly successful so the Authority was now looking at increasing the functionality of their voice recognition system to include switchboard calls.

A Member queried the cost of adding additional functionality to existing voice recognition systems at a later date. The Assistant Director: Organisational Development confirmed that individual 'skill sets' could be purchased as needed, so future costs would therefore be proportionate.

Members discussed the benefits of introducing voice recognition technology. A Member highlighted the potential to realise maximum cashable savings by introducing voice recognition technology to process both internal and external switchboard calls as soon as possible. As well as efficiently directing callers, the introduction of a voice recognition system would also release existing switchboard

staff to support a wider range of customer service enquiries. The Assistant Director: Organisational Delivery explained that a process of data cleansing of phone number information would need to be undertaken prior to the introduction of a new system and would have wider organisational benefits.

RESOLVED that

- 1) the research findings around the experiences of other Local Authorities in implementing voice recognition technology be noted;**
- 2) that the implementation of voice recognition technology for both internal and external switchboard calls be supported.**

41 LOCAL GOVERNMENT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006, AND THE FREEDOM OF INFORMATION ACT 2000

RESOLVED that the press and public be excluded during consideration of the item of business listed below as it was 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.

**The following summary
refers to a matter involving
exempt information**

42 LONDON EFFICIENCY CHALLENGE FEEDBACK

Report CEO1053

The Sub-Committee received a report updating Members on the findings of the London Efficiency Challenge which took place on 13th January 2010.

RESOLVED that the recommendations made by the London Efficiency Challenge team be noted.

The Meeting ended at 9.55 pm

Chairman

Agenda Item 6

Report No.
LDCS10081

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: Improvement & Efficiency Sub Committee

Date: 1st June 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.
-

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 statutory and non-statutory services at the meeting of Improvement and Efficiency Sub Committee on 1 st June 2010.	IE&E Team	June 2010
30 Learning Disabilities Verbal Update (from the minutes of I&E Sub Committee on 17 th December 2009)	Committee Members requested that an update be provided to Members around negotiating a reduction of costs with providers of out of borough placements for those with learning disabilities.	An update to be provided to Improvement and Efficiency Sub Committee.	Lorna Blackwood	June 2010
42 London Efficiency Challenge Feedback (from the minutes of I&E Sub Committee on 11 th February 2010)	Committee Members requested that a representative of Capital Ambition provide a presentation around the outcomes of the London Efficiency Challenge	A representative of Capital Ambition to provide a presentation around the outcomes of the London Efficiency Challenge	IE&E Team	June 2010

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Report No.
CEO1057

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: Improvement and Efficiency Sub Committee

Date: 1st June 2010

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

Title: **LONDON EFFICIENCY CHALLENGE FEEDBACK AND ACTION PLAN**

Contact Officer: Harriet Martyn, Policy Analyst
Tel: 020 8313 4439 E-mail: harriet.martyn@bromley.gov.uk

Chief Officer: Doug Patterson, Chief Executive

Ward: N/A

1. Reason for report

This is an opportunity for a member of the London Efficiency Challenge team to feed back to Councillors on the findings of the second part of the London Efficiency Challenge which took place on 13th January 2010. The action plan which has been developed by Bromley as a result will also be presented to Members.

2. **RECOMMENDATION(S)**

Members are asked to note the recommendations made by the London Efficiency Challenge (LEC) team, as detailed in the attached report written by the challenge team and the attached PowerPoint presentation.

Members are also asked to note the actions that have been proposed by the Organisational Improvement Team based on the LEC team's recommendations and which have received sign off by COE.

Corporate Policy

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

Financial

1. Cost of proposal: Estimated cost The London Efficiency Challenge is a free programme being run across all London Local Authorities by Capital Ambition. However, a subscription is paid to London Councils, Capital Ambition's parent organisation, by each Local Authority to fund their work. Other costs include officers' time taken to participate in focus groups or interviews over one half day in December 2009 and one half day January 2010.
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: All
 4. Total current budget for this head: £N/A
 5. Source of funding: As set out in 1. above.
-

Staff

1. Number of staff (current and additional): 1 member of Organisational Improvement Team to organise and coordinate London Efficiency Challenge in Bromley. A total of 30 officers participated in focus groups over the two days of the challenge. Additionally, three Chief Officers and one Councillor were interviewed as well as three members of the Organisational Improvement Team.
 2. If from existing staff resources, number of staff hours: Part of 1 member of Organisational Improvement Team's time. Focus groups ran for 3 hours on 9th December and for a maximum of 1.5 hours on 13th January. Interviews lasted approximately 45 minutes.
-

Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: Call-in is not applicable.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Main beneficiaries will be the service users of the opportunity projects identified by the London Efficiency Challenge and through the action plan developed as a result.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

3.1 What does it involve?

The London Efficiency Challenge (LEC) is a free of charge pan-London programme run by Capital Ambition to enable London local authorities to share best practice. Its principal aim is: ***'To identify cashable efficiency savings in order to deliver the best possible affordable services to London and Londoners'***.

3.2 Bromley's challenge team consisted of:

Jan Willis – Director of Finance, LB Barnet
Steve Stott – Audit Manager, LB Bexley
David Armin – Challenge Manager, IDeA
Caroline Stanger, Capital Ambition representative

3.3 London Efficiency Challenge set-up day

On 9th December the London Efficiency Challenge team carried out an initial set-up day at Bromley. The team met with COE in the morning to agree Bromley's priority areas across the Council where it was felt that the greatest efficiencies could be made in order to deliver improved services. The challenge team then conducted two 3 hour focus groups, one with frontline staff and another with middle managers. The five priority areas that were identified by the challenge team were:

- Mobile & flexible working (including accommodation)
- E-payments / transactions
- Partnership working
- Customer access
- A more strategic approach towards efficiency in the organisation

3.4 Between the set-up day and the main challenge day, the London Efficiency Challenge team were given the details of partners who Bromley had worked with or are currently working with in order to gain an objective perspective on what we are like as a Council to work with. The details of the following people were given to the team:

- SEN transport manager, LB Bexley
- Director of Finance, PCT
- IT manager, Lewisham

3.5 London Efficiency Challenge main challenge day

On 13th January the challenge team returned to Bromley for the main challenge day. Three focus groups were set up based on the priority areas that were identified in December; one on e-payments / transactions, one on customer access and the third on mobile & flexible working each lasting 1.5 hours.

3.6 Interviews were conducted with the Chief Executive, the Director of Resources, the Director of Adult & Community Services, the Chairman of I&E Sub-Committee, and three members of the Organisational Improvement Team including the Assistant Director. Each interview lasted approximately 45mins.

3.7 London Efficiency Challenge feedback

The challenge team put together feedback and recommendations which were presented to COE in the afternoon of 13th January.

3.8 There was general agreement that the alignment of various cross-cutting change programmes under the Organisational Improvement Programme was a positive step in the right direction. Furthermore it was encouraging that the four main projects that were identified as areas to improve and increase efficiency were projects that the OIP is already focusing on, namely mobile & flexible working/accommodation rationalisation, customer access, e-payments / transactions and joint working and shared services.

3.9 However, there were specific recommendations for how to deliver more efficiently and effectively on these projects. Suggestions of actions that could be taken to ensure successful delivery were also outlined. These recommendations are set-out in more detail in the full report and PowerPoint slides in Appendices 1 and 2.

3.10 London Efficiency Challenge Action Plan and next steps

The action plan was drafted by the Organisational Improvement Team as a direct result of the recommendations made in the London Efficiency Challenge team's report (Appendix 1) and received sign-off by COE on 14th April. The actions are categorised under the same five areas identified by the LEC team:

- Strategic approach to efficiency
- Flexible & mobile working and property use
- Customer Access
- Back office productivity and purchase to pay
- Joint working and shared services

3.11 The action plan also highlights the links between the LEC recommendations and other areas of work that have taken place across the Council (e.g. staff survey) and at a national level, for example the 'Putting the Frontline First' report, put together by the Local Government Task Force chaired by the Mayor of Lewisham and the Leader of Manchester City Council.

3.12 Capital Ambition has made £15k available to help Bromley in delivering the recommendations that came out of the London Efficiency Challenge around mobile & flexible working. Basis consultants are currently running workshops with the Environmental Services Department and will produce a report on the options for new ways of working differently. Following this,

discussions will be held with Property Services on the future layout of the office accommodation in St Blaise.

3.13 Once all London boroughs have participated in the London Efficiency Challenge, a report will be produced allowing councils to share their areas of good practice across London.

4. POLICY IMPLICATIONS

The aim of the London Efficiency Challenge is to find areas across the council where cashable efficiency savings can be made. Ultimately, this goal supports one of the BBB objectives under Excellent Council: “To balance the expectation to maintain one of the lowest council taxes in Outer London against service delivery needs”.

5. FINANCIAL IMPLICATIONS

Recommendations and actions from London Efficiency Challenge will be used to deliver high quality cross-cutting projects across the council in a more effective and efficient way.

6. LEGAL IMPLICATIONS

N/A

7. PERSONNEL IMPLICATIONS

N/A

Non-Applicable Sections:	Legal Implications, Personnel Implications,
Background Documents: (Access via Contact Officer)	London Efficiency Challenge report to I&E sub - 17/12/2009 London Efficiency Challenge report to I&E sub – 11/02/2010 London Efficiency Challenge full report – attached pdf document London Efficiency Challenge feedback – attached PowerPoint document London Efficiency Challenge action plan - attached

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London Efficiency Challenge

London Borough of Bromley

January 2010

capital
ambition

London Efficiency Challenge London Borough of Bromley



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3. Strengths and Areas of Notable Practice	9
4. Actions for Capital Ambition	10

Appendices:

LEC Measuring Survey Analysis (Metrics)
Leading Practice Principles

The Challenge Team members:

Jan Willis	-	Director of Finance, London Borough of Barnet
Steve Stott	-	Internal Audit Manager, LB of Bexley
Caroline Stanger	-	Consultant, Capital Ambition
David Armin	-	IDeA Challenge Team Manager

Acknowledgements:

- Capital Ambition would like to thank Bromley for taking part in the programme of efficiency challenges across London
- The team are grateful to Bromley for their open approach to the process and their hospitality
- We are grateful to all the officers of London Borough of Bromley that were involved in the process and would like to give thanks to Chris Spellman and his team for their help in organising the challenge, in particular Harriet Martyn who was our main point of contact in planning the challenge.

1. Executive Summary

- 1.1. The London Efficiency Challenge is a collaborative enquiry that aims to identify opportunities for efficiency gains in London's authorities. London's authorities have strong and successful regional partnerships which provide an ideal basis to develop and test the challenge methodology. The challenge process has three steps, self-assessment, on-site challenge and reporting. This report brings together the results of all three stages of the process and summarises the opportunities for efficiency gains in the London Borough of Bromley (referred to as Bromley in the remainder of this report).
- 1.2. Bromley has a track record of delivering efficiency gains, which has enabled it to provide good value for money (VfM). Its services generally perform well (with a few exceptions) at lower than average costs. Sound financial management is reflected in one of the lowest council taxes in London (despite relatively low grant funding) and strong reserves. Bromley's CAA organisational assessment for 2009 rated it 'performing well' – exceeding minimum requirements against all aspects of the assessment. It has outsourced a significant proportion of its services as part of its established approach to delivering efficiency and VfM.
- 1.3. Bromley has employed the concept of performance centre managers to ensure financial and performance accountability in service delivery and this has been successful in delivering incremental efficiency gains. It has recognised that it needs to bring together a series of improvement initiatives (Customer access, the One Way information systems project and flexible / mobile working) into a single Organisational Improvement Programme in October 2009. This will be overseen by a programme board chaired by the Chief Executive, supported by a small corporate Organisational Improvement Team. This is underpinned by a set of corporate operating principles (COPs) based on the premise that citizens will be enabled to take responsibility for their own lives, but with support and assistance for those that need it.
- 1.4. To meet the challenges of much tighter public spending in the near future and the assumed 4% cashable efficiencies across councils, Bromley's efficiency plans now need to be more ambitious and delivered with greater pace. The efficiency strategy and programme needs clearer definition with targets for the efficiency gains to be delivered and timescales for achievement to give direction and enable performance management.
- 1.5. This will require strong corporate drive and ownership, with a willingness to confront and overcome the difficulties that will arise and to sustain momentum through a co-ordinated approach across Directorates. Bromley should focus on a few, core projects with the potential to deliver most of its efficiency gains and ensure robust business cases and plans for its property strategy and flexible working; transactional and shared services; customer access and self-service and a strategic sourcing strategy.
- 1.6. Its change management approach would be strengthened by a culture and skills audit, increased efforts to embrace staff innovation and enhanced management skills, ICT and project management capacity. It could also develop approaches that are more inclusive of members, drawing on their commitment and ability to champion and promote efficiency and VfM.

2. Identified efficiency opportunities and workshop outputs:

Area	Findings	Recommendation/Opportunity
<p>1. Strategic approach to efficiency</p>	<ul style="list-style-type: none"> • Change programmes brought together within a single Organisational Improvement Programme • I&E will support programme – as Organisational Improvement Team • Improvement & Efficiency Committee established – Chair is member 'efficiency champion' • Traditional outsourcing and departmental efficiency gains now offer diminishing returns (£3.6m cashable 08-09, £5m in 09-10 then lower annual gains) • Efficiencies delivered through council tax setting and (departmental) budgets 	<ul style="list-style-type: none"> *Efficiency programme needs clearer definition with explicit targets and timescales to give direction and manage delivery *Strong leadership and a corporate approach will be required to deliver the savings needed in future *Need more effective and inclusive member engagement to ensure clear and consistent leadership of change *Involve and value staff and encourage innovation *Enhance managerial skills and ICT and project management capacity *Better use of insight information to improve performance *Clear focus on a few key projects that will deliver major efficiency gains (the '80:20' rule) *Ensure you identify and deliver cross-cutting efficiency savings *Example transformation programmes – Camden, Barking & Dagenham, Enfield
<p>2. Flexible and mobile working and property use</p>	<ul style="list-style-type: none"> • Metrics suggest high cost / low utilisation of property • Strategy and plans appear well developed to rationalise assets, including equipment and facilities needed • Invested time and effort to develop good relations with PCT to help achieve co-location as a basis for further joint working • Staff need reassurance that management culture will support flexible working 	<ul style="list-style-type: none"> *Critical to support culture change needed to support new ways of working – need confidence to manage by outcomes *You are well placed to deliver this project as an exemplar of how Bromley can change – make sure you drive it through *'Richmond Works' accommodation strategy is at benefits realisation stage for improving property utilisation

<p>3. Customer access</p>	<ul style="list-style-type: none"> • Metrics suggest average levels of satisfaction with contact, but bottom quartile for phone contact • Limited transactional capability of website • Customer contact centre being developed 	<p>* Customer contact centre should be expanded, with a corporate and co-ordinated approach to strengthen business case</p> <p>* Programme to improve customer access should be underpinned by more information and insight into customer requirements through greater community engagement</p> <p>* A transactional website is required as a priority to enable migration to lower cost channels. This needs momentum and resources – ensure the joint tender with Lewisham helps to provide this</p> <p>* Consider further opportunities to widen customer access, for example through libraries</p> <p>*Hammersmith & Fulham potential good practice example – Customer access strategy won 2007 Local Government IT excellence award, see http://www.lbhf.gov.uk/Directory/News_Archive/Press_releases/2007/87836 Council scoops award for excellence.asp</p>
<p>4. Back office productivity and purchase to pay</p>	<ul style="list-style-type: none"> • Metrics suggest relatively low proportion of payments made electronically and high cost per invoice processed • Progress made on electronic payments through increasing use of BACS 	<p>* Need to do more to encourage electronic payments to the council – by raising profile and widening facilities</p> <p>* Significant potential for joint working between local government and the NHS. Work to achieve co-location with the PCT provide a basis to take advantage of this</p> <p>* Camden and Hammersmith & Fulham may provide good practice examples for e-auctions / purchase to pay</p>
<p>5. Joint working and shared services</p>	<ul style="list-style-type: none"> • Collaboration on a number of back-office services (eg. fraud with Greenwich, SEN transport with Bexley / Lewisham) • Consolidated income and payments (I&P) processing within the council • Understand need to develop both member / board and officer support across potential partners 	<p>* Consolidation of I&P processing gives a good basis for extending this in other areas such as transactional HR and internal shared services centre</p> <p>* Ultimately this could lead to a shared service model for back-office transactional services or a business process outsourcing (as part of a strategic sourcing strategy)</p> <p>*Capital Ambition is considering how to assist boroughs across London</p> <p>*IdeA resources on shared services and collaboration - http://www.idea.gov.uk/idk/core/page.do?pageId=6210975</p>

Feedback from Officers Workshops:

Good Efficiency Practice at Bromley	Areas for Efficiency Improvement at Bromley
<ul style="list-style-type: none"> • Evidence of managers commitment to Bromley – this has helped to achieve efficiency gains to date • Managers feel members view VFM as a balance between cost and quality, not just lowest cost • Examples of efficiency gains include joint ICT procurement with Lewisham, safer recruitment training for children’s services attended by partners, customer contact centre • Contracts / tenders now giving greater weight to quality (eg. ICT procurement 60:40 price / quality) • Recognition that things will need to be done differently to meet future financial challenges and a desire to be part of the change process 	<ul style="list-style-type: none"> • Incremental, ‘salami slicing’ approach to efficiency has achieved about as much as it can • There needs to be a clear, consistent vision from the top – with medium term plans to achieve this vision • Changes are not pushed as hard as they should be – eg. more services should be required to use the contact centre • Staff see a lack of trust from managers as a barrier to flexible working • Indications of a high level of stress in staff and a sense of frustration – managers too busy to lead innovation or listen to staff ideas, poor communication and people skills • Bromley said to have a ‘too difficult pile’ – hard decisions can be put off, implementation delayed and projects derailed

3. Strengths and areas of notable practice:

The challenge team identified the following areas of good practice that Capital Ambition may like to research, write up and make available to other councils.

Area	Findings/Examples
1. Management of strategic partnerships	Bromley has managed a strategic service delivery partnership for its benefits service, including a change of private sector partners. This was a failing service which its first partnership with Capita was unable to turn around. The council continued to work with this partner while maintaining market interest enabling it to appoint another a partner, Liberata. The service is now achieving satisfactory levels of performance
2. Outsourcing services	Bromley has outsourced a large proportion of services and has developed significant experience in this area.
Context	Bromley's track record in providing generally well performing services with low unit costs and good VfM ratings in external assessments is noted elsewhere in this report.

4. Actions for Capital Ambition:

Area	Capital Ambition Action
Shared services	<ul style="list-style-type: none"> Consider how to support Boroughs with a number of aspects of shared services including legal and procurement issues
Links to existing Capital Ambition projects	<ul style="list-style-type: none"> Look for links between recommended actions and existing Capital Ambition projects - Use of MIETOOL for benchmarking and savings estimation Toolkit for Office Accommodation Strategy Transformation Academy Customer Insight
Sharing learning	<ul style="list-style-type: none"> Feeding findings into the model for an ideal London Borough being developed within the LAPS (Local Area Performance Solution) project
Metrics	<ul style="list-style-type: none"> Investigating how to make more comparative data available to Boroughs Tighten & refine LEC metrics

**Contact for more information about the London Efficiency Challenge and support
from Capital Ambition**

**Ben Sellar-Moore
Capital Ambition
Tel : 020 7934 9956**

email : ben.sellarmore@londoncouncils.gov.uk

London Efficiency Challenge

LB of Bromley

13 January 2010

Presentation to Chief Officer Executive

London Borough of Bromley (Jan 2010)

more for less, more for the same, much more for a little more, the same for less

The Challenge Team



- *Jan Willis – Director of Finance (LB of Barnet)*
- *Steve Stott – Internal Audit Manager (LB of Bexley)*
- *Caroline Stanger – Consultant (Capital Ambition)*
- *David Armin – Challenge Manager (IDeA)*

*London Borough of Bromley (Jan 2010)
more for less, more for the same, much more for a little more, the same for less*

London Efficiency Challenge

LB of Bromley



Context

- *Large, outer London Borough with an ageing population*
- *Generally good services at low cost (but some exceptions)*
- *CAA 2009 'performing well'*
- *Low grant, low spend authority with a record of low council taxes (and desire to maintain this)*
- *Sound financial position*
- *Significant outsourcing already undertaken*
- *Recognise need to enhance efficiency and identify savings to meet future financial pressures*
- *Organisational Improvement Programme is bringing together a range of initiatives*

London Borough of Bromley (Jan 2010)

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Key Findings



- *Sound authority with good understanding of VfM with track record of (incremental) efficiency gains*
- *Your performance centre management model has served you well to date – we believe that you will need a different model going forward*
- *Committed, loyal staff – but high levels of frustration at current pace of change and strong feeling that culture and capacity issues are holding you back*
- *We believe that your plans could be more ambitious and you need to inject more pace to accelerate delivery in key areas*
- *Your efficiency strategy and programme requires further definition and needs to be underpinned by a clear and consistent vision which is owned and visibly supported by the whole political and senior management leadership*
- *We would question whether there is sufficient corporate drive and ownership, and a willingness to confront and overcome difficulties when they arise, sustain momentum and co-ordinate across Directorates?*

London Borough of Bromley (Jan 2010)

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General feedback from staff and managers - Good Practice

- *Clear evidence of commitment of managers to the authority*
- *Demonstrated ability to deliver previous efficiency targets*
- *Recognition that members understand VfM as more than just cost reductions*
- *Examples of a range of initiatives that are delivering efficiencies (eg. joint ICT procurement with Lewisham, joint training with teachers and social workers)*

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General feedback from staff and managers – Issues and opportunities



- *Done ‘salami slicing’ – more is now needed*
- *Seeking clear, consistent vision from the top*
- *Opportunities for change not being pushed as hard as they could be – eg. requiring more services to enter the call centre*
- *It’s said that Bromley has a ‘too difficult’ pile – projects easily derailed*
- *Lack of trust seen as a barrier to flexible working*
- *High levels of stress in staff and sense of frustration – staff ideas not listened to, managers too busy to lead innovation, poor communication and people skills*
- *But real desire to be part of change process and recognise need to do things differently*

London Borough of Bromley (Jan 2010)

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Strategic approach to efficiency



- *Brought together various change programmes within a single Organisational Improvement Programme*
- *Improvement and Efficiency team provides resource to support change*
- *Member engagement through member champion and Improvement & Efficiency committee*
- *Diminishing returns from traditional outsourcing and departmentally based savings*
- *We believe you now need an approach which*
 - *embraces staff innovation where they are valued and involved*
 - *increases capacity in managerial skills, ICT, project management*
 - *makes better use of information insight to improve performance*
 - *concentrate on smaller number of high priority projects*
 - *more inclusive of members*

London Borough of Bromley (Jan 2010)

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Flexible / mobile working & property



- *Strategy and plan appear well developed to rationalise assets*
- *Working with PCT to achieve co-location as a basis for further joint working*
- *Critical to support culture change required to support strategy*
- *Deliver this as an exemplar*

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Customer access

- *Customer contact centre is a positive step – but needs to expand to include more services*
- *Needs a more co-ordinated approach to make the business case*
- *Underpin the programme with more information and insight into customer requirements by engaging with the community*
- *Council needs to deliver a transactional website as a priority – the programme to acquire this needs to gain momentum and be given sufficient resources*
- *Also need to consider broadening customer access at for instance libraries*

London Borough of Bromley (Jan 2010)

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Back office productivity and purchase to pay

- *Progress has been made on electronic payments by increasing use of BACS*
- *More needs to be done on encouraging electronic payments to the council – by raising profile and widening the facilities available*
- *Significant potential for joint working with local government and NHS*

London Borough of Bromley (Jan 2010)

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Joint working and shared services



- *Collaborated on a number of back-office services*
- *Consolidated income and payments processing within the Council*
- *This gives an excellent basis for considering other areas such as HR transactional processing and internal shared services centre*
- *Ultimate destination could be a shared service model for back-office transactional services or a business process outsourcing*

London Borough of Bromley (Jan 2010)

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Summary of key actions for consideration



- **Develop clear and consistent vision**
 - define strategic outcomes
 - set the timeframes
 - put in place performance management and governance framework
- **Focus on a few core projects that will deliver 80% of your savings**
- **Procure the resources to develop business cases**
 - Property strategy and flexible working
 - Transactional and shared services
 - Customer access and self-service
 - Strategic sourcing strategy
- **Define change management approach, which could include culture and skills audit and consideration of member role etc.**

London Borough of Bromley (Jan 2010)

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Actions for Capital Ambition



- *Consider how to support Boroughs with a number of aspects of shared services including legal and procurement issues*
- *Looking for links between recommended actions and existing Capital Ambition projects*
- *Investigating how we can make more comparison data available to Boroughs*
- *The '34th' Borough – what an ideal, efficient Borough would look like*

London Borough of Bromley (Jan 2010)

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What next ?

- *Written report within 2 weeks*
- *Agreeing Bromley's action plan*
- *Use of supporting delivery budget – subject to bidding / approval process*

London Borough of Bromley (Jan 2010)

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To: Chief Officers
Date: April 2010
Subject: *London Efficiency Challenge – Bromley action plan*
From: Chris Spellman, Assistant Director Organisational Improvement Team

1. Background and introduction

The London Efficiency Challenge (LEC) was carried out in Bromley over two days in December 2009 and January 2010. The challenge was offered free of charge by Capital Ambition and involved senior managers from other local authorities providing a critical challenge to Bromley in order to identify cashable efficiency savings across the Council.

At the end of the two-day challenge, a report containing the challenge team's feedback was produced and presented to Chief Officers and Members of the I&E sub-committee. From this list of recommendations, Bromley is expected to produce an action plan which can be shared with Capital Ambition.

In its findings and recommendations, the London Efficiency Challenge (LEC) team commended the creation of the Organisational Improvement Team to bring together change programmes across the Council. The findings were also optimistic that the projects that had been chosen to be delivered by the Organisational Improvement Programme (OIP) were the right ones and were in effect the '20%' when applying the '80:20' rule. In fact the main areas that were identified to improve and increase efficiency are projects that the OIP is already focusing on, namely mobile & flexible working/accommodation rationalisation, customer access, e-payments / transactions and joint working and shared services.

However, there were specific recommendations for how to deliver more efficiently and effectively on the five identified projects. Suggestions of actions that could be taken to ensure successful delivery were also outlined. The five identified areas are:

- Strategic approach to efficiency
- Flexible and mobile working and property use
- Customer Access
- Back office productivity and purchase to pay
- Joint working and shared services.

Under each heading, a list of actions will be suggested for COE to consider. Actions will be specific where possible. In some cases, however, specific actions will depend on the adoption of recommendations listed under the first heading: 'Strategic approach to efficiency'. The response to these recommendations needs to be led by Members and Chief Officers.

2. Action plan

1. Strategic approach to efficiency

Whilst the existence of the Organisational Improvement Programme (OIP) and the nature of the cross-cutting projects being delivered and driven by the OIP were both commended by the LEC team, further opportunities were also identified that would strengthen the programme's strategic approach.

The I,E&E sub-committee already exists to support the OIP and ensure political buy-in from a range of Members. However, more effective engagement with Members would enable clear and consistent leadership of change and carry on ensuring that cross-cutting efficiency savings are identified and delivered.

Additionally, the Organisational Improvement Programme Board was established to support the Chief Executive in making clear decisions and to enable the Chief Executive to present clear investment decisions to COE and Members. The process of providing information on projects within the OIP to the Board should enable clear investment decisions to be made.

Specific actions to improve the strategic approach to efficiency include:

- OIP Team to produce a list of key projects, timescales, milestones and estimated costs by **mid-April**
- Communicate the projects within the OIP, their timescales and any updates to the rest of the organisation via Managers' Briefing and Inform to reach as many staff as possible - **April Manager's Briefing and next Inform**
- Better Member engagement: AD OIP to receive formal feedback from Leader and Chief Executive's 1:1 and OIP team to receive feedback from AD OIP's 1:1 with Cllr Reddin, Chairman of I, E&E sub-committee. **Immediate effect.**
- Refresh Ideas Aloud – look at other councils' staff engagement schemes (e.g. different themes every month; yearly Dragon's Den event) - **Report to COE post-elections**
- Core training modules for all managers with opportunities to develop / refresh managerial, project management, and ICT skills (some compulsory so that minimum level is achieved across organisation?) – **Managerial and Leadership Framework being developed by L&D and went to COE on 24th March for discussion**
- Obtain feedback from councillors' surgeries as a means of customer insight as well as a means of better engagement between councillors and officers – **Incorporate into new Member induction in May**
- Use Cabinet/COE as an informal forum for Chief Officers to engage with Members on the OIP projects. – **Already happening but additionally, efficiency / savings projects should be made standing items on the agenda.**

2. Flexible and mobile working and property use

- Decision needed by COE and Members on whether to proceed with refurbishment of Civic Centre site including disposal of Ann Springman & Joseph Lancaster – **COE to make decision by end of June 2010, post-elections and Members to make decision by September 2010, after elections and new Member induction.**
- Ensure that affected teams are consulted and supported through change e.g. simulate different office layouts with teams – **work with teams after Member/COE decision made regarding Civic Centre site**
- Early communication about the project, phases, timescales, which teams are affected through various staff channels at different tiers e.g. Inform, Doug's page, OneBromley homepage, managers' briefings, CMG – **immediately after Member/COE decision has been made**

3. Customer access

- Project underway looking at customer segmentation as a form of insight information to inform channel shift to lower cost options. Channel shift survey conducted and segmentation analysis being carried out – **Results presented to Customer Focus Group (CFG) mid-April and will be used to influence decisions regarding channel shift strategy**
- A transactional website is required to take advantage of lower cost channels of communication for customers. In order to achieve this, e-forms must be developed so that customers can do more online. The web upgrade project is underway with a possible joint tender with Lewisham. If the joint tender becomes delayed, then focus should still be maintained on developing e-forms to enable channel migration. **IS to write up investment proposal of work on e-forms by end of April. Assuming agreement by COE, implementation time will be 1 year**
- Street services currently being migrated into CCC – plan to expand further by potentially migrating Registrars, Planning, Landscape – **Street Services migration to be completed by June 2010 – subsequently, migration of other services to be agreed by CFG.**
- Proposal to amalgamate all existing Civic Centre reception points into one single point of contact – **Decision required by COE and Members as to whether to amalgamate existing Civic Centre reception sites into a single point of contact - linked to accommodation and property use strategy therefore same timescales (COE to make by end of June 2010, post-elections and Members to make decision by September 2010, after elections and new Member induction)**
- Part of the options appraisal considering potential locations for a single point of contact looks at the possibility of amalgamating the single point of contact with the Central Library in Bromley, and other town centre locations. This would provide further potential opportunities to widen customer access – **Decision required by COE and Members regarding optimum location of single point of contact – this should be made at same time as decision on property use as they are interlinked (i.e. COE to make by end of June 2010, post-elections and Members to make decision by September 2010, after elections and new Member induction)**

4. Back office productivity and purchase to pay

- E-payments to the Council will be encouraged through development of e-forms which can be achieved through web upgrade (see above) - **Information Services to write up investment proposal of work on e-forms by end of April. Assuming agreement by COE, implementation time will be 1 year**
- The PCT have been confirmed as wishing to share accommodation which puts Bromley in a prime position to take advantage of shared back office services once they are on site – **discussions between Chief Executive and PCT can start immediately to identify any areas where back office productivity could be increased through shared services**

5. Joint working and shared services

- Make more use of LSP for joint working between existing partnerships – **make full use of LSP Executive forum and of existing relationships with partners to identify any areas of duplication and reduce these areas through more efficient joined up working**
- Shared services for back office transactions could be implemented with partners now that the PCT have been confirmed as future tenants. As part of ongoing scenario planning work, the opportunity to share services should be pursued as a priority – **work to commence May 2010**
- Shared services for back office transactions with neighbouring boroughs e.g. LB Bexley – **Chief Executive of LBB to talk to Chief Executive of LB Bexley (and other interested neighbouring boroughs) to identify any opportunities to share services (e.g. same systems used such as CareFirst, Uniform)**

6. Best practice in OLAs / further research

- Other transformation programmes to look at: Camden, Barking & Dagenham, Enfield
- 'Richmond Works' accommodation strategy is at its benefits realisation stage for improving property utilisation
- Hammersmith & Fulham are a potential good practice example – their customer access strategy won the 2007 Local Government IT excellence award
- Camden and Hammersmith & Fulham may provide good practice examples for e-auctions / purchase to pay
- IDeA resources on shared services and collaboration - <http://www.idea.gov.uk/idk/core/page.do?pagelId=6210975>

3. Recommendations and conclusion

The London Efficiency Challenge (LEC) served to highlight areas across the Council where the greatest cashable savings could be made. The recommendations that the challenge team made should be heeded and implemented. The recommendations are further endorsed through various local and national perspectives set out below.

The LEC recommendations were reported to COE and to I,E&E sub-committee. Members were generally positive about the feedback and were extremely keen to see actions put in place by officers to implement the findings from the LEC, particularly those around strengthening the strategic approach towards efficiency.

Additionally, the results of the staff survey have recently been published. An action plan is going to be developed and taken forward by a working group made up of staff from all levels of the organisation. However, it is important that the working group also takes account of the LEC's recommendations around staff engagement and incorporates these into their action plan.

Finally the UK's budget deficit and other national drivers around efficiency emphasise the urgency with which the LEC recommendations need to be addressed in order to make further efficiency savings across the Council. A report entitled 'Putting the Frontline First' has been put together by a Local Government Task Force, chaired by the Mayor of Lewisham, Sir Steve Bullock and the Leader of Manchester City Council, Sir Richard Leese, alongside other council leaders and experts from government organisations. The report recommends 10 steps for how councils should protect frontline services during a time when public finances are tight.

- 1.** Using customer insight tools develop a coordinated, customer-centred approach with partners to redesign and share front and back office services thereby reducing duplication and wastage.
- 2.** Engage with all partners and take a Total Place approach to secure value for money outcomes for the customer.
- 3.** Streamline services and design them for the customer, making them more efficient using Business Process Improvement (BPI), LEAN and systems thinking. Explore how new technology can help provide services in innovative ways and reduce duplication and wastage. Implement good financial management, ensuring that financial literacy is embedded in all parts of the organisation. Service managers should be encouraged to pay close and ongoing attention to costs, budgets and financial decision-making to support regular reviews of budgets and medium term financial plans.
- 4.** Adopt the same performance monitoring tools and reporting techniques as our partners; use best practice networking and benchmarking against peers to increase efficiency.
- 5.** Buy goods and services through contracts with other local authorities and the wider public sector and use that buying power to deliver local benefits. Involve the third sector and co-design services. Consider the whole-life cost of a good or service and choose the solution which offers best value for the customer, local area and the council.

- 6.** Asset management – reduce the number of council buildings, especially when looking at sharing services and restructuring the organisation (e.g. providing a number of services with the same customer base from the same building).
- 7.** Obtain workforce data (e.g. sickness absence rate, number and cost of temporary/agency staff) to plan for future pressures and demands. Ensure staff commitment by having robust performance management systems in place to deliver change. Effective two-way communication channels in place so that staff understand what change means to them.
- 8.** Whole systems approach to leadership – the workforce and trade union representatives must be engaged (e.g. give staff the opportunity to improve the service they work for, consult staff that work the closest with customers and tap into their expertise). Create an organisational climate where innovation is fostered and valued and risks are managed.
- 9.** Review the council's management structures to evaluate the necessity of all the layers in delivering effective public services. Look at sharing senior management posts with other councils or the wider public sector (e.g. the PCT) which will support the development of a greater sense of place and joined up services for citizens. Establish clear and robust governance arrangements and values to ensure accountability.
- 10.** Share staff with specialist skill sets between council and partners whilst retaining flexibility. Sharing staff with professional skills can also mitigate recruitment difficulties. The council should also ensure that all staff have transferable skills to enable greater flexibility in deployment, therefore a broader range of duties may be required.

The full report with its 10 recommendations can be found at:

<http://www.communities.gov.uk/documents/localgovernment/pdf/1487350.pdf>

4. Appendix 1 – London Efficiency Challenge team’s findings and recommendations for Bromley

Area	Findings	Recommendation/Opportunity
<p>1.Strategic approach to efficiency</p>	<ul style="list-style-type: none"> • Change programmes brought together within a single Organisational Improvement Programme • I&E will support programme – as Organisational Improvement Team • Improvement & Efficiency Committee established – Chair is member ‘efficiency champion’ • Traditional outsourcing and departmental efficiency gains now offer diminishing returns (£3.6m cashable 08-09, £5m in 09-10 then lower annual gains) • Efficiencies delivered through council tax setting and (departmental) budgets 	<ul style="list-style-type: none"> *Efficiency programme needs clearer definition with explicit targets and timescales to give direction and manage delivery *Strong leadership and a corporate approach will be required to deliver the savings needed in future *Need more effective and inclusive member engagement to ensure clear and consistent leadership of change *Involve and value staff and encourage innovation *Enhance managerial skills and ICT and project management capacity *Better use of insight information to improve performance *Clear focus on a few key projects that will deliver major efficiency gains (the ‘80:20’ rule) *Ensure you identify and deliver cross-cutting efficiency savings *Example transformation programmes – Camden, Barking & Dagenham, Enfield
<p>2. Flexible and mobile working and property use</p>	<ul style="list-style-type: none"> • Metrics suggest high cost / low utilisation of property • Strategy and plans appear well developed to rationalise assets, including equipment and facilities needed • Invested time and effort to develop good relations with PCT to help achieve co-location as a basis for further joint working • Staff need reassurance that management culture will support flexible working 	<ul style="list-style-type: none"> *Critical to support culture change needed to support new ways of working – need confidence to manage by outcomes *You are well placed to deliver this project as an exemplar of how Bromley can change – make sure you drive it through *‘Richmond Works’ accommodation strategy is at benefits realisation stage for improving property utilisation

3. Customer access	<ul style="list-style-type: none"> • Metrics suggest average levels of satisfaction with contact, but bottom quartile for 'phone contact • Limited transactional capability of website • Customer contact centre being developed 	<ul style="list-style-type: none"> * Customer contact centre should be expanded, with a corporate and co-ordinated approach to strengthen business case * Programme to improve customer access should be underpinned by more information and insight into customer requirements through greater community engagement * A transactional website is required as a priority to enable migration to lower cost channels. This needs momentum and resources – ensure the joint tender with Lewisham helps to provide this * Consider further opportunities to widen customer access, for example through libraries *Hammersmith & Fulham potential good practice example – Customer access strategy won 2007 Local Government IT excellence award, see http://www.lbhf.gov.uk/Directory/News_Archive/Press_releases/2007/87836_Council_scoops_award_for_excellence.asp
4. Back office productivity and purchase to pay	<ul style="list-style-type: none"> • Metrics suggest relatively low proportion of payments made electronically and high cost per invoice processed • Progress made on electronic payments through increasing use of BACS 	<ul style="list-style-type: none"> * Need to do more to encourage electronic payments to the council – by raising profile and widening facilities * Significant potential for joint working between local government and the NHS. Work to achieve co-location with the PCT provide a basis to take advantage of this * Camden and Hammersmith & Fulham may provide good practice examples for e-auctions / purchase to pay
5. Joint working and shared services	<ul style="list-style-type: none"> • Collaboration on a number of back-office services (eg. fraud with Greenwich, SEN transport with Bexley / Lewisham) • Consolidated income and payments (I&P) processing within the council • Understand need to develop both member / board and officer support across potential partners 	<ul style="list-style-type: none"> * Consolidation of I&P processing gives a good basis for extending this in other areas such as transactional HR and internal shared services centre * Ultimately this could lead to a shared service model for back-office transactional services or a business process outsourcing (as part of a strategic sourcing strategy) *Capital Ambition is considering how to assist boroughs across London *IDeA resources on shared services and collaboration - http://www.idea.gov.uk/idk/core/page.do?pageId=6210975

Report No.
CEO1058

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: Improvement and Efficiency Sub-Committee

Date: 1 June 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

To update Members on the progress of the Organisational Improvement Programme

2. RECOMMENDATIONS

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): 5 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.
-

Ward Councillor Views

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

3. COMMENTARY

3.1 Since last reporting to I&E Sub Committee several significant developments and influencing factors have emerged within the active workstreams of the programme which have in some cases altered the approach considerably.

3.2 In all cases good progress has been made in pursuit of defining and delivering projects and the Organisational Improvement Board chaired by the Chief Executive is functioning well as a mechanism to ensure a corporate and consistent approach to implementation and business change.

3.3 More detail on the precise progress, risks, issues and planned work is shown in the Programme Highlight report in Appendix 1. A very brief summary of the major workstreams progress is given below for convenience.

3.4 Civic Centre Accommodation

3.5 Work is ongoing to set out to Members a high level options appraisal for our Civic Centre office accommodation which will include:

- Moving off the Civic Centre site to the central library building in the high street. Creating new office accommodation through the Area Action Plan
- Investing in the existing Civic Centre; open planning the existing office space and releasing the Joseph Lancaster and Ann Springman buildings.
- Sharing accommodation with partners (e.g. PCT)
- Pooling office based staff onto the Civic Centre site (e.g moving out of satellite offices such as Yeoman, Saxon, Bassetts etc)
- Joining reception points into a 'One Stop Shop' (currently 6 reception points across the Civic Centre site alone)

3.6 All these aims take us towards our vision but a decision will be required on the best option for Bromley. In order that work of this significance and magnitude is appropriately robust and has the confidence of Members it was decided that external support should be commissioned to quality assure the working assumptions made by officers and the Programme Board and to provide expert commercial advice on short/medium term and longer term options.

3.7 In order not to compromise the arrangement with the PCT to share office accommodation, a strategy was required that would enable office space sufficient for their staff (50-60 people) to be available within the specified time frame (6-9 months) without making significant investment in a site that we may be vacating.

3.8 The Programme Board in partnership with the Director of Environmental Services has established a mobile and flexible working group within the Environmental Services Department with the project's objective of reducing the space used by the department in the St Blaise building by 50%.

3.9 As a result of taking part in the London Efficiency Challenge the programme has been successful in securing funding from Capital Ambition to provide externally supported "work style analysis" workshops with Managers from Environmental Services.

3.10 'Basis' consulting are applying Smart Working Principles to the services within the Public Protection division to explore from a business-led perspective the opportunities to introduce new ways of working whilst rationalising office space.

- 3.11 This analysis work was completed week commencing 10th May and the working group are confident that the project's objective to reduce office space by 50% can be achieved.
- 3.12 **Customer Contact Centre Expansion**
- 3.13 The Customer Contact Centre (CCC) currently has no potential for further expansion in relation to Call Agent numbers due to the physical constraints of the environment. As further service migrations are consistent with the strategic direction of the organisation (COP) and developments within the Supporting Independence Programme and Environmental Services Department are likely to place greater demands on the CCC an interim solution to this issue has been identified in advance of the broader civic centre accommodation decision.
- 3.14 A project to physically expand the facility by approximately 16 seats by utilising currently redundant office space in Rochester Block is being pursued with the additional capacity likely to become available in mid September 2010.
- 3.15 **Customer Contact Centre Service Migrations**
- 3.16 Significant development of the CRM system has taken place in order for it to be integrated with 'back office systems' (Confirm & Uniform).
- 3.17 Technical development of the Confirm integration is now complete and subject to User Acceptance Testing Street Service calls will 'go live' in the Contact Centre on 13th June.
- 3.18 Further service areas which are appropriate to be handled within the CCC are currently being investigated and migration work will commence on completion of the Street Services project and subject to an appropriate business case.
- 3.19 **Website Upgrade & Self Service**
- 3.20 The website upgrade is the subject of a separate report (Report Number CEX1059) to this committee.
- 3.21 Brief details of the developments since last reporting to I&E Sub Committee are given below for completeness.
- 3.22 As has been previously reported to this committee the web is a major area where other local authorities have already invested in order to drive self-service and reduce processing costs. Other boroughs have seen channel shift in the region of 10-15%. Our own website requires considerable investment in order to offer more transactional services and modernise its look and feel.
- 3.23 In addition to the efficiency potential that web self service offers there is strong demand from customers for increased online transactional capability as evidenced by the recent telephone survey carried out as part of monitoring an LPSA stretch target. This survey will be the subject of a presentation to the next meeting of the I&E sub-committee (1st June 2010).
- 3.24 As previously stated those local authorities with highly transactional and well regarded websites have made significant investment, in some cases in excess of £1m, in this Customer Access Channel, and in order for Bromley to reach this level and realise the associated savings similar investment would be required.
- 3.25 In an effort to lessen the burden of this investment at a time of financial restraint an opportunistic match funded bid for £500,000, in partnership with the London Borough of Bexley, has been made to Capital Ambition. The bid includes three key areas of work to build the capability of front-end customer services:
- Website Development
 - Transactional & Authentication Capability

- Customer Relationship Management Systems & Integration Into Back Office Line Of Business Systems

3.26 The outcome of this bid will be known in June. If unsuccessful a business case for investment will be made to Members directly as previously proposed.

3.27 Voice Recognition

3.28 Following the positive endorsement of this project at the meeting of 11th February 2010 a Voice Recognition supplier has been procured and the hardware/software successfully installed and integrated with the council’s network and telephony system.

3.29 Roll out of the technology to an internal test group will commence on 27th May. Assuming a successful test period the system will go live to all staff and Members on 14th June.

4. POLICY IMPLICATIONS

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

5. FINANCIAL IMPLICATIONS

5.1 As the business cases for these projects will/have been largely making the case for investment on an ‘invest to save’ basis 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 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	AMBER
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To	I&E sub-committee				
Project / Programme Name	Organisational Improvement Programme	Reporting Period	22 nd Apr 10	To	6 th June 10
Report Author(s)	Organisational Improvement Team	Stage / Status	Definition		
Start Date	Oct 09	Proposed End Date			

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 in order to deliver both efficiencies and improvements across the council.

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: Office Accommodation			
<p>Project 1: Business case and implementation planning for office accommodation project</p> <p>Briefed external consultants to advise on overall property strategy. Proposal received w/c 18 May</p> <p>Confirmed working assumptions on PCT – 50 – 60 staff in 6 - 9 months from April.</p> <p>St Blaise solution agreed by Programme Board 22 April</p> <p>Started Capital Ambition project with ESD on flexible working to achieve 50% reduction in office space. Workstyle workshops held 13 May</p> <p>Working with ESD organisational improvement group on storage issues and extending to all departments on civic site, and linked in with storage project.</p>	<p>Main Issues:</p> <ul style="list-style-type: none"> • Direction of workstream dependent on strategic decisions on property by Members. • No funding approved pending above so all actions on minimal basis • Current projects do not release Jo Lanc or Ann Springman. <p>Risks:</p> <ul style="list-style-type: none"> • PCT staff numbers still uncertain • CYP teams need to be together – need to ensure enough space in St Blaise/PCT planning. • Future accommodation/equipment solutions are not attractive to colleagues/partners • Final decisions on one stop shop concept, remit and location could require some adjustment in this workstream. 	<p>Short term priorities:</p> <ul style="list-style-type: none"> • Work with consultants to deliver evaluation of strategic options to Members as soon as possible • Progress PCT accommodation plan. • Work with ESD working group on flexible working. Aim to reduce space in St Blaise by 50% for PCT occupation. • Progress storage reduction through working with ESD and generally. <p>Once overall strategy is agreed:</p> <ul style="list-style-type: none"> • Re-plan if necessary and • Liaise with departments on allocation of space/location to enable building and ICT infrastructure works to be commissioned and detailed staff move plans to be developed. 	AMBER

Organisational Improvement Programme Management Highlight Report

Work stream: *Self-service and ICT*

<p>Website upgrade</p> <p>Work completed:</p> <ul style="list-style-type: none"> • Paper to COE ready for April was pulled to pursue potential of joint web platform bid with Bexley • Joint bid for web development drawn up and consulted on with Head of ICT, Director of Resources, Director of Customer Services • Visited Bexley to discuss strengthening the bid and other possible opportunities for joint working • Mapping exercise undertaken across the two boroughs to establish where initial projects are required and where capital spend would be allocated if the bid was successful 	<p>Issues:</p> <p>Specific cashable efficiencies very difficult to identify up front.</p> <p>Risks:</p> <p>Investment from Capital Ambition refused. Business Case for investment (possibly still in partnership) will need to be made.</p>	<p>Work planned:</p> <p>If Capital Ambition bid is successful we will need to work with London Borough of Bexley to identify far more explicitly the project deliverables, governance and an implementation plan.</p> <p>If unsuccessful a further report into COE will be submitted setting out the options:</p> <ul style="list-style-type: none"> • Continue to work with Bexley regardless of bid money to share costs • Investment all found internally to develop web self service functionality and revisit upgrading CMS at a later date due to cost • Fund web upgrade plus development all internally as a priority investment for the council and its core systems 	<p>AMBER</p>
<p>SharePoint Review and Strategy</p> <ul style="list-style-type: none"> • Revised Sharepoint Strategy developed and agreed by the Organisational Improvement Programme Board. • Successfully rolled out a fix to the permissions levels on 15th & 16th May. • Contacted departments regarding setting up super user groups • Governance documentation finalised – will be reviewed by BIKS and the 	<p>Risks</p> <ul style="list-style-type: none"> • Technical configuration of software does not meet business need or is inflexible to differing requirements • SharePoint remains a <i>technology</i> rather than a communications/information management tool 	<p>Work planned:</p> <ul style="list-style-type: none"> • ‘Super User’ teams in ACS to be used to highlight the potential business benefit of Sharepoint. • Complete final technical development of Sharepoint System. • Work with Communications to design re-launch of Sharepoint across the organisation. • Introduce bite size chunks / lunchtime sessions to enhance training. 	<p>AMBER</p>

Organisational Improvement Programme Management Highlight Report

<p>departmental SharePoint Groups</p> <ul style="list-style-type: none"> Initial discussion with Bromley Adult Education on provision of trainer to work within the team providing 1-2-1 support to teams Reviewing training programme – targeting both intermediate SharePoint training and specific “how to” areas to ensure the full functionality is exploited. 	<p>Issues:</p> <ul style="list-style-type: none"> Business Change not sufficiently embedded during initial Sharepoint launch. 	<ul style="list-style-type: none"> Pull together plan around the closure of the current N:Drive. 	
Work stream: <i>Customer and Service Led Improvement</i>			
<p>CCC Service Migrations</p> <p>Work Completed</p> <ul style="list-style-type: none"> Technical development of CRM in order to facilitate integration with the Confirm System is completed. Integration software coded to communicate between CRM & Confirm. Business requirements of CRM/integration formerly established and signed off with Street Services. Potential site for CCC expansion identified (Former ESD Post Room) CCC expansion project costs identified and currently being considered by relevant services and Chief Officer Evaluation of resource requirement for Landscapes Helpdesk calls to be migrated to the CCC. Funding for interim CCC expansion agreed by relevant Chief Officers 	<p>Issues Delay in decision making around the accommodation strategy is preventing long term decision making relating to the CCC taking place</p> <p>Risks Failure to provide additional interim CCC capacity on time will prevent/delay delivery of projects in the Supporting Independence Programme, disrupt potential expansion of the waste trial and prevent further service migrations.</p>	<p>Work Planned</p> <ul style="list-style-type: none"> Complete technical development of Confirm Integration. Carry out User Acceptance Testing with Street Services of the integration solution. Go Live (15th June) of Street Service calls within the Contact Centre Agree/Dismiss Landscapes migration Award tender for renovation and technical works to ESD Post room/Interim CCC Capacity 	GREEN
<p>Customer insight analysis</p> <ul style="list-style-type: none"> Received new public sector Mosaic profiling of Customer Contact Centre 	<p>Issues</p> <ul style="list-style-type: none"> Multiple sources of data recorded differently make it difficult to draw like- 	<p>Future work will include:</p> <ul style="list-style-type: none"> Continued analysis of Mosaic profiling (CRM data and borough 	GREEN

Organisational Improvement Programme Management Highlight Report

<ul style="list-style-type: none"> profiling – begun analysis Received up to date Mosaic profiling of the borough – begun analysis Started gap analysis of template channel strategy against Bromley’s foundation strategies (notably customer access; communications; IT) Market research into Bromley customer access preferences has now been completed, analysed and presented to the Customer Focus Group. This information will be used to update the information on customer transaction channel preferences and inform our web and channels shift strategy. Overview of E-forms available on www.bromley.gov.uk and their ‘hit rates’ overlaid with Bromley profiling data. 	<p>for-like comparisons. Back office systems are principally address driven, rather than customer driven.</p> <p>Risks</p> <ul style="list-style-type: none"> The impact of the channel strategy should resonate across the LBB foundation strategies – there is no secured resource (post July) for the implementation stage of the strategy. 	<p>profile)</p> <ul style="list-style-type: none"> Comparison of Bromley’s borough profile to neighbouring local authorities (Bexley) Produce overview analysis report of insight provided by Experian-comparison of mosaic data with Bromley customer access research for verification purposes Complete gap analysis of template channel strategy against Bromley’s foundation strategies Identify popular lifestyle groups in Bromley and liaise with Communications to begin process of web marketing strategy. Present findings of Customer Access Preferences Research to I&E Sub Presentation of project work to date and project handover. 	
<p>Voice Recognition</p> <ul style="list-style-type: none"> VR Hard/Software installed on council corporate network. Remote connection to supplier established so 24/7 updating/support is possible. Council Staff/Member directory recorded by voice artist. Switchboard departmental directory revised and adapted for VR software with input from existing switchboard staff. Data cleansing of internal phone directory has now been completed. Test group for internal roll out identified. 	<p>Issues</p> <ul style="list-style-type: none"> Grammar loaded into VR software unlikely to be sufficiently comprehensive initially. User acceptance testing crucial in order to identify additional grammar required. <p>Risks</p> <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 – work is being completed currently around this issue. 	<p>Future work will include:</p> <ul style="list-style-type: none"> Testing of the internal roll out to a selected group of staff members – due date for Pilot 27th May. Feedback from testing used to cleanse staff directory data and add grammar to VR software. Anticipated go live date:- 14th June 2010 Extend to external calls (3 months) Investigate added functionality further using the Telephonetics software. 	<p>GREEN</p>

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Report No.
CEO1059

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Improvement & Efficiency Sub Committee

Date: 1st June 2010

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

Title: PARTNERSHIP WORKING - WEB DEVELOPMENT

Contact Officer: Richard Hills, Programme Manager
Tel: 020 8313 4393 E-mail: richard.hills@bromley.gov.uk

Chief Officer: Chief Executive

Ward: All wards

1. Reason for report

To bring Members up to date with the work of the Organisational Improvement Team to secure funding for web development as a key piece of work aimed at achieving the corporate outcomes set out in our Corporate Operating Principles model (COP):

- Reduction in processing costs
- Reduction in avoidable contact
- High volume transactional services available online

2. **RECOMMENDATION(S)**

Members are asked to endorse the bid to Capital Ambition on web development, as working in partnership with Bexley to share investment costs allows us the opportunity to tackle an area of service improvement that would otherwise be very costly for Bromley, especially given the current financial climate.

Corporate Policy

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

1. Cost of proposal: Estimated cost Total cost £1 million (£500k Capital Ambition, £250k Bromley, £250k Bexley) Bromley already has £240k set aside in the capital programme awaiting a business case - code 936451 called 'Joint Web Platform'
 2. Ongoing costs: Recurring cost. Although the bulk of costs is capital expenditure there would be some recurring cost in terms of software licences and maintenance.
 3. Budget head/performance centre: Customer Contact Centre (Sheila Bennett) & Bromley Knowledge (Jim Grainger)
 4. Total current budget for this head: £Customer Contact Centre £1,385,300 (£976,330 controllable budget) & Bromley Knowledge £222,330 (£114,720 controllable budget)
 5. Source of funding: Split £500k Capital Ambition, £250k Bexley, £250k Bromley
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Staff

1. Number of staff (current and additional): Out of additional staff resource. Bid put together by the Organisational Improvement Team with assistance from Heads of Service
 2. If from existing staff resources, number of staff hours: Estimate one working week (36 hours) drawn from various officers
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Legal

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

1. Estimated number of users/beneficiaries (current and projected): All customers should be considered potential beneficiaries.
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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 Development of the Bromley website has been an ambition for some time and when the new Organisational Improvement Team was set up in Oct 2009 it was quickly made one of the team's key priorities to investigate.
- 3.2 Since then a specification document has been created and some initial high level (and alarming quotes) have been obtained. A partnership opportunity was also investigated with Lewisham and Newham but their budgets were very sizeable and the business partners' early quotations were considered to be very high. Too high to be able to put a business case together that worked effectively as an 'invest to save' and it would have been more an 'invest to improve' business case with some efficiency savings more as an aside given the payback period.
- 3.3 Around the same time March 2010 (and notably the end of the financial year) Capital Ambition was given £5.1 million from DCLG. The Capital Ambition Programme Board decided to create an investment pot for efficiency projects and wrote directly to all London Chief Executives inviting bids against this fund *"to resource new projects that would help London local government operate effectively within future reduced resource settlements; contribute to more coherent London-wide services or pilot new forms of service delivery that are potentially more cost effective"*. The board made it clear that funding was primarily for partnership bids from two or more London Authorities.
- 3.4 Since that time Bromley and Bexley have been working in partnership to put together a bid covering three key areas of customer service delivery.

The key areas of the bid are:

- Website Development
 - Transactional & Authentication Capability
 - Customer Relationship Management Systems & Integration Into Back Office Line Of Business Systems
- 3.5 All three are interlinked and cover the end-to-end process of a self service request. These are made by a customer online through our website, into our front end customer relationship management system and then automatically into our core back office system where the request can be actioned.
- 3.6 Further opportunities are available to explore shared services more generally including a feasibility study into co-location of our contact centres. The bid was submitted to Capital Ambition on Monday 19th May and we expect to hear whether it has been successful by mid June.
- 3.7 The full bid is attached to this covering report. The project summary, aims and objectives on the first page will quickly give Members a brief overview of the bid. Section 1.7 may be particularly relevant to Members interested in the detail. This is because it provides a table showing the various potential areas for development, where Bromley and Bexley are in these areas of work, and a rough estimation of the costs involved in completing these pieces of work.
- 3.8 This table also highlights an important point; that websites today are not one coherent piece of software simply bought off the shelf. In the 1990's a website was a number of static pages presenting information to the customer. The customer then in effect left the website to call, email or write to the owner and proactively seek out the service advertised. Today we all expect websites to do so much more and to act as an online one-stop shop where we can access information, obtain the product, or service and track its progress all in a couple of easy steps. In

order to achieve this websites are now made up of numerous pieces of separate software often referred to as 'plug-ins' that give a website that extra transactional capability. This does not come cheap as there are integration packages; e-form packages; payment applications; e-booking systems; and authentication portals all over and above the basic content management system.

3.9 The technology moves so fast that it would be fair to say that there are few people in local government who fully understand all the elements in play in modern website creation. But once again by pooling our resources and expertise with Bexley we should put ourselves in a stronger position to be able to make strong business decisions around the options available to us. But first things first Bromley needs to secure the investment before we can proceed any further.

4. POLICY IMPLICATIONS

4.1 Shared Services in general raises policy implications for all boroughs involved and has often proved to be the stumbling block to progressing beyond initial speculative discussions. If and when funds are secured from Capital Ambition it will be necessary for both boroughs to discuss how a joint project will be undertaken and resources shared for the duration of the project. It was thought however that web development was a good opportunity to investigate shared services generally given that it is sharing development costs, consultancy, software licences etc. That doesn't necessarily mean dealing with sharing staff on a permanent basis at this stage which makes it a more 'user friendly' and less HR sensitive pilot for both boroughs to trial.

5. FINANCIAL IMPLICATIONS

5.1 The financial implications should be positive ones. Both boroughs are looking to invest in channel shift and exploit the opportunities that the web makes possible. But web development is expensive (We were quoted £500k simply to move onto a new Content Management System whilst other boroughs have paid £700k. To make the site more transactional and add video, mapping, alerts etc some boroughs are paying over £1 million. One borough reported £3.5 million had been set aside to spend on front end customer services generally). In the current climate Bromley needs to make limited investment stretch to achieve the most 'bang for its buck' while continuing to modernise. The £250k set aside currently for possible web development is limited when you look at the figures quoted above but when added to Bexley's and Capital Ambition's possible contributions, should the bid be successful, there is the resource available to do much more.

6. LEGAL IMPLICATIONS

6.1 No obvious legal implications at this stage. Having a website is not in itself a statutory duty.

7. PERSONNEL IMPLICATIONS

7.1 No immediate personnel implications. However if the desired outcomes are achieved (10-15% channel shift) then staff resources will need to be also transferred accordingly. In this instance that would require moving some small resource away from phones to support online content management work. If the bid is successful it would also mean prioritising this work in the Information Systems Division as there will be a lot of IT systems support required.

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

Capital Ambition Project Initiation Document



Project Name:	Shared services in Bexley and Bromley: enhancing the capability of front-end customer services through a shared web platform and infrastructure and exploration into further shared service opportunities.		
Lead Authority:	London Borough of Bexley London Borough of Bromley		
Project Sponsor:	Paul Moore, Director of Customer Services, London Borough of Bexley Mark Bowen, Director of Legal, Democratic & Customer Services		
Project Manager:	Paul Moore, Director of Customer Services, Bexley		
Project Manager Contact Details:	paul.moore@bexley.gov.uk 020 8294 6831		
Author:	Paul Moore, Director of Customer Services, Bexley Mark Bowen, Director of Legal, Democratic & Customer Services		
Date:	19 May 2010		
Project Start date	June 2010	Project End Date	December 2011
Version	Created	Reasons for/Summary of Changes	Author
Draft 1.0	8 April 2010	Initial draft of PID for comments	P Moore
Draft 1.1	12 April 2010	Updated to incorporate comments from colleagues	P Moore
Draft 1.2	16 th April 2010	Update to incorporate comments from Chief Executives and senior officers	C Spellman R Hills
Draft version 1.3	19 th April 2010	Formatting and small changes made.	P Moore
Draft 1.4-1.5	12 th May 2010	Bexley and Bromley amendments after comments from Capital Ambition	P Moore G Ward R Hills B Ford
Version 1.6	14 th May 2010	Incorporation of comments.	As above

1. Project Overview

<p>1.1 Project Summary (Maximum 100 words)</p>	<p>The London Boroughs of Bexley and Bromley wish to pursue the development of several critical areas of shared service provision:-</p> <ul style="list-style-type: none"> • Firstly investing in a joint web platform and a range of other emerging customer contact infrastructure across the two boroughs which would allow us to develop an improved range of fully transactional online services for our customers. • Undertake a feasibility study to investigate options for property suitable for co-location of both borough's contact centres. • Also, to use this initial pilot to explore further opportunities for shared services beyond a shared web platform and to investigate the possibility of sharing face to face, back-office and other professional functions. Including the potential development of a shared extranet for financial and performance management reporting. <p>These aims are in line with Capital Ambition's themes and funding priorities. We are also responding to the wider national agenda as set out in the report <i>'Putting the Front Line First'</i> where the national efficiency taskforce laid out the challenge to Local Authorities to protect front line services while at the same time making significant efficiency savings through greater shared services and partnership working.</p>
<p>1.2 Partner organisations involved in the submission of this bid</p>	<p>London Borough of Bexley London Borough of Bromley</p>
<p>1.3 Project Aim (Maximum 30 words)</p>	<p>To deliver a standardised and integrated front-end customer services infrastructure to enhance customer access and improve value for money. It should allow both boroughs to make cashable savings while avoiding damaging cuts to our front line services.</p> <p>The project seeks to be a forerunner for further transformational partnership work between the boroughs focusing on back office services as a way of reducing overheads and realising cashable efficiencies.</p>
<p>1.4 Project Objective(s)</p> <p>Objectives should be measurable and outline the activities you will undertake and the services you will offer to deliver the aim. Each objective should be a one sentence statement, or a number of statements starting with the word 'to'</p>	<ul style="list-style-type: none"> • To realise 10-15% channel shift to web self service systems, with potential associated efficiency savings of approximately £360,000 as a result of the projects outlined below. • To invest in a shared web platform and other customer contact system technologies through which we can deliver improved self-service functionality to our customers • To initiate a shared, accelerated programme of web self service by combining resources, to improve customer contact flexibility and reduce processing costs. • To use our combined resources to make limited funding streams go further and be able to promote these new transactional services through modern e-communications – SMS alerts, RSS feeds and syndication through popular social networking sites. • To explore options for co-location of a shared contact centre along the borough boundary. • To explore further opportunities for the two boroughs to

	deliver shared services especially around back office functions where we can make the most of opportunities to reduce our overheads without service standards slipping.
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<p>1.5 Is this bid for funding linked to a previous bid or for work delivered in an earlier phase?</p>	<p>Yes – Capital Ambition has recently agreed to progress a joint bid by Bexley, Wandsworth and Hammersmith & Fulham to develop a ‘residents’ portal’ offering online self-service functionality for Council Tax and Parking Permits (see Appendix A for the bid and business case). The aim of that bid is to develop a scalable portal, in terms of both extension to a range of other Boroughs and to a broader range of high-volume resident transactions. As part of this latest bid for funding, Bromley would progress a full feasibility to join the ‘residents’ portal’ programme.</p>
<p>1.6 Business and Policy Context</p>	<p>This project would provide a timely opportunity for Bexley and Bromley to invest in transformation of their service delivery models in order to provide both better value for money to residents and improved customer service. This joint bid proposes several projects that will provide a strong basis from which to develop and deliver a range of practical areas for joint working across front office and support services, which could be replicated to other boroughs.</p> <p>All London Boroughs are confronted with the challenge of generating a programme of substantial ongoing revenue savings whilst maintaining viable support infrastructure to residents, frontline services and elected Members against a backdrop of declining resources and growing customer expectation.</p> <p>Web self-service is regularly flagged up as a key opportunity to make savings and to use technology to deliver core services to customers more efficiently and in a way which is increasingly expected/demanded. The cost differential between the three main channels of customer contact is huge, as illustrated by the latest figures from the <i>Channel value benchmarking service</i>.</p> <ul style="list-style-type: none"> • Face to face £8.23 per visit • Phone £3.21 per call • Web £0.39 per visitor <p>Source: Socitm <i>Insight</i> (December 2009)</p> <p>Boroughs that have already gone down this road are reporting between 10% and 15% channel shift. Based on the generic costings set out above, that percentage channel shift would deliver considerable ongoing savings given our high transaction volumes. For example Bromley receives around 800,000 calls into its call centre each year. If just 10% of these could be moved across to online self-service then the council could see ongoing savings in the region of £220,000. Bexley’s contact centre receives around 450,000 calls per year and a corresponding shift of 10% could therefore result in a saving of £140,000. <u>Therefore there is potential for the projects outlined below to result in efficiencies totalling approximately £360,000.</u></p> <p>The project builds on the recommendations made as part of Capital Ambition’s London Efficiency Challenge, where shared services between LB Bromley and LB Bexley were noted as an area for further work. The matrix below outlines the systems where appropriate investment may be made as part of this bid to support this transformation.</p> <p>This will enable both boroughs to commission joint projects to accelerate infrastructure development and transform their current</p>

models of service delivery, in addition to investigating further options of more cost effective service delivery in the back office. Any joint procurement carried out would be done as a framework procurement exercise so that it could be extended to other authorities as appropriate.

In addition, the proposed projects will promote digital and social inclusion, utilise established green ICT delivery methods, engage software suppliers in flexible software contract provision steered to shared service arrangements, and finally provide the basis of a “cloud computing” solution for other local authorities to join or replicate.

This workstream also includes the adoption of emerging technologies that can be used to efficiently deliver customer services on a shared services basis (SMS, online engagement, social media, etc.). The LPSN secure network could be utilised as the communications backbone for the shared service elements of the proposed work.

As the Boroughs benefit from a shared border, a feasibility study to look at property which may be suitable for co-locating contact centre staff and systems as a first step towards shared services would also be carried out. This would underpin elements of existing accommodation strategies in both Boroughs.

Bexley and Bromley are already working on a joint tender to provide a joint SEN transport service. Web development work could support the delivery of that service to the customer, making it easier for parents to book the service and receive updates and notification of changes etc.

1.7 Funding Requested	Total Project Cost (£)	Amount of REVENUE Funding Requested from CA (£)	Amount of CAPITAL Funding Requested from CA (£)	Total Funding Requested
Transformation and Efficiency Capital Funding	£500,000	.	£500,000	£500,000

The following mapping analysis outlines the many areas where both boroughs are open to discussion on shared work and investment where appropriate. The purpose of these projects is to improve scales of economy and find efficiency savings across both boroughs. These areas will be prioritised and selected for work should the bid be successful:

Customer Contact Component	Bexley Position	Bromley Position	Potential for Shared Development	Approximate Costings
Website				
Shared Hosting of CMS		Currently host the site externally (£30k) keen to look at alternative/ cheaper options	Shared hosting agreements/ savings	£50k Based on current hosting costs
Web Platform / Content	Implementation of Goss v7 CMS is	Bromley is using Microsoft CMS 2002	Potential shared	£450,000 (inc hardware,

Management System (CMS)	complete. Looking to revamp the site to further support and direct visitors to self service channels. Also looking at share point as possible next step.	– which is coming to the end of its life – looking to upgrade. Also interested in Microsoft Moss 2010.	development and usage based on share point.	software, networking and consultancy costs – based on Microsoft quote (Jan 10). Bexley and Bromley would also need to find funds for content migration and redesign
Online Mapping Solution	Arc view GIS is currently used internally. Looking to procure an online mapping solution to support self service. E.g. find your local councillor, display recycling facilities etc. Integration with LLPG.	Bromley is in the same position and want to make a mapping functionality available for customers – already have initial quotes from Astun technologies.	Shared procurement, development, and usage	£130k (assumes four projects)
Community Database/ directory		Need to find a suitable replacement for the infobromley family of sub-sites, as it resides on the same platform as our CMS. This type of directories are required for the Adult independent living agenda and Children's services.		Potentially covered under CMS development costs – but requirements for these directories are quite sophisticated and a off the shelf plug in may be the best business solution £50k
Delivering Services via mobile technology		Keen to improve accessibility to our online services through all hand held devices		£74k Quote from company Mylo
Syndication of content with social networking sites		Web manger keen to develop automated syndication of Bromley content with social networking sites – facebook, twitter etc	Shared development	£12k
Transactional & Authentication Capability				
Self Service Portal with Authentication	A previous Capital Ambition bid has secured funding for development of a	We also are looking at developing a portal to support authentication –	Option for Bromley to join the CA project.	Costs for Bromley to join the existing partnership are estimated at

	Council Tax & Parking portal. To be developed with LB Hammersmith & Fulham, and LB Wandsworth.	could join in with partnering boroughs		£20k. Shared costs will reduce as the number of boroughs increase.
ASS / Care First / Child Protection EDRMS Care Assessments	Currently using the Care First system. Keen to look at the potential of EDRMS within the SS arena and to develop on-line care assessments and management of personalised individual budgets through a web based portal.	Also use Care First and need to develop online care assessments as part of the national independent living agenda. Keen to investigate whether this could sit on the same authentication portal as discussed above.	Shared procurement & development Option for Bromley to join the existing CA project (above) and expand the portal to include other line of business services such as Adult social care	£220k additional work onto the same shared portal above
E-Forms System	No product at present. Looking to procure to offer enhanced forms functionality, support self service, and potential CRM integration.	Some basic e-forms but much development required and a Member priority. Want to see e-forms integrated with back office, payments and authentication systems via CRM	Shared procurement, development, and usage	£117k
On line Payment System	Currently using Capita e-Payments system. Looking to develop further to integrate with e-forms to support self service, and provide voice activate payment add-on.	With Capita at the moment and with limited payments available online as yet for customers. Use of voice activated payment for parking.	Shared development and usage	£50k
Cashless Payment System	No plans at present other than for parking payments for which soft market testing has been completed.	Piloting in parking but early days	Look at Lewisham Smart Card + Others. Shared procurement, development, and usage Potential for	£60k

			shared procurement of cashless parking.	
Customer Relationship Management System & Integration Into Back Office Line Of Business Systems				
SMS/Messaging Broadcasting Tool	Not currently being progressed.	Already piloted SMS to notify customers of changes to waste collection over Christmas – keen to develop further.	Shared procurement, development, and usage	£80k
CRM	Currently using Comino v13. Looking to procure new CRM to support web based Self Service and potentially further back office integration.	On version 4 of Microsoft Dynamics. A lot of development work already undertaken as part of our customer access programme including designing an infrastructure for back office integration. Would work well with a Microsoft CMS.	Potential future shared development, and usage. Potential for sharing the architectural design for back office integration.	£250k (based on an average CRM review)
Line of Business Connectors	Line of business system connectors in place between the Comino CRM and : <ul style="list-style-type: none"> Insight (Symology) Uniform <p>Currently looking at procuring NDL Metascybe to enable web based self service with the Comino CRM and an e-forms solution. Future integration between other systems will also be enabled.</p>	Line of business system connectors in place between our Microsoft CRM and: <ol style="list-style-type: none"> Uniform Confirm <p>We use an integration tool from NDL Metascybe called AWI to reduce costs of back office agents/integration – could be opportunities to share with Bexley.</p>	Shared procurement & development. Sharing of architectural design and development.	£90k
Voice Self Service	Currently implementing Avaya VoIP telephony system across the Council and Contact	Currently working with Telephonetics (Voice Recognition supplier) to implement the technology internally	May both be too far down the line on these solutions to be able to join	Costs already met

	Centre. System includes voice recognition to enable self service for switchboard and basic enquiries.	across the organisation. This will then be developed further to handle external calls after 3 months of satisfactory performance.	up.	
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Shared Services/Property

Feasibility study to be carried out to investigate options for co-location of a shared contact centre site	Both boroughs open to exploring shared property for contact centre.	£100k
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1.8 Summary of Benefits by Type Please tick one or more types of benefit that your project will deliver. You will have the opportunity to expand on this in Section 2.6.	Tick as Appropriate	For further detail see Section 2.6.
Cash Savings	✓	
Efficiency Gains	✓	
Cost Avoidance	✓	
Capacity Building	✓	
Performance Improvement	✓	
Customer Satisfaction	✓	
Other	✓	

2. Project Detail

2.1 How does the proposed project address one or (or more) of Capital Ambition's themes and funding priorities?

This proposal addresses several Capital Ambition themes:

Connected London and Delivering Together, by proposing investment into a shared web platform and other front-end customer contact systems to transform services and provide effective web-based services to residents, making it easier for them to do business with us and streamlining our back office processes.

The adoption of new technologies such as SMS and social media and their effective and efficient integration into line of business systems will further enhance the provision of cost-effective service channels.

It will also help both boroughs meet the challenge of finding new ways to engage communities aiming to, as Capital Ambition states, 'Create an environment where people are able to genuinely influence the decisions of local councils'.

Key learning and outcomes from this project, and any procurement frameworks in place, will have relevance and value to any further shared service work within and beyond the partner authorities and help to pave the way for greater capabilities across a range of services.

By also exploring options for co-locating the contact centres in a shared property between Bexley and Bromley, the feasibility of delivering efficiencies within both boroughs will be determined.

Raising the Bar, by improving performance across both councils, taking advantage of economies of scale and increased resilience by pooling resources. The proposed project will also provide an exemplar of the application of shared service principles, the use of proven and emerging technologies, standardised data capture and integration processes, and measurable outcomes and benefits.

The project also addresses **National Indicator 179** (value for money gains) and **National Indicator NI14** (avoidable contact).

Supports **National Improvement and Efficiency Strategy** themes of innovation, and Value for Money by aiming to develop the IT capabilities of both boroughs to provide services to residents in a modern and functional way, being driven by financial need

Supports the former Prime Minister's speech on the importance of the web for delivering public services in the future and the importance of investment in web technology. This speech broadly received cross political party support.

2.2 Who are the partners directly involved in running the project and what will they contribute to its success?

Please List partners:	How will they contribute to the success of this project?
London Borough of Bexley	Serving as a pilot borough for this transformation project, contributing resources to support the project and funding towards implementation.
London Borough of Bromley	Serving as a pilot borough for this transformation project, contributing resources to support the project and funding towards implementation.
Capital Ambition	Providing support, funding, and advice on best practice in other boroughs.

2.3 What are the intended outcomes of this project?

When considering intended outcomes, you need to ask the question ‘What changes or effects should come about as a result of the project?’. Outcome statements typically start with words such as improved, increased, enhanced and reduced.

Outcome No.	Outcome Description
1	<p>Joint Bexley/Bromley web portal and other customer contact infrastructure investments will result in the following outcomes:</p> <ul style="list-style-type: none"> ➤ Efficiency savings of an approximate figure of £136,000 as described above. ➤ Customer Access: Improved self-service functionality delivering a wider range and more complex services to customers through our website ➤ Channel Shift: Increased take up of the web site reducing £ spent on more costly customer contact channels – phone and face-to-face ➤ Improved Performance: Enhance performance against two major National Indicators NI179 & NI14 ➤ Customer Service: Improve customer satisfaction through expanded range of services available 24/7. Ability for customers to track their requests and the increased options to feedback and comment on services through modern e-communications. ➤ Customer Insight: Greater accuracy of information through improved data capture, validation, and sharing. With this information we can develop and shape services through greater understanding of need and target services. ➤ Provides scalable (and green) solutions adaptable to other common service functions, leading to the above outcomes being extended to other boroughs ➤ The promotion of digital and social inclusion through enhanced easily accessible customer contact points ➤ Best practice that can be rolled out to other boroughs as well as lessons learnt

2	<p>The possibility to go further in the future:</p> <ul style="list-style-type: none"> ➤ The feasibility study to investigate options for co-location of a shared contact centre will provide the first step in building up strong inter-borough relationships and exploring the possibilities around Shared Services. It will also greatly increase the potential to deliver integrated Bexley/Bromley face to face, back office functions and professional services in the future. ➤ Develop business cases to pool resources where practical and sensible to do so. ➤ Bromley and Bexley are in discussion about also using web technology to develop shared extranet technology to deliver a system of financial and performance management reporting. This would build on pre existing partnerships between Bromley and Bexley's finance Division.
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2.4 What outputs will the project deliver?

Outputs (sometimes called 'deliverables') are tangible things that are to be delivered by the project e.g. toolkit, procedure manual, training strategy. Project phases are typically initiation, planning, execution and closure

No.	Project Stage or Phase	Description of Output	Target Completion/ Delivery Date	Cost £
1	Governance	1.1 Establish governance arrangements for the project. 1.2 Agree the borough working arrangements and resources e.g. project team involving officers from both boroughs. 1.3 Chief Executives to both sign off the governance arrangements	June/July 2010 June/July 2010	
2	Planning	2.1 Investigate and agree joint specification for requirements of shared web platform and other items of customer contact infrastructure. 2.2 Start the tender process on the items listed above. 2.3 Agree scope and methodology for feasibility study to investigate suitable property for shared contact centre. 2.4 Agree communications strategy. 2.5 Explore other options for shared services and undertake the necessary research and feasibility studies	Autumn 2010	
3	Implementation	3.1 Development and testing of new web platform and customer contact systems. 3.2 Staff training.	Spring 2011	

		<p>3.3 Launch new web platform</p> <p>3.4 Plan next phase for further web services – new e-forms etc</p> <p>3.5 Produce a report summarising opportunities for back office shared services and present to Chief Executives, Capital Ambition and another interested parties e.g. OLAs.</p>		
4	Closure of phase	<p>4.1 Review project against the PID and start to develop the further opportunities for greater partnership working through shared service delivery model</p> <p>4.2 Confirmation of costs and savings. Forecast net position and sign off.</p> <p>4.3 Review the operational benefits and agree mechanism to track and report progress.</p> <p>4.4 Key lessons learnt, processes used and other useful information disseminated to other boroughs.</p> <p>4.5 Consider opportunities for further joint work including shared professional services e.g. Trading Standards, Building Control etc.</p>	Summer 2011	
5	Final Outputs	<p>5.1 A shared web platform and other customer contact systems to deliver both Bexley and Bromley's transactional services</p> <p>5.2 A plan for co-location of contact centres.</p> <p>5.3 A report recommending further areas where shared services can be taken forward. With a focus on the opportunities to join up back office services and reduce overheads.</p>	2011	

2.5 How will outputs be rolled out beyond partners that are participating in the project?

Please describe how each of the outputs described above will be circulated, marketed and implemented externally.

Output No.	Roll out strategy
1	Key lessons learnt, processes used and other useful information disseminated to other boroughs with scalable solutions.
2	Bromley are already joint tendering for their ICT contract and will continue to work closely with Lewisham who also are looking to further develop their web service offered to customers.
3	Bexley already have close working relationships with other boroughs including

	Wandsworth & Hammersmith & Fulham around web services work (please see Appendices). These relationships are expected to develop and include working together on additional projects in the future.
4	Bromley & Bexley will offer and accommodate peer review of the project from OLAs and facilitate visits to meet with key project leads.

2.6 What benefits are sought from running this project?

We need to understand what benefits are sought by running this project. You should complete the table below and be specific in terms cash savings (what, how much over what period?), efficiency gains (how, impact?), Cost avoidance (what, how much over what period?) and Capacity Building. The headings shown below are not exhaustive and additional headings can be added where necessary.

Benefit Heading	Description (what benefits?, how much?, over what period?, impact?)
Cash Savings*	<p>Exact cashable savings are not possible at this time and will always be dependent on customer take up of online services however web self-service is regularly flagged up as a key opportunity to make savings and to use technology to deliver core services to customers more efficiently. The cost differential between the three main channels of customer contact is huge, as illustrated by the latest figures from the <i>Channel value benchmarking service</i>.</p> <ul style="list-style-type: none"> • Face to face £8.23 per visit • Phone £3.21 per call • Web £0.39 per visitor <p>Source: Socitm <i>Insight</i> (December 2009)</p> <p>Those boroughs that have already gone down this road are reporting between 10% and 15% channel shift and based on the generic costings set out above that percentage channel shift would deliver considerable ongoing revenue savings given our high volumes of calls.</p> <p>For example Bromley receives around 800,000 calls into the call centre each year. If conservatively just 10% of these requests for a service went across to online self-service then the council could see savings in the region of £220,000. Bexley call volumes are similar and so would expect to see similar savings.</p>
Efficiency Gains	<p>Further efficiencies would be achieved by:</p> <ul style="list-style-type: none"> ➤ Sharing the initial capital investment costs which often make this kind of project prohibitive for boroughs to undertake individually. ➤ Allowing service managers to remodel and streamline their service process around new online service delivery models - removing duplication and waste (lean thinking) ➤ Sharing web resources to support and develop our joint web offerings. ➤ Procurement framework to be scalable to other authorities.
Cost Avoidance	<p>An integrated approach across Bexley and Bromley for this project will avoid an otherwise insular and probably more costly approach</p>

	<p>to individual systems and service enhancement. The joint approach and pump-prime funding will deliver a more robust enterprise-scale solution capable of delivering greater levels of optimisation and efficiency than individually developed / funded solutions.</p> <p>The ability for customers to track enquiries will further reduce avoidable contact as customer will not need to call in to find out what stage their service requests are at e.g. school admissions.</p> <p>Also general growth in service demand across the organisation (population growth, age profile etc) means unless e-services are provided we would need to add still further capacity to our Customer Contact Centres to deal with the increased volumes.</p>
Capacity Building	<p>Generating capacity will enable both boroughs to take forward the development of shared services and specifically web development more effectively than before.</p> <p>Greater automation will free up customer contact centre building capacity to deal with the more complex service requests such as social care assessments, planning information requests etc</p>
Performance Improvement	<p>Customer Insight will be much easier to capture and analyse for trends and to help both boroughs better respond to service need.</p> <p>It will also have a positive impact on addressing:</p> <ul style="list-style-type: none"> ➤ National Indicator 179 (value for money gains) ➤ National Indicator NI14 (avoidable contact).
Customer Satisfaction	<p>An increase in customer satisfaction is expected which should steadily increase as take up of self-service grows. Customers will find it easier to feed back on the services that they receive through online feedback forms.</p> <p>The recent LPSA survey headline findings show strong preference for web functionality from customer. Bromley have recently surveyed over 600 customers getting very strong feedback about the need for us to exploit the web further and provide a greater range of transactional services. 39% of those surveyed said more user-friendly forms would be the best improvement to customer services Bromley could make.</p>
Other	<p>The capability and coverage of web-enabled self-services in local government frequently lag behind those available in central government and the commercial sector. Greater adoption of self-service is now widely accepted as a key source of savings within local authorities. This project will serve a basis for local government best practice in this area.</p>

<p>2.7 What is the Equalities Impact of this project?</p>	<p>Improving self-service extends service provision to part of the local community which can not interact with the council during normal office hours.</p> <p>It also makes the provision of large font and foreign language information more accessible. Online self-service is better at meeting the needs of some people with disabilities i.e. mobility issues, hearing issues, etc.</p> <p>Concerns over sections of the community's access to online services can be offset by the partner boroughs' services for community access to online services. e.g. in all partner boroughs through Libraries and other contact points to cater for residents without computer access or skills.</p> <p>Equalities issues will be investigated as part of the project.</p>
<p>2.8 Legacy planning – What is the legacy of this project?</p> <p>Please describe how will the work undertaken during the running of this project will be sustained or carried on once the project has been completed.</p>	<p>The legacy of this project will be significant. The front office investment of improved front end integrated customer services capability will provide a step change in service provision, transforming how the councils interact with residents and will be sustained and developed further once the project has been completed.</p> <p>The investigation into shared contact centre locations will provide clear methods and programmes for implementation which will enable Bexley and Bromley to realise the benefits of shared services that will be scalable and can be adopted by other authorities.</p> <p>Provide best practice guidance to others considering similar projects and giving them confidence that both customer service can be improved and net savings achieved.</p>

3 Project Resourcing

3.1 Have you secured or are you seeking match funding for this project? Yes If yes, please complete details of match funders in the table below:

Funder	Amount (£)	Is Funding Secured?	Decision Date (if not secured)
LB Bromley	£250k	No	May 2010
LB Bexley	£250k	No	July 2010

3.2 What is the anticipated CAPITAL spend profile of funding requested from Capital Ambition?

Year	Quarter 1 (£)	Quarter 2 (£)	Quarter 3 (£)	Quarter 4 (£)	Total (£)
1	£0	£0	£83,333	£83,333	£166,666
2	£83,333	£83,333	£83,333	£83,333	£333,332
Total					£500,000

3.3 What is the anticipated REVENUE spend profile of funding requested from Capital Ambition?

Year	Quarter 1 (£)	Quarter 2 (£)	Quarter 3 (£)	Quarter 4 (£)	Total (£)
1					
Total					
3.4 Project Staffing		Professional capacity will be generated to support the project, including project management, ICT and transformation expertise. To reduce costs, boroughs will contribute resources and use in-house expertise where possible. The boroughs will fully support the procurement, programme management and steering of the project. Further detailed discussions on staffing will be required and are part of the initial discussions around a governance structure.			
3.5 In Kind Contributions		Both authorities are committed to contributing existing equipment, office space, meeting rooms and staff where appropriate and are considering the funding of a joint project manager to accelerate this critical programme. To reduce costs boroughs will contribute resources and use in-house expertise where possible. Boroughs will fully support the programme management and steering of the project.			

4. Project Planning

<p>4.1 What project dependencies were identified during the planning stage?</p> <p>Is this project on any other project or if any other projects are dependent on this project. If so, how?</p>	<p>There is clearly a relationship to the Capital Ambition funded project referred to at 1.5 above.</p> <p>Bexley is also carrying out an internal transformation programme 'Strategy 2014' which would be complemented by this project.</p> <p>Bromley also has its own 'Organisational Improvement Programme' which would also be complemented by this work</p>
<p>4.2 What key assumptions were made during the planning stage?</p>	<p>Some assumptions have had to be made around the detail of how a shared web portal will work but there is agreement in principle that this is a positive way to move forward.</p> <p>Key assumptions are based on a common vision for web based self-service across both organisations. Both Chief Executives have discussed this directly and are confident that an aligned approach exists between the two boroughs.</p>
<p>4.3 What constraints were identified during the planning stage?</p>	<p>The main constraints are obtaining the required take up of self-service, suitable technical solutions being available, a joint approach being agreed, appropriate buy-in and sufficient pump prime funding gained to accelerate the investment programme.</p>
<p>4.4 What is in the scope of this project and what specific exclusions have been identified?</p> <p>The scope defines what is within the boundaries of the project and what is outside those boundaries, particularly where there may be areas of doubt.</p>	<p>The development of a common online self service portal is in scope. All services where there is a valid business case to provide them online are in scope.</p> <p>Exploring the opportunities of further shared services is also in scope. However as yet this is exploratory work and no firm commitments can be made.</p>

4.5 Key Risks

Please use the table below to outline the key risks identified during the planning process. Key risks should be identified and graded according to likelihood of occurring (Probability – High(H) /Medium (M) or Low (L) and seriousness (Impact – High, Medium or Low). You should also define how risks will be minimised (Mitigating Actions).

Risk No.	Risk Description	Probability (L/M/H)	Impact (L/M/H)	Mitigating Actions	Responsible Officer
1	The savings resulting from the online services are dependent on customer uptake which may not materialise.	L	H	Actions to encourage take up will be implemented. Using RSS feeds, Alerts, and syndication to promote the availability of online services to customers. Estimated savings will be calculated for three different take-up level scenarios – optimistic (20%), realistic (15%) and pessimistic (10%).	Bexley / Bromley
2	The partnership cannot agree on governance arrangements and key decisions.	M	H	Early discussion between the partners to agree governance arrangements and practical issues that need early resolution such as procurement routes, hosting, and development options (including resourcing). Plus early identification of future decisions that will need to be made, in particular those that require a decision outside	Bexley / Bromley

				of the board governance, will be programmed into the board meeting schedule	
3	Pace of decision making and desire to implement a common solution differs between the partners (outside of the Board).	M	H	Board members to review and agree project terms as early as is feasible during this phase of the project, to plan ahead internal decisions and manage key internal stakeholders.	Bexley / Bromley
4	Staff / service providers become disaffected and disruptive as savings are realised.	M	L	Strong change plan and management processes in place within both boroughs.	Bexley / Bromley
5	ICT and other resources are not made available in a timely manner from the councils to support implementation.	M	M	The resource requirements will be outlined, and collectively determined in detail and agreed at the start of the programme and any impact on timescales will be assessed.	Bexley / Bromley
6	Wider stakeholders within each Council do not sufficiently buy into the changes, delaying or blocking the implementation.	M	M	Board members to work with key stakeholders to explain benefits and implementation plan, feedback issues and aid in the resolution.	Bexley / Bromley
7	Assumptions used to develop the project prove to be incorrect.	M	M	Board members responsible for validating that the assumptions used are appropriate.	Bexley / Bromley

4.6 Project Key Milestones

Please indicate key milestones for the project in the table below:

No.	Project Stage or Phase	Key Milestone	Target Completion/ Delivery Date	Responsible Office
1	Governance	<p>1.1 Establish governance arrangements for the project.</p> <p>1.2 Agree the borough working arrangements and resources e.g. project team involving officers from both boroughs.</p> <p>1.3 Chief Executives to both sign off the governance arrangements</p>	<p>June/July 2010</p> <p>June/July 2010</p>	Bexley / Bromley
2	Planning	<p>2.1 Investigate and agree joint specification for requirements of shared web platform and other items of customer contact infrastructure.</p> <p>2.2 Start the tender process</p> <p>2.3 Agree scope and methodology for feasibility study to investigate suitable property for shared contact centre.</p> <p>2.4 Agree communications strategy.</p> <p>2.5 Explore other options for shared services and undertake the necessary research and feasibility studies</p>	Autumn 2010	Bexley / Bromley
3	Implementation	<p>3.1 Development and testing of new web platform and customer contact systems.</p> <p>3.2 Staff training.</p> <p>3.3 Launch new web platform</p> <p>3.4 Plan next phase for further web services – new e-forms etc</p>	Spring 2011	Bexley / Bromley
4	Closure of phase	<p>4.1 Review project against the PID and start to develop the further opportunities for greater partnership working through shared service delivery model</p> <p>4.2 Confirmation of costs and savings. Forecast net position and sign off.</p> <p>4.3 Review the operational benefits and agree mechanism to track and</p>	Summer 2011	Bexley / Bromley

		report progress. 4.4 Key lessons learnt, processes used and other useful information disseminated to other boroughs.		
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A high level project plan will be established. The key milestones, objectives and dates are set out in sections 2.4 and 4.6 above. More detailed project plan covering each strand of work will be provided at the start of each phase of work.

5. Project Controls

5.1 Project Governance

The governance structure is in the process of approval between the two authorities. At present the two lead Directors meet on a regular basis and this will form the core of the project governance arrangements. The project board will include one representative from each borough. Each borough's Project Managers and officers will be identified as appropriate.

<p>5.2 Project Board Controls</p> <p>Describe how the Project board will exercise its control over the project, referring to the project governance diagram as appropriate.</p>	<p>The Project Board will meet regularly to review progress, sign off milestones, manage risks and resolve issues. Initial governance arrangements will be signed off by both Chief Executives.</p>
<p>5.3 Day-to-Day Controls</p> <p>Describe how the Project Manager will control the day-to-day running of the project.</p>	<p>The Project Managers will control day to day progress using standard project management practices in each partner borough. An overall programme manager will track progress across both boroughs and monitor progress against common milestones / outcomes.</p>
<p>5.4 Monitoring Procedures</p> <p>How will the project deliverables, costs and timescales will be tracked?</p>	<p>Standard project management practices will be applied as appropriate to ensure that progress is tracked and monitored. This will include monthly progress reporting, project planning, risk management and budgetary control.</p>
<p>5.5 Project Reporting</p> <p>Describe what reports will be produced for monitoring and control purposes.</p>	<p>A monthly highlight report will be completed using the standard Capital Ambition Project Highlight Report template. In addition all key milestones will be supported by a formal report and sign off process.</p>
<p>5.6 Escalation Procedures</p>	<p>The escalation procedures for dealing with deviations from plan, which exceed the authority of</p> <p>a) the Project Manager. Refer the issue to the programme board for resolution.</p> <p>b) the Project Board. Refer the issue to the project sponsor and the senior management representative of the relevant partner borough(s).</p>
<p>5.7 Risk and Issues Management</p>	<p>A full risk and issues log will be maintained and reported regularly to the Project Board. It will made available on request to Capital Ambition at any time during the lifecycle of the project.</p>
<p>5.8 Measures of Success</p> <p>Please describe the measure(s) that will be used to indicate that the project has been successfully completed.</p>	<p>At each deliverable/milestone a report will be produced and formally signed off. This will include a clear statement of progress against the target outcomes. At the end of the project the penultimate milestone is to review the project against its outcomes.</p>
<p>5.9 Communications Strategy</p> <p>How you will be managing project communications throughout the lifecycle of the project?</p>	<p>The London Borough of Bexley has an existing communications strategy as part of its Strategy 2014 transformation programme. This will be expanded to include the scope of this project. Communication will be in the form of events and published web content. A communications strategy will be agreed with Capital Ambition at the start of phase 6.</p>
<p>5.10 Lessons Learned</p>	<p>A “lessons learned” log will be kept and shared with others who may plan to run similar projects. A project closure report including lessons learnt will be produced and can be disseminated at any suitable point during or after the project.</p>

5.11 Partner Authorisation

Please indicate approval and acceptance of this proposal by the Project Board and Partner organisations participating in this project.

No.	Organisation Represented	Name	Signature	Date
1	London Borough of Bexley	Paul Moore		
2	London Borough of Bromley	Mark Bowen		

Thank you for completing this proposal.

We are happy to receive a copy by email to the Capital Ambition Programme Management Office – CA-PMO@londoncouncils.gov.uk

Please sign and send hard copy to (and for further information):

Capital Ambition Programme Management Office
Capital Ambition
London Councils
59½ Southwark Street
London
SE1 0AL

Signed.....Date.....

Print NamePosition.....

Before submission please ensure this proposal has the support of the Chief Executives of all joint-proposers, and where appropriate Elected Members.

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Report No.
CEX1060

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: IE&E Sub-committee

Date: 1 June 2010

Decision Type: Non-Urgent Executive Non-Key

Title: ALIGNING POLICY & FINANCE

Contact Officer: Mark Bowen, Head of Legal, Democratic & Customer Services
Tel: 020 8313 4355 E-mail: mark.bowen@bromley.gov.uk

Chief Officer: Doug Patterson: Chief Executive

Ward: All

1. Reason for report

- 1.1. In preparation for a potentially extended period of financial austerity Members of the Improvement & Efficiency Sub-Committee have requested that Officers investigate the flexibility that the organisation has in determining the services it provides and the levels to which these are provided.
 - 1.2. This report represents the first stage of this work and seeks to explain in broad terms the legal duties placed on a local authority whether by Statute or some other mechanism such as custom, practice, contracts or guidance.
 - 1.3. It is hoped that this information will assist Members in their thinking and the commissioning of further work by officers to explore the various possibilities available when considering how to most appropriately 'align policy and finance'.
-

2. RECOMMENDATIONS

- 2.1 That IE&E sub-committee notes the work carried out on the first tranche of the Aligning Policy & Finance project, and comments, as appropriate, on how Officers should progress.

Corporate Policy

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

Financial

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

Staff

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

Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: Call-in is not applicable.
-

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

- 3.1 Local authorities provide a wide range of services, some mandatory, others discretionary.
- 3.2 In an ideal world a quick check of the enabling provision would determine whether a service must be provided or is merely desirable. This isn't straight forward given the element of discretion as to the level of provision within some mandatory services, the increased willingness of the court and ombudsman to assert discretionary rights and the sheer volume of primary and secondary legislation which makes a definitive statement or list virtually impossible to achieve.
- 3.3 The Conservative Government in the mid-1980s promised such a list – it hadn't been completed when they left office in 1997 and the large amount of legislation since means it is unlikely to happen.

4. The Overall Legal Framework

- 4.1. The concept of mandatory functions and discretionary powers needs to be seen in the overall context of local authority decision making. London Boroughs are statutory corporations.
- 4.2. This means they are distinct legally from the Members who make them up and more significantly are dependent on statute to define the extent of their power and actions and can only do what is authorised by law.
- 4.3. Whilst an individual can do what they like unless the law says they can't, a statutory corporation can only do what the law says it can. This is the basis of the Ultra Vires doctrine. An Ultra Vires decision will be void.
- 4.4. As a consequence in all decision making a local authority must:
 - Understand the law that regulates the decision making power and give effect to it
 - Take into account all relevant matters, as required generally and by the particular law at issue.
 - Ignore irrelevant considerations.
 - Act for a proper purpose, exercising powers for the public good.
 - Not reach a decision no reasonable authority could reach.
 - Comply with the requirements of budget and council tax setting.
 - Act with procedural propriety in accordance with the rules of fairness.
 - Ensure all action taken is properly authorised.
- 4.5 The test will always be whether there is statutory authority for the action taken and not:
 - Whether it is sensible, reasonable, convenient, desirable or profitable.
 - Whether a private individual or organisation could do it.
 - Whether there are good moral motives for carrying it out.

- 4.6 Functions are broadly divided into duties and powers. In the broadest sense we have to carry out functions where we are under a duty to do so but have a range of discretion where we are looking at a power – but even that isn't absolute.
- 4.7 From the 1998 case of *R v East Sussex County Council exp Tandy* the House of Lords said:
- “to permit a local authority to avoid performing a statutory duty on the grounds that it prefers to spend the money in other ways is to downgrade a statutory duty to a discretionary power ... Parliament has chosen to impose a statutory duty, as opposed to a power, requiring the local authority to do certain things. In my judgement the courts should be slow to downgrade such duties into what are , in effect mere discretions over which the court would have very little real control.”*
- 4.8 Matters will not always be clear cut. There may be a duty to provide a relevant service but in both personal and general services there is scope for interpretation on whether level or type of provision has discharged the duty or not. This occupies a significant amount of court time.
- 4.9 We also have a general fiduciary duty to residents of our area to use the resources wisely. There are some cases which indicate, contrary to the Tandy decision that resources can come into play even when dealing with a duty. However, the way the case is evolving it would be very difficult to rely on arguments around this when we spend on discretionary services and have our current balance of reserves.
- 4.10 Service provision duties are subject to general duties e.g. the need to comply with a range of provisions in the Human Rights Act 1998, the duty to consult in section Local Government and Public Involvement in Health Act 2007 or equalities duties.
- 4.11 Even when there isn't an absolute duty then the following need to be considered:
- 4.12 Policy and legitimate expectation
Even where we don't have a duty to do something, our previous behaviour through policies or promises given to service users shows we intend to provide or give access to a service or facility in a particular way. Whilst we can of course change our minds then this can usually only safely happen after consultation with a decision being based on the principles outlined previously. It has been held that a failure to undertake equality impact assessments will in some instances nullify a decision. Failure to follow sound decision making can lead to legal challenge or adverse finding from the Ombudsman.
- 4.13 Contracts
We may have entered into a contractual commitment for the provision of a discretionary service and would be liable in damages if we walked away without there being a breach justifying termination.
- 4.14 Government and other Guidance
Guidance can be general or statutory. Modern legislative practice increasingly looks to statutory powers/functions being subject to statutory guidance often from the relevant Secretary of State. Where this is the case then case law has established that we can only depart from that guidance only on the clearest and strongest reasoning. Differences of political opinion will not be sufficient. Guidance on practice not related to specific statutory provisions needs to be considered but can be departed from. The key is that there must be evidence of that consideration and the reasons for not following the guidance must be clear and satisfy the principles of decision making. Failure to do so can lead to legal challenge.

4.15 Funding and Resourcing

Government and other funding is sometimes targeted at discretionary service areas and through the LAA we will commit to deliver targets which relate to either voluntary services or a service provision above the statutory minimum in order to achieve reward funding.

- 4.16 There is an element of discretion in applying funds – however as is outlined in the case extract above funding shouldn't be applied in a way which demotes a duty to a power. Whilst Bromley is limited in revenue funding, our reserves will make decisions based on resources far harder than for authorities who do not have our level of reserves. In the majority of cases even where we can consider resources that should not be the only factor taken into account.

5. Key Functions

- 5.1 Appendix 1 sets out a commentary on 30 or so main function areas.

6. Decision Making

- 6.1 The decision making principles set out above need to be followed. There may be some things we must do but they will be subject to the supervision of the court we may still be able to take a local decision on whether a reduced provision is still compliant with an overall duty. A key in any service change will be consultation or engagement even where looking at a reduction in a discretionary service.

7. POLICY IMPLICATIONS

- 7.1 Scenario planning for how we would absorb various magnitudes of financial pressure which would require the organisation to invest/disinvest in services in order to best meet the needs of the community is in support of Building a Better Bromley, our 2020 vision and our Corporate Operating Principles. Financially targeting savings towards services which least reflect the organisation's policy priorities contribute towards Bromley being an Excellent Council in the eyes of local people.

8. FINANCIAL & PERSONNEL IMPLICATIONS

- 8.1 There are no financial or personnel implications arising directly from this information paper although evidently the consequences of pursuing this work to its ultimate conclusion could have significant and broad financial and personnel implications for the organisation.
- 8.2 Depending on the scope and impact of the proposals these decisions would be likely to be referred by the Chief Executive or to full Council.

Local Authority Major Functions

SERVICE	STATUTORY/ NON-STATUTORY	COMMENTS
Building Regulations	Duty to supervise certain works in return for a fee where person undertaking works so elects. Range of enforcement powers including powers to deal with dangerous structures/buildings.	Act and regulations set standards to be followed by local authorities.
Children's Social Services	Duties to establish children in need and provide support and take action. Duty to prevent children suffering neglect and ill-treatment and take appropriate action through the courts including removal if the child from their home. Duty to provide accommodation for the welfare of children. Duty to provide such family centres as we consider necessary. Duty to take reasonable steps to prevent children being placed in secure accommodation. .Duties on adoption services. Duty to discourage children to commit criminal offences	Subject to the jurisdiction of the courts which will impact on thresholds form time to time.
Consumer Protection	Duty to enforce a range of statues relating to weights and measures, trade descriptions, unfair trading and general consumer protection etc.	Framework of regulations, guidance and best practice – however some discretion on resource applied.
Council Tax Benefit	Mandatory with some discretionary elements for exceptional circumstances/hardship cases	Guidance on discretionary element.
Crime and Disorder and Antisocial Behaviour	Duties to co-operate with partners under Crime and Disorder Act 1998 and subsequent amending legislation. Enforcement powers to deal with anti-social behaviour- including proportionate ability to circulate publicity material following enforcement. Power to make/seek child safety and parenting orders.	
Democratic Support	Duties to produce agendas & minutes for member meetings or records of decision. Duty to have constitution, code of conduct and scheme of members allowances. Statutory member bodies – full council, standards committee, health scrutiny, crime and disorder scrutiny, executive where collective decision making.	Members only legally need to be given an agenda & summons for full council. Councillors can access other agendas in the same way as members of the public and it is sensible to ensure the decision-makers have all relevant information before them in any event.

Education – Early Years	Duty to undertake annual review of childcare and produce early years development and childcare plans and promote co-operation between partners.	
Education – Further & Higher	Primarily a power rather than a duty.	
Education & Schools - Mainstream	Principle planning responsibility for schools and school places.. Duty to produce children and young people’s plans. Duty to provide secretary of state with information on school capacity, pupil numbers etc. Duty to ensure sufficient school places. Duty to have regard so far as practicable of wishes of parents in providing education. Power to establish pupil referral units for excluded children. Duty to ensure governing bodies of maintained schools properly established and to provide free of charge information and training for governors. Budget allocation duties and need to maintain a funding scheme and duty to establish schools forum. Duties to have admission arrangements in compliance with Code of Practice. Obligations to provide certain cross borough support services. Duties to enforce school, attendance. Duty to secure adequate provision for recreation and social and physical training. Duty to provide career advice.	Subject to extensive statutory and non-statutory guidance and inspection regime. There are also a range of powers around providing school uniforms, meals etc., which in some instances tip into duties. Range of residual employment and tortuous liabilities.
Education - Special Needs	Statutory/regulatory duties and obligation to have regard to code of practice. Responsibility non- delegable. Duties to provide advice and information as well as to assess and secure provision.	Some ability to take account of resources but also a duty on parental engagement consultation and preference and subject to appeal rights.
Education – Transport	Duty to make such arrangements as consider necessary or directed by secretary of state. Powers to provide such assistance for attendance at nursery schools and for sixth formers.	
Environmental Health - Food	Statutory food authority – Food Safety Act 1990. Duty to enforce act and related legislation and regulations and comply with directions from secretary of state to control quality of food sold and relevant businesses.	

Environmental Health – Public Nuisance, etc.	Duty to inspect area for statutory nuisances. and deal with noise etc. Special powers to deal with alarms. Duty to inspect area from time to time to identify contaminated land. Duty to review air quality. Duties to deal with notifiable diseases. Duties to so far as practicable keep the area free from rats and mice. Duties to deal with stray & dangerous dogs and dog fouling. Wide range of enforcement powers.	Whilst an element of discretion around enforcement poor practice often leads to adverse Ombudsman finding/compensation.
Emergency Planning	Civil Contingencies Act 2004 – duties to prepare for and respond to “emergencies”.	Discretion on resources applied.
Health and Safety	Health and Safety at Work Act 1974 and voluminous subsequent regulations. Duty to enforce statutory provisions locally and comply with duties in carrying out our operations. Duties in respect of safety of sports grounds.	Failure to comply with the legislation in the way we run our operations can lead to personal criminal and civil liability for members and officers as well as corporate liability.
Highways	Statutory duties to maintain highways and protect highway rights stemming from Highways Act 1980. Range of miscellaneous duties, e.g. duty to keep a register of street works. Wide range of licences and consents granted.	Civil liability through accidents etc arising from failure to maintain – however negligence must be proven. Licensing etc should at least cover costs.
Housing Benefit	Mandatory with some discretionary elements for exceptional circumstances/hardship cases . Housing Act 1996 and related regulations.	Guidance on discretionary element.
Housing - Public	Principle statute Housing Acts 1989 and 1996. No duty to hold housing stock. However duties to have a housing allocation scheme and to secure accommodation for homeless people in compliance with statutory guidance. Duties to provide housing advice in particular to prevent homelessness.	Homeless guidance is statutory guidance and courts will only accept deviation in exceptional circumstances. Wide range of discretionary powers to provide assistance to people in housing need.
Housing - Private	Housing Act 1988 – duties to protect individuals from eviction, Housing Act 2004 duties to deal with unfit housing. Mandatory disabled facilities grant. Other assistance in accordance with local scheme (Regulatory Reform (Housing Assistance) etc order 2002. Mandatory and discretionary licensing schemes for Housing in Multiple occupation. Discretionary provisions to manage compulsorily purchase /empty dwellings.	Some discretion on remedies pursued in discharge of duty. Disabled facilities grant means tested and capped. Degree of discretion of local grant schemes. Mandatory HMO licensing scheme 3+ stories 5+ occupants in 2+ households

Information Management	Statutory – Data Protection Act 1989, Freedom of Information Act 2000 plus statutory and general guidance.	Data Protection duties to protect and release personal data. Criminal and civil sanctions including personal liability for individual officers/members. FOIA duties to disclose a wide range of information on request failure ultimately enforced by committal.
Leisure and Recreation	Discretionary s 19 Local Government Miscellaneous Provisions Act 1976.	Contractual funding obligations with My-Time
Libraries, Museums and Art Galleries	Library – statutory – Public Libraries and Museums Act 1968 others discretionary.	Library duty to provide a comprehensive and efficient service. Charges can't be made for lending books but charges can be made for help in research assistance with computers, use of "cubicles" selling items which become the property of the person and services which go beyond those ordinarily provided as part of a library service.
Licensing Functions	Wide range of licensing functions major function licensing under Licensing Act 2003. Fees can be charged.	Objective to be self funding. Some fees licences fixed by act/regulation others are discretionary.
Local Land Charges	Duty to maintain register and respond to enquiries in return for a fee.	Should at least break even.
Parking	Discretionary powers to provide parking places. Statutory procedures/regulations to be followed in establishing, charging and carrying out enforcement.	Contractual arrangements in place and income generating services.
Parks & Open Spaces and Allotments	Discretionary powers stemming from Public Health Act 1875 and London Government Act 1963 to provide parks, recreation facilities etc. Powers to provide allotments under allotment acts 1908-1950.	Contractual arrangements in place for maintenance etc. Covenants etc can limit alternative uses – although can be released/relaxed in appropriate circumstances. Some charging powers. Rigorous statutory regime on changing use form allotments.

Planning	Duties to deal with planning applications, powers to give pre-planning advice. Powers to undertake planning enforcement. Duty to produce strategic planning policy documents.	Fees chargeable for planning applications. Whilst an element of discretion around planning enforcement poor practice often leads to adverse Ombudsman finding/compensation.
Property Management	No duty to hold land or property but where we do, we need to comply with a range of prescriptive duties relating to health and safety at work, occupiers liability, disability discrimination, etc,	
Registration	Duties to register births, deaths, notices of marriages, carry out civil partnerships provide basic wedding facility and carry out citizenship ceremonies.	Discretionary element generates most income.
Social Services - Accommodation	Where statutory need criteria met duty to secure but not directly provide accommodation.	Charges can be levied subject to means test and some regard can be had to resources over type of provision but not obligation to provide once need is established.
Social Services – Domiciliary Care and Community Care	Extensive provisions in statute, regulation, case law etc. Overriding duty but with power to set eligibility criteria and set charges.	Resources can be taken into account if setting eligibility criteria for community care (but not as the sole factor)- but once a need is established resources can no longer be taken into account. Scope for judicial review and intervention by the Ombudsman.
Social Services – General	Requirement to act in accordance with statute, regulations or written direction from Secretary of State. Distinction between statutory and general guidance – the former should be followed but regard must also be has to the latter. Requirements for a statutory complaints procedure for some aspects.	
Social services – Mental Health	Duty to appoint sufficient approved social workers to fulfil obligations. Powers to represent some rights of individuals.	

Street cleaning, Graffiti & Litter & Public Conveniences	Duty to ensure land is as far as practicable kept free of litter and refuse. Duty to consult with other local authorities and partners on litter abatement. Power to provide litter bins etc but duty to empty if provided. Discretionary enforcement powers. Powers to deal with graffiti and recover associated costs. Power to provide public conveniences but of provided must be maintained and in conformity with disability discrimination act requirements.	Codes produced by SoS deal with standards of cleanliness.
Theatres & Entertainments	Discretionary – Theatres Act 1968 and Local Government Act 1972.	Discretionary only however significant provision subject locally to contractual arrangements. However services could stop on expiry of contract.
Waste/Refuse Collection and Disposal.	Duties to collect and dispose of waste. Obligations to produce certain strategies and plans. Enforcement powers to deal with unlawful waste disposal flu tipping, etc.	Discretion on frequency and nature of collection. Land fill tax has cost impact on disposal. Power to charge for collection/disposal of controlled non domestic and commercial waste.
Wellbeing and Related Powers	Section 2 of the Local Government Act 2000 gives a general power to carry out activities for the economic, social or environmental wellbeing of our area. To a large extent this has replaced the economic development powers contained in the Local Government & Housing Act 1989. There are also general charging and trading powers in the Local Government Act 2003.	The wellbeing powers cannot override any statutory prohibitions and the same is true for the charging powers. We can only trade through a company. We need to carefully consider the contents of our community strategy as that is the key document in influencing the use of wellbeing powers and an unrevised document could lead to arguments that we should spend on areas which are no longer priorities.

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Agenda Item 13

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