



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 29 June 2010

To: Members of the
IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

Councillor Neil Reddin (Chairman)
Councillor Nicholas Bennett J.P. (Vice-Chairman)
Councillors Graham Arthur, Eric Bosshard, Stephen Carr, Judi Ellis, Robert Evans,
Russell Jackson, Russell Mellor and Tony Owen

A meeting of the Improvement and Efficiency Sub-Committee will be held at Bromley Civic Centre on **THURSDAY 8 JULY 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
www.bromley.gov.uk/meetings

A G E N D A

- 1 **APOLOGIES FOR ABSENCE**
 - 2 **DECLARATIONS OF INTEREST**
 - 3 **QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING**
To hear questions received in writing by the Legal, Democratic & Customer Services Department by 5pm on Friday 2nd July and to respond.
 - 4 **MINUTES OF THE MEETING HELD ON 1ST JUNE 2010** (Pages 3 - 8)
 - 5 **MATTERS ARISING FROM PREVIOUS MEETINGS** (Pages 9 - 14)
 - 6 **ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE** (Pages 15 - 26)
 - 7 **CUSTOMER INSIGHT PRESENTATION**
 - 8 **THE PHILOSOPHY OF EFFICIENCY (DISCUSSION)**
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Agenda Item 4

IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

Minutes of the meeting held on 1 June 2010

Present:

Councillor Neil Reddin (Chairman)

Councillors Graham Arthur, Eric Bosshard, Stephen Carr,
Robert Evans, Russell Jackson, Russell Mellor and Tony Owen

Also Present:

Councillors Peter Fookes

1 APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN

RESOLVED that Councillor Neil Reddin be appointed Chairman and Councillor Nicholas Bennett be appointed Vice-Chairman for the 2010/11 municipal year.

2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Nicholas Bennett JP. Apologies for lateness were received from Councillor Stephen Carr and Councillor Graham Arthur.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

4 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received from members of the public.

5 MINUTES OF THE MEETING HELD ON 11th FEBRUARY 2010

RESOLVED that the Minutes of the meeting held on 11th February 2010 be agreed.

6 MATTERS ARISING FROM PREVIOUS MEETINGS

Report LDCS10081

The Committee were advised that an update regarding the Learning Disabilities

item would be provided at the next meeting of Improvement and Efficiency Sub-Committee.

RESOLVED that the report be noted.

7 LONDON EFFICIENCY CHALLENGE FEEDBACK AND ACTION PLAN

Report CEO1057

The Sub-Committee received an update on the findings of the second part of the London Efficiency Challenge which took place on 13th January 2010, from Jan Willis, Director of Finance at Haringey Council, who had been a member of the London Efficiency Challenge team for Bromley.

There was general agreement by the Challenge Team that the alignment of various cross-cutting change programmes under the Organisational Improvement Programme was a positive step in the right direction. It was also seen as encouraging that the four main projects that were identified by the Challenge Team as areas to improve and increase efficiency were projects that the Organisational Improvement Programme had already been focused on, namely mobile and flexible working, accommodation rationalisation, customer access, e-payments/transactions and joint working and shared services.

Overall it was recognised that Bromley Council was in a strong position, already benefiting from lean processes and a strong performance management culture. However further efficiencies would be more difficult to achieve, and it was important to go forward with a more corporate approach to streamlining processes, including consideration of a new model for performance centre management.

The recent staff survey had highlighted the importance of promoting innovation by managers and front line staff, and ensuring managers had the capacity to drive forward change. Members also had a key role in identifying new ideas and spearheading change across the organisation. The Chief Executive confirmed that the issues raised by the staff survey were being considered by Chief Officers and that this information would shortly be provided to Members.

Jan Willis highlighted that skills would be a key issue in developing future efficiencies. A Member underlined that the identification of skills had already been recognised by the HR Working Group and that utilising staff knowledge and innovation would be key to future efficiencies. It was also important to promote techniques such as zero-based budgeting.

Members discussed the implications of the Total Place agenda. The Chief Executive explained that this new approach would look at the totality of public spend across the borough, and that future work to develop services and identify efficiencies could then be applied across a range of partners.

RESOLVED that

- 1) the recommendations made by the London Efficiency Challenge team be noted;**
- 2) the actions proposed by Chief Officers and the Organisational Improvement Team be noted.**

8 ORGANISATIONAL IMPROVEMENT PROGRAMME

Report CEO1058

The Sub-Committee received a report updating Members on the progress made on the first phase projects within the Organisational Improvement Programme.

With regard to the workstream around Civic Centre Accommodation, the Assistant Director: Organisational Improvement confirmed that work was ongoing to set out a high level options appraisal to Members around the future of the Civic Centre site for the short, medium and long term. A Member was concerned that a move towards a 'one stop shop' reception point might reduce specialist knowledge. The Assistant Director: Organisational Improvement confirmed that if selected as an option a process would be developed to ensure that specialist enquiries could be processed effectively.

The planned relocation of 50-60 Primary Care Trust Staff to the Civic Centre site on a short term lease was ongoing, with work being undertaken with the Director of Environmental Services to pilot mobile and flexible working in St Blaise Building to ensure sufficient office space became available within the specified timeframe of 6-9 months and at minimum cost. If the Primary Care Trust was unable to move onto the site, there were a number of other teams that could be accommodated.

The Customer Access programme was progressing, with plans to provide additional capacity for the Customer Contact Centre in Rochester Block by mid-September 2010. This would support further service migration to the Customer Contact Centre, including Street Services enquiries from 13th June 2010. The Chairman highlighted the importance of undertaking analysis of the calls received by the Contact Centre. The Assistant Director: Organisational Improvement confirmed that this would be an integral part of the new Contact Centre Manager's role.

Follow the endorsement of the Voice Recognition project at the meeting of Improvement and Efficiency Sub-Committee on 11th February 2010, a Voice Recognition supplier had been procured and the software had been successfully installed and integrated with the Council's network and telephony system. Roll out of the technology to an internal test group had commenced on 27th May 2010 and the system would go live to all staff and Members on 14th June 2010.

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

9 PRESENTATION ON CUSTOMER ACCESS RESEARCH

The Sub Committee received a presentation on the findings of research into customer access from the Assistant Director: Organisational Improvement. The telephone remained the primary method of contact, but use of the website and e-mail had increased in popularity, with a higher proportion of Bromley residents having access to the internet than the national average. Whilst awareness of the website had improved since 2005, there was a relatively low understanding of the transactions that could be made online.

A Member highlighted the need to publicise the online transactions available to Bromley residents. The Assistant Director: Organisational Improvement confirmed that promotion of this facility would be undertaken following improvements to transactional capability. Another Member asked how many Bromley residents were accessing the website through mobile devices. The Assistant Director: Organisational Improvement explained that approximately 30% of website access was through a mobile device.

A Member underlined the importance of providing good customer service to those who did not have access to the internet, particularly vulnerable residents who were likely to have more complex enquiries.

RESOLVED that the presentation be noted.

10 PARTNERSHIP WORKING - WEB DEVELOPMENT

Report CEO1059

The Sub-Committee received a report updating Members with the work undertaken by the Organisational Improvement Team to develop a joint-bid with Bexley Council for £500,000 of funding from Capital Ambition to secure funding for web development.

The further development of the Bromley website had been identified as key to achieving the corporate outcomes set out in the Corporate Operating Principles model; to deliver a reduction in processing costs and avoidable contact and to make a high volume of transactional services available online. Previously work had been undertaken to investigate the possibility of joint-tendering, but costs had been excessive.

The joint-bid with Bexley Council sought to pursue the development of several critical areas of shared service provision. These included investment in a joint web platform, delivery of an improved range of fully transactional online services and using the initial pilot to explore further opportunities for shared services and functions.

Members discussed a range of issues around the proposed improved functionality of the website and how this might impact staffing costs. The Organisational

Improvement Programme Manager confirmed that future staffing levels would be a matter for Member consideration. Another Member noted that open source software, such as Paypal, might offer additional functionality. The Organisational Improvement Programme Manager highlighted a range of issues with using open source software but confirmed that a number of options had been considered in improving the functionality of the website.

A Member highlighted the impact of the Total Place agenda, and underlined the potential to work with key partners on web development. The Chairman noted that working more closely with partners would be a key step in the medium term, but that in the short term, partnership with Local Authorities would be more productive as similar services were provided.

RESOLVED that the bid to Capital Ambition on web development be endorsed.

11 ALIGNING POLICY AND FINANCE

Report CEX1060

The Sub-Committee received a report explaining 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. This work was at an early stage of development, but that it did provide some guidance to Members to support future decision making.

The Chairman queried the impact of the new Power of Competence from Government. The Chief Executive anticipated that this power would allow more flexibility in how funding was spent.

RESOLVED that the work carried out on the first tranche of the Aligning Policy and Finance project be noted.

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

13 EXEMPT MINUTES OF THE MEETING HELD ON 11TH FEBRUARY 2010

RESOLVED that the minutes be agreed.

The Meeting ended at 9.40 pm

Chairman

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Agenda Item 5

Report No.
LDCS10125

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: Improvement & Efficiency Sub Committee

Date: 8th July 2010

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

Title: **MATTERS ARISING FROM PREVIOUS MEETINGS**

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

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

Ward: N/A

1. Reason for report

Appendix A updates Members on matters arising from previous meetings.

2. **RECOMMENDATION(S)**

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

Corporate Policy

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

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: £N/A
 5. Source of funding: N/A
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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
10 Partnership Working – Web Development (from the minutes of I&E Sub Committee on 1 st June 2009)	Members were advised that a joint-bid had been submitted with Bexley Council to secure funding for web development.	Progress on the joint-bid to be reported to Improvement and Efficiency Sub Committee.	IE&E Team	July 2010
7 London Efficiency Challenge Feedback and Action Plan (from the minutes of I&E Sub Committee on 1 st June 2009)	A representative of Capital Ambition provided a presentation around the outcomes of the London Efficiency Challenge	Progress on the actions proposed by Chief Officers and the Organisational Improvement Team be reported to Improvement and Efficiency Sub Committee.	IE&E Team	October 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	July 2010
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.	Members had considered an initial report at the meeting of Improvement and Efficiency Sub Committee on 1 st June 2010. A further update would be provided when more detailed guidance was available.	IE&E Team	October 2010

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Agenda Item 6

Report No.
CEO 1062

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: Improvement and Efficiency Sub-Committee

Date: 8th July 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.
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Financial

1. Cost of proposal: N/A No additional costs at this stage.
 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
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Staff

1. Number of staff (current and additional): 5 FTE
 2. If from existing staff resources, number of staff hours:
-

Legal

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

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

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

3. COMMENTARY

- 3.1 Since last reporting to I&E Sub Committee several of the projects within the programme have been successfully delivered and all have made significant progress.
- 3.2 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.

Civic Centre Accommodation

- 3.3 Work is ongoing to set out to Members a high level options appraisal for our Civic Centre office accommodation and an externally commissioned report is nearing completion of its first draft.
- 3.4 As was previously reported in order not to compromise plans to accommodate currently remotely based CYP staff and potential PCT partners a strategy was developed that would enable office space sufficient for 50-60 people to be available within a short time frame (6-9 months) without making significant investment in a site that we may be vacating.
- 3.5 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 objective of reducing the space used by the department in the St Blaise building by 50%.
- 3.6 Managers and staff from the division have undertaken a facilitated work style analysis to explore, from a business perspective, the opportunities to introduce new ways of working whilst rationalising office space.
- 3.7 This analysis work has now been completed and the practical/IT requirements are being defined.

Customer Contact Centre Expansion

- 3.8 Further service migrations, consistent with the strategic direction of the organisation (COP) and developments within the Supporting Independence Programme and Environmental Services Department, require additional capacity within the Customer Contact Centre.
- 3.9 A project to add capacity for approximately 16 additional agents by utilising currently redundant office space in the Rochester Building has now been commissioned. The additional capacity is estimated to be available by early September 2010.

Customer Contact Centre Service Migrations

- 3.10 Following completion and testing of the integration between CRM & Uniform the Street Service calls went 'live' in the Contact Centre on 15th June as planned.
- 3.11 Not technical or business change issues have so far been reported and the service is operating successfully from the Contact Centre with automated workflow into the Back Office System (Confirm).
- 3.12 Further service areas which are appropriate to be handled within the CCC are currently being investigated and migration work will commence subject to an appropriate business case. The results of this evaluation work will be presented at the next meeting.

Website Upgrade & Self Service

- 3.13 Unsurprisingly Capital Ambition confirmed on 21st June that they were not able to support the match funded bid for £500,000 for web and CRM development made in partnership with the London Borough of Bexley.
- 3.14 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.
- 3.15 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 survey findings presented to the I&E sub-committee on 1st June 2010.
- 3.16 Therefore despite the failure to secure external funding to subsidise our web development the Organisational Improvement Board will still be progressing with the investigation of whether web investment and development can be shared with the London Borough of Bexley.
- 3.17 A business case to release the £240,000 identified in the capital programme is currently being evaluated and will be presented to Members shortly.

3.18 Shared Services

- 3.19 The recent work with Officers at Bexley has provided an opportunity to discuss more broadly the potential for closer working between the two organisations in order to reduce costs and/or improve services.
- 3.20 A joint board made up of both Borough Chief Executives and key Chief Officers has now been constituted as has a joint project team supporting the work.
- 3.21 Future progress on this work will be reported to Members as a distinct project.

3.22 Voice Recognition

- 3.23 Following successful testing of the Voice Recognition system the technology went live for staff and Members w/c 21st June as scheduled.
- 3.24 Failed connections and feedback will now be evaluated on a planned basis with grammar being added to the system's 'vocabulary' in order to improve its accuracy.
- 3.25 Assuming the system proves to be sufficiently successful internally then roll out to external customers will take place on 20th September 2010.

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 such as 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	GREEN
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To	I&E sub-committee				
Project / Programme Name	Organisational Improvement Programme	Reporting Period	22 nd Apr 10	To	29 th June 10
Report Author(s)	Organisational Improvement Team	Stage / Status	Definition/Implementation		
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>Supporting consultant's work which has started and is work in progress. Consultants meeting with Cabinet 25/6 to ensure political input/engagement. Report with options due to go to Executive July.</p> <p>Started Capital Ambition project with ESD on flexible working to achieve 50% reduction in office space. Workstyle workshops completed, further workshops to inform future needs and working methods 23/6.</p> <p>Working with ESD organisational improvement group on major assault on storage issues in St Blaise and extending to all departments on Civic site 2/7.</p> <p>PCT - no movement or changes. May hear more from them on numbers early July.</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/move 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. Dependent on funding • 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"> • Continue work with consultants to deliver evaluation of strategic options to Members as soon as possible • Progress PCT accommodation plan when PCT advise their requirements with some certainty. • Continue to 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 more generally. <p>Once overall strategy is agreed:</p> <ul style="list-style-type: none"> • Re-plan if necessary following Members decisions, PCT advice and customer contact centre decisions. • 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. 	<p>GREEN</p>

Organisational Improvement Programme Management Highlight Report

Work stream: *Self-service and ICT*

<p>SharePoint Review and Strategy</p> <p>Sharepoint Strategy was handed out to the Organisational Improvement Programme Board for discussion on the progress.</p> <p>We are currently writing up a full Strategic Plan to implement the strategy:</p> <ul style="list-style-type: none"> • Successfully rolled out a fix to the permissions levels in May. Other changes can now be progressed as a result. • Contacted 50% of departments re setting up super user groups – these have been set up with initial meetings scheduled for 1st week of July. • Governance documentation finalised and will be reviewed by BIKS Board at beginning of July. • Scope and work description has been finalised with Bromley Adult Ed on provision of trainer to work within the team providing 1-2-1 support to teams. Adult Ed are coming back with costings etc • Training has been evaluated and intermediate course designed for delivery in July to support groups. Bite size chunks are reliant on Ad Ed resource. 	<p>Issues:</p> <p>Business change still biggest issue – additional resources will require business case.</p> <p>Current management of OneBromley site - covered within Strategic plan and establishment of OneBromley/TeamBromley management Board and Sharepoint Support Groups.</p> <p>Management of OneBromley Homepage is with ISD and we are close to implementing changes re-design with Bromley Corporate communications</p>	<p>Work planned:</p> <p>The following are outlined in the Strategic plan:</p> <ul style="list-style-type: none"> • Work is being done with ACS to work together to highlight to the organisation what Sharepoint can do. • Re-launch Sharepoint across the organisation. • Introduce bite size chunks / lunchtime sessions to enhance training. • Work with ACS to pull together plan around the closure of the current N:Drive. 	<p>GREEN</p>
<p>Website Upgrade</p> <p>Work completed:</p> <ul style="list-style-type: none"> • Paper to COE in April was pulled to pursue potential of joint web platform bid with Bexley • Joint bid for web development drawn 	<p>Issues:</p> <p>Bid unsuccessful confirmation came through Monday 21st June.</p> <p>Mark Bowen as lead on the general exploratory work around partnerships with Bexley has gone back to Bexley to ask</p>	<p>Work planned:</p> <p>Awaiting response from Bexley as this bid fit into a wider agenda around partnership working.</p> <p>Appears to be 3 options:</p>	

Organisational Improvement Programme Management Highlight Report

<p>up and consulted on with head of ICT, Director of Resources, Director of Customer Services</p> <ul style="list-style-type: none"> • 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 • Broader potential for shared services explored at a high level and Joint Chief Officers Board and Joint Project Team established. This area will be reported as a separate workstream in future highlight reports. 	<p>whether the match funding (£250k each) is still available and if continuing to work in partnership on the web would still be the right move</p> <p>Risks:</p> <p>Further delays</p> <p>Potential pot now halved to £500k</p> <p>Bexley and Bromley's ambitions for the funding were slightly different</p> <p>Bromley will still be required to upgrade the CMS platform at some point as a 'core' system</p>	<ul style="list-style-type: none"> • Continue to work with Bexley regardless of bid money to share costs of web development where applicable (portal not web platform which will still need resolving) • 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 in its core systems • Explore further shared service opportunities with the Bexley and report to Joint Strategic Board (Bromley/Bexley CEX's and key Chief Officers) 	<p>AMBER</p>
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Work stream: *Customer and Service Led Improvement*

<p>CCC Service Migrations</p> <p>Work Completed:</p> <ul style="list-style-type: none"> • Integration of CRM & Confirm fully tested. • Training of Contact Centre Agents and back office staff completed. • Street Services calls now fully migrated and 'live' in the CCC (8th June). No faults or issues reported • Potential site for CCC expansion selected (Former ESD Post Room). Delivery date to coincide with waste roll out and SIP requirements-1st September. This project will be reported as a separate workstream in 	<p>Issues:</p> <ul style="list-style-type: none"> • Decision making around the accommodation strategy impacts on the future direction of the CCC taking <p>Risks:</p> <ul style="list-style-type: none"> • Services are unable to release sufficient resources to justify service migrations and create savings • CCC Expansion space is delayed and waste roll out is affected 	<p>Work Planned</p> <ul style="list-style-type: none"> • Continue to monitor new CRM/Confirm integration • Complete business case for Landscapes helpdesk and Registrars service migrations • Agree/Dismiss migrations • Commence works on CCC expansion space inc telephony and cabling etc 	<p>GREEN</p>
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Organisational Improvement Programme Management Highlight Report

<p>future highlight reports</p> <ul style="list-style-type: none"> • CCC expansion project costs agreed • Evaluation of business cases for future potential service migrations inc. Registrars, Landscapes helpdesk and other services now being actively evaluated. 			
<p>Customer Insight Analysis</p> <ul style="list-style-type: none"> • Completed first draft of Bromley's Channel Strategy • Completed Borough Profile of Mosaic groups and types and their communication preferences • Completed analysis of Contact Centre users per Mosaic user group • Futures paper – how Bromley can use Mosaic in its channel strategy and service planning? 	<p>Issues</p> <ul style="list-style-type: none"> • Multiple sources of data recorded differently make it difficult to draw like-for-like comparison <p>Risks</p> <ul style="list-style-type: none"> • No allocated resource to embed Mosaic in channel strategy and service planning 	<p>Future work will include:</p> <ul style="list-style-type: none"> • Discussion point – the future of Mosaic in Bromley • Unable to complete borough profile with LB Bexley – awaiting data from Bexley 	<p>GREEN</p>
<p>Voice Recognition</p> <ul style="list-style-type: none"> • Pilot group tested VR system for 3 weeks and fed back any wrong grammar, wrong numbers and departments or teams to add etc. (Accuracy rate of 83% at end of test) • VR went live on internal switchboard calls 21/6/10 (1 week later than anticipated due to clash with Street Services migration to CCC) • Training provided to Project Manager so that updates/changes can be made from LBB instead of requiring assistance and support from Telephonetics 	<p>Issues</p> <ul style="list-style-type: none"> • List of departments is not fully comprehensive. This will continue to be populated on a planned basis as requests and feedback come through from members of staff and Members <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 switchboard operators. • Possible risk with data quality relating to phone numbers within the council – work around this issue is ongoing 	<p>Future work will include:</p> <ul style="list-style-type: none"> • More feedback expected as system is initially rolled out and any necessary changes/additions made • After ~2 weeks obtain feedback from CCC re. volume of calls to switchboard, whether CCC staff are using system to re-direct internal staff and/or public. • Extend to external calls (20th September 2010) • Investigate added functionality further using the Telephonetics software. 	<p>GREEN</p>

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