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DATE: 12 April 2011

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 **WEDNESDAY 20 APRIL 2011 AT 7.30 PM**

MARK BOWEN
Director of Resources

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 Thursday 14th April and to respond.
- 4 MINUTES OF THE MEETING HELD ON 19 JANUARY 2011 (Pages 3 - 8)
- 5 MATTERS ARISING FROM PREVIOUS MEETINGS (Pages 9 - 12)
- 6 ENERGY REDUCTION AND RENEWABLE ENERGY (Pages 13 - 30)
- 7 ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE (Pages 31 - 44)
- 8 PROJECT TRACKING (PRESENTATION)
- 9 CORPORATE WEB UPGRADE (PRESENTATION)
- 10 CUSTOMER CONTACT (PRESENTATION)

- 11 REVISED CORPORATE OPERATING PRINCIPLES (Pages 45 - 64)**
- 12 ALIGNING POLICY AND FINANCE FRAMEWORK (Pages 65 - 72)**
- 13 IDEAS ALOUD LIVE FOLLOW UP (Pages 73 - 82)**

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Agenda Item 4

IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE

Minutes of the meeting held at 7.30 pm on 19 January 2011

Present:

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

Also Present:

Councillors Peter Fookes and Michael Tickner

30 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Bosshard, Councillor Carr and Councillor Evans.

31 DECLARATIONS OF INTEREST

There were no declarations of interest.

32 QUESTIONS FROM MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received from members of the public.

33 MINUTES OF THE MEETING HELD 13th OCTOBER 2010

With regard to Item 29: Organisational Improvement Programme Update, Councillor Owen highlighted the importance of reporting progress made against issues identified at the recent 'Ideas Aloud' events delivered by the Organisational Improvement Team as part of Customer Service Week. The Assistant Director: Organisational Improvement confirmed progress made in addressing issues raised would be reported to a future meeting of the Sub-Committee.

RESOLVED that the Minutes of the meeting held on 13th October 2010 be agreed.

34 MATTERS ARISING FROM PREVIOUS MEETINGS

LDCS11014

The Committee were informed that an update around the development of the new corporate website would be provided later in the meeting. Outcomes from the new

approach to value for money reporting would be reported at the next meeting of Improvement and Efficiency Sub-Committee.

RESOLVED that the report be noted.

35 CARBON MANAGEMENT FUND: PROGRESS REPORT 2010

ES09102

In October 2008 the Executive agreed to establish a ring-fenced Carbon Management Fund to 'invest to save' in energy efficiency measures that would both support the Council to achieve a 25% reduction in its carbon emissions over five years and avoid unnecessary costs. The Sub-Committee received a report providing an update on progress made on first and second tranche Carbon Management Funded projects and also identified a range of potential third tranche projects for 2010/11 and beyond.

The Environmental Development Manager confirmed that at the meeting of the Executive on 12th January 2011 a progress report on the Carbon Management Programme (Report ES10188) and a report around the Carbon Reduction Commitment (Report ES10189) had been considered. In response, the Executive had supported the establishment of a Highways Asset Working Group by the Environment PDS Committee to consider matters concerned with street lighting, street signage and energy efficiency, and requested the Improvement and Efficiency Sub-Committee investigate further ways of reducing energy consumption and look at the benefits associated with renewable energy generation, feed in tariffs and other similar measures.

Members discussed a range of issues around the reduction of carbon emissions. The Chairman queried how annual avoided spend differed from annual savings. The Environmental Development Manager explained that the actual savings generated would be impacted by a range of factors such as increased energy prices or consumption, but that any increased cost would be mitigated by the energy efficiency measures taken (and be avoided spend). Where the reduction in consumption from energy efficiency measures outweighed factors that increased costs, then a true saving would be made. The introduction of energy efficiency measures would also realise additional savings through a reduced Carbon Reduction Commitment 'tax'. With regard to the Carbon Reduction Commitment scheme, Members expressed concern around how schools would be supported to reduce carbon emissions.

A Member queried the data available around levels of energy use and the impact of energy efficiency measures for different Council buildings. The Environmental Development Manager confirmed that a range of data was held on energy usage, and a LASER Bureau Service was being introduced to develop a comprehensive database of the entire energy meter estate which would support stronger data management and analysis in future.

The Chairman noted that issues around regular meter reading had been

highlighted as a concern at the recent 'Ideas Aloud' event. The Environmental Development Manager confirmed that more than 95% of meters across Council sites had now been identified, and efforts were being made to identify any remaining meters by 31st March 2011. The Chairman highlighted the potential to use meters to recharge actual energy costs to managers to promote reduced energy usage. The Environmental Development Manager confirmed that sub-metering was not undertaken on the Civic Centre site, but there was potential for more accurate reporting of energy consumption at distinct sites, such as library buildings.

In terms of potential third tranche projects, the Environmental Development Manager confirmed that a recent Carbon Trust survey had identified inefficient lighting across the Civic Centre Site, and work to install more efficient lighting was proposed. A Member queried whether other companies might provide similar survey work across the Council. The Environmental Development Manager confirmed that a range of organisations had offered surveys, including the London Development Agency through its RE:FIT programme, but subsidised surveys were becoming less common.

Members noted the good progress made in reducing the Council's carbon emissions during 2009/10 and highlighted the potential to publicise the savings made through the Carbon Management Fund, as well as those delivered at other sites across the borough as 'good news' stories.

RESOLVED that:

- 1) progress in work carried out on the first and second tranche Carbon Management Funded projects and comments on proposed third tranche Carbon Management Funded projects be noted;**
- 2) that a further annual report be provided to Improvement and Efficiency Sub-Committee in December 2011 detailing progress on all Carbon Management funded projects and proposals for fourth tranche projects for 2011/12 and beyond.**

36 ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE

CEO1167

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

Regarding the Agency Staff workstream, the Assistant Director: Organisational Improvement confirmed that Human Resources had issued a revised vacancy management procedure in September 2010, and work was being undertaken to fill short term vacancies with redeployed staff rather than those recruited through an agency. It was anticipated that in 2011/12 the spend on agency staff would decrease significantly. Councillor Bennett highlighted the cost implications of recruiting consultants and suggested short term contracts should be used in

instances where staff with specialist knowledge were required.

With regard to work around the Customer Contact Centre service migration, the Landscape Helpdesk would be migrated into the Customer Contact Centre in April 2011. The back-office function of the Registrars Service would be migrated into the Customer Contact Centre in Summer 2011, following implementation of a new e-booking system for the service. The potential for future migrations of services that experienced a high volume of calls or a high proportion of abandoned calls were being considered, and included housing, planning, building control and the school admissions service. A Member highlighted the importance of identifying the reason callers were contacting the Council, as high levels of calls might be better addressed by producing targeted information. Members requested a future item on customer contact across the organisation.

Phase 1 of the Voice Recognition project for internal use across the Council had now been live for over 6 months and was well-used with a success rate of 80%. Phase 2, which would expand the Voice Recognition switchboard function for external use by members of the public would go live in mid-January 2011, subject to successful completion of User Acceptance Testing.

The Shared Services project with the London Boroughs of Bexley and Croydon was progressing, and the potential to jointly deliver some back-office services was being considered. The South East London Group was working to map contract spend by Councils across the region to support future joint-contracting exercises. Councillor Bennett highlighted the potential for outsourcing and encouraging staff to set up social enterprises to deliver Council services. Councillor Bennett also underlined savings that could be delivered through increased digitisation of information to reduce both printing and storage costs, for example, moving to print-on-demand for Council information leaflets.

The Assistant Director: Organisational Improvement confirmed that following the announcement of the merger of Legal, Democratic and Customer Services Department with the Resources Department, further exploratory work would be undertaken to ensure the correct organisational structure was in place to deliver Members' objectives.

RESOLVED that the progress made to date on projects led by the Organisational Improvement Programme be noted.

37 'TELL US ONCE' PROJECT - PRESENTATION

The Sub-Committee received a presentation on the 'Tell us Once' Project from the Improvement, Efficiency and Effectiveness Team Project Officer. The 'Tell us Once' Project was a national initiative being led by the Department for Work and Pensions (DWP), that aimed to provide a single point of contact for the notification of births and deaths. By attending an appointment with Registrars, up to 25 core agencies would be informed of a birth or death, supporting better customer service and a range of back office efficiencies. There would be no charge for this service.

Phase 1 of the project would support the notification of bereavements and would be delivered in June 2011. Phase 2 would support the notification of births in September 2011. A future phase was also being planned by the DWP to support change of address notification.

Members discussed the 'Tell us Once' Project. In response to a query from Members, Officers confirmed the introduction of the initiative was being funded by the DWP, and that the only cost implication for the Council was in staff time for those working on the project. In response to a query about signposting the new service, the Project Officer confirmed that doctors' surgeries, hospitals and undertakers would be targeted to raise awareness around the 'Tell us Once' Project.

Councillor Bennett noted that Transport for London was not included in the list of core agencies involved in the project. The Project Officer confirmed that DWP was looking to include concessionary travel providers in the list of core agencies in future. The Chairman queried whether private institutions such as banks or private pension providers might be included in the scheme.

RESOLVED that the presentation be noted.

38 OFFICE ACCOMMODATION STRATEGY

CEO1166

The Sub-Committee received a report updating Members on the progress made around plans to improve the utilisation and efficiency of existing Council office accommodation on the Civic Centre site.

The Head of Improvement, Efficiency and Effectiveness confirmed that Civic Centre accommodation had been considered at the meeting of the Executive on 8th December 2010, and approval in principle had been granted to release £2m for the refurbishment programme to upgrade civic centre offices and release Ann Springman and Joseph Lancaster Buildings and the Old Town Hall by 2012/13. Proposals were also underway to amalgamate reception points across the Civic Centre site, which was being led by the Director of Legal, Democratic and Customer Services. Work was currently being undertaken with Directors to identify the accommodation needs of their Departments, with storage becoming a particular concern. The Public Protection Division would be reducing the amount of office space occupied by 50% by the end of January 2011, and reducing some of their ICT resources. The space freed up would provide some additional accommodation which could be used by staff moving temporarily out of North Block whilst refurbishment works were undertaken.

In response to a question about the potential for Ann Springman and Joseph Lancaster Buildings to be leased to key partners, the Head of Improvement, Efficiency and Effectiveness confirmed it was unlikely the space would meet the needs of potential tenants but that any opportunities would be considered prior to final proposals being developed. Talks were also ongoing to accommodate

representatives of Public Health and GP Consortia on the Civic Centre site and the implications of this were factored into future plans. In response to a question from a Member, Officers confirmed that new office furniture would be provided to maximise the efficient usage of open plan office space where appropriate, however any displaced office furniture would be reused.

RESOLVED the update on the Office Accommodation Strategy be noted.

39 CORPORATE WEBSITE - VERBAL UPDATE

The Sub-Committee received an update on progress in developing the new corporate website.

The Senior Improvement, Efficiency and Effectiveness Analyst confirmed that significant progress had been made in developing the new website, including the review of existing website content, a design survey which had consulted over 100 people including Members, the design studio, service managers and web editors, and the completion of final designs. The new website would incorporate more images, including the use of video and social media, have an 'uncluttered' feel and provide increased access to self-service options. A Member was concerned the use of video might cause those accessing the website through smartphones and PDAs to exceed their usage, which could have cost implications.

Members discussed the design of the new website and the Chairman queried whether members of the public had been consulted as part of the design survey. The Senior Improvement, Efficiency and Effectiveness Analyst confirmed that the design of the website was flexible and that feedback from members of the public would be acted on following the launch of the new site on 1st April 2011. A Member suggested residents' associations be approached to provide their comments on the new website.

A Member queried whether analysis had been undertaken around the usage of the existing website. The Senior Improvement, Efficiency and Effectiveness Analyst confirmed that 'heat maps' of the website that identified the most popular pages had been developed to inform the build. Another Member queried whether the website could be updated out-of-hours. The Assistant Director: Organisational Improvement confirmed that in the event of a serious incident, the website would be updated as part of the emergency communications strategy. The new website could also be updated from a remote location if required. Councillor Bennett noted that other technologies such as SMS messaging could also be used to support stronger communications.

RESOLVED that the progress made on developing the new corporate website be noted.

The Meeting ended at 9.27 pm

Chairman

Agenda Item 5

Report No.
LDCS11069

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Improvement & Efficiency Sub Committee

Date: 20th April 2011

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

MATTERS ARISING FROM PREVIOUS MEETINGS

Minute Number/Title	Decision/ Agreement	Update	Action by	Completion Date
28 Internal Audit and Value for Money Reporting: Report LDCS10180 (from the minutes of I&E Sub Committee on 13 th October 2010)	A Member requested that the outcomes from the new approach to Value for Money reporting be reviewed in due course.	Outcomes from the new approach to Value for Money reporting to be reported to Improvement and Efficiency Sub Committee.	Organisational Improvement Team	April 2011
33 Minutes of the Meeting held 13th October 2010 (from the minutes of I&E Sub Committee on 19 th January 2011)	A Member requested that the progress made against issues identified at the 'Ideas Aloud' events delivered as part of Customer Service Week be reported.	Progress against issues identified to be reported to Improvement and Efficiency Sub Committee.	Organisational Improvement Team	April 2011
35 Carbon Management Fund: Progress Report 2010 (from the minutes of I&E Sub Committee on 19 th January 2011)	At its meeting on 12 th January 2011, the Executive requested the Improvement and Efficiency Sub-Committee investigate further ways of reducing energy consumption and benefits associated with renewable energy generation, feed in tariffs and similar measures.	Further ways of reducing energy consumption and benefits associated with renewable energy generation, feed in tariffs and other similar measures to be reported to Improvement and Efficiency Sub Committee.	Organisational Improvement Team	April 2011
36 Organisational Improvement Programme Update (from the minutes of I&E Sub Committee on 19 th January 2011)	Following consideration of an update around Customer Contact Centre migration, Members requested a future item be provided on customer contact across the organisation.	An item on customer contact across the organisation be reported to Improvement and Efficiency Sub Committee.	Organisational Improvement Team	April 2011

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Report No.
ES11052

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: I&E Sub-committee

Date: 20 April 2011

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

Title: ENERGY REDUCTION & RENEWABLE ENERGY GENERATION

Contact Officer: Alastair Baillie, Environmental Development Manager
Tel: 020 8313 4915 E-mail: alastair.baillie@bromley.gov.uk

Chief Officer: Nigel Davies: Director Environmental Services

Ward: All

1. Reason for report

- 1.1. In January 2011 (ES10189), the Executive resolved (minute 143) that:
'IE&E sub-committee be requested to investigate further ways of reducing energy consumption and look at the benefits associated with renewable energy generation, Feed in Tariffs (FITs) and other similar measures.'
 - 1.2. This report therefore identifies those energy efficiency and renewables projects which have most potential to address this resolution.
-

2. RECOMMENDATIONS

That I&E sub-committee:

- 2.1 Considers this report and the projects set out in paragraphs 3.20 and 3.27 and identifies (on the basis of current capacity) one energy efficiency project and one renewable energy project for further investigation;
- 2.2 Receives a further report at its 26 October 2011 meeting to consider in greater detail the costs and benefits of the selected projects.

Corporate Policy

1. Policy Status: N/A.
 2. BBB Priority: Quality Environment. Excellent Council
-

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Environmental Sustainability
 4. Total current budget for this head: £159k (staffing)
 5. Source of funding:
-

Staff

1. Number of staff (current and additional): <1fte
 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 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

Background

- 3.1 Members will be aware that significant activity is already undertaken on energy efficiency through Property's planned and reactive works and the Council's Carbon Management Programme. These work streams use existing resources (both financial and staff) to maintain the integrity of the Council's buildings and to deliver reduced energy consumption and carbon emissions.
- 3.2 At its January 2011 meeting, the Executive resolved (minute 143) that 'IE&E sub-committee be requested to investigate further ways of reducing energy consumption and look at the benefits associated with renewable energy generation, Feed in Tariffs (FITs) and other similar measures.'
- 3.3 This Executive request to further reduce energy consumption and costs reflects:
- a need to take action to avoid unnecessary revenue costs in the current economic climate
 - the assumption that energy prices will continue to rise for the foreseeable future
 - an awareness that consumption (and therefore costs) will rise unless action is taken
 - the availability of newly emergent and increasingly efficient energy technologies
 - the availability of government financial incentives for both heat and electricity generation
 - a desire to show community leadership in addressing these issues
- 3.4 This report, therefore, examines how the Council can fast-track the installation and operation of energy efficiency and/or renewable energy technologies in its operational property, with a view to avoiding unnecessary revenue costs and carbon emissions.
- 3.5 Energy surveys have already been undertaken at Bromley Civic Centre and the Walnuts, Orpington which have identified potential projects. In addition, opportunities for solar photovoltaic installations could be identified if a mapping exercise were undertaken.
- 3.6 This desk-based scoping report identifies potential opportunities in both the energy efficiency and renewables sectors (see paragraphs 3.20 and 3.27) which would allow the Council to progress further and faster than currently planned in meeting this challenge.
- 3.7 The intention of this report is to identify the projects which have most potential. Officers will come back to committee to present more detailed and costed proposals in October 2011.
- 3.8 It should be noted that street lighting and schools have been excluded from the scope of this report – which is aimed at increasing the efficiency of the Council's operational property.
- 3.9 A number of issues will be addressed in the proposed October 2011 report and meeting including:
- which projects should be initiated
 - how to fund such projects
 - the future prospects for government energy incentive schemes
 - whether to involve third parties in delivery (e.g. an Energy Service Company or local businesses)
 - project management resources (the projects couldn't be delivered with current capacity).
 - integration with planned Property and Carbon Management activities
 - future occupancy of the Civic Centre and other sites

Energy Efficiency versus Renewable Energy

- 3.10 Members should be aware that energy efficiency projects, such as condensing boilers or insulation, typically have a much better financial rate of return than renewable energy projects, such as solar power. For this reason, most Council investment (both property works and carbon management activity) has focussed on energy efficiency projects – especially those with a short payback period.
- 3.11 For instance, a solar photovoltaic installation might pay-back in, say, 10 years (assuming Feed-in-Tariff and electricity bill savings) while an efficiency project such as evaporative cooling of the server room might payback in less than one year: which is clearly a better investment proposition.
- 3.12 This remains true but the difference between the two sectors is becoming less marked as:
- the quick wins in the efficiency sector are achieved, leaving only projects with a longer payback
 - renewable technologies quickly become more efficient and attractive
 - the government financially rewards those who generate their own local heat and power (see Government Incentives below) and this has significantly improved the viability of renewable energy installations.
- 3.13 So, while the Council should continue to focus its efforts on energy efficiency projects because they are generally more cost-effective, renewables projects are becoming increasingly attractive and are therefore included in this report.

Government Incentives

- 3.14 Feed in Tariffs (FITs) came into effect on 1 April 2010 and have been introduced to provide a financial incentive for homeowners, businesses and organisations to make use of small-scale electrical renewables (less than 5MWh), and help the Government meet its renewable energy targets. Eligible renewable energy generators are paid a fixed rate for any electricity they produce and use (generation tariff – see Table 1) by energy suppliers. Additional income is earned if any surplus energy is exported back to the national grid (export tariff – which is set at a lower rate).

Table 1: Subset of Generation Tariffs for Systems Installed before April 2012

Energy Source	Scale	Generation Tariff (p/kWh)	Duration (yrs)
Anaerobic digestion	≤500kW	11.5	20
Anaerobic digestion	>500kW	9.0	20
Hydro	≤15 kW	19.9	20
Hydro	>2MW - 5MW	4.5	20
Micro-CHP	<2 kW	10.0	10
Solar PV	≤4 kW new	36.1	25
Solar PV	≤4 kW retrofit	41.3	25
Solar PV	>100kW - 5MW	29.3	25
Wind	≤1.5kW	34.5	20
Wind	>1.5MW - 5MW	4.5	20
Existing generators transferred from RO		9.0	to 2027

kW = kilowatt, MW = megawatt

- 3.15 The FITs provide a long-term incentive – most technologies will receive support for 20-25 years, after which the technology will be re-assessed. Tariffs are set to deliver an approximate rate of return of 5-8% for each technology. The allocated tariff will increase in nominal terms to reflect inflation. The FITs scheme is intended to replace, not supplement, public grant schemes. To ensure value for money for consumers and compliance with EU law on state aid, it is generally not possible for a generator to benefit from both FITs and a grant from a public body.
- 3.16 On 7 February 2011, the Government announced the start of the first review of the FITs scheme. The review will be completed by the end of 2011, with tariffs remaining unchanged until April 2012 (unless the review reveals a need for greater urgency). Any installations made before the changes come into force should not be affected.
- 3.17 The Renewable Heat Incentive (RHI) was announced by the Government on 10 March 2011. It is the first financial support scheme for renewable heat in the world and will provide long-term financial support to renewable heat installations to encourage the uptake of renewable heat. The regulations which underpin this scheme should be approved by Parliament in summer 2011 and the scheme will be introduced shortly thereafter. The Gas and Electricity Market Authority (Ofgem) will administer the scheme.
- 3.18 The key aspects for the non-domestic sector are:
- Payments to be claimed by, and paid to, the heat installation owner (Table 2 for tariff levels)
 - Payments will be made quarterly over a 20-year period
 - For small and medium-sized installations (< 45kWth), both installers and equipment have to be certified under the Microgeneration Certification Scheme or equivalent standard
 - Tariff levels have been calculated to bridge the financial gap between the cost of conventional and renewable heat systems
 - Heat output to be metered and the support calculated from the amount of heat used for eligible purposes, multiplied by the tariff level
 - Biomass installations of >1 MWth capacity will have to report quarterly on the sustainability of their biomass feedstock for combustion and where they are used to produce biogas
 - Eligible non-domestic installations completed after 15 July 2009, but before the start of the RHI, will be eligible for support as if they had been installed on the date of its introduction

Table 2: RHI Tariff Levels Available at The Introduction of the Scheme

Tariff name	Eligible technology	Eligible sizes	Tariff rate (p/kwh)	Tariff duration (years)	Support calculation
Small biomass	Solid biomass; Municipal Solid Waste (incl. CHP)	Less than 200 kWth	Tier 1: 7.6 Tier 2: 1.9	20	Metering Tier 1 applies annually up to the Tier Break, Tier 2 above the Tier Break. The Tier Break is: installed capacity x 1,314 peak load hours, i.e.: kWth x 1,314
Medium biomass		200 kWth and above; less than	Tier 1: 4.7 Tier 2: 1.9		

		1,000 kWth			
Large biomass		1,000 kWth and above	2.6		Metering
Small ground source	Ground-source heat pumps; Water-source heat pumps; deep geothermal	Less than 100 kWth	4.3	20	Metering
Large ground source		100 kWth and above	3		
Solar thermal	Solar thermal	Less than 200 kWth	8.5	20	Metering
Biomethane	Biomethane injection and biogas combustion, except from landfill gas	Biomethane all scales, biogas combustion less than 200 kWth	6.5	20	Metering

kWth = kilowatt thermal

Renewables Sector: Good Practice

3.19 Renewable technologies are becoming more cost effective and there are numerous examples of best practice in this field (see Appendix 1). From this, it would appear that solar photovoltaics and wind turbines are the main focus, with a lesser focus hydro-electric power and combined heat and power (CHP). The majority of the latest projects appear to be taking advantage of the FITs. Wrexham Council for example, are generating income from FITs with solar photovoltaic installations on 3,000 council houses. The Council has estimated the panels will generate a net income of £25.7m over 25 years through the FITs scheme.

Renewable Energy Proposals

3.20 Five proposals are made in priority order for fast tracking possible renewable energy projects. Members are asked to select one for further investigation.

- Photovoltaic energy at the Civic Centre
- Photovoltaic energy at the Central Depot
- Small-scale Photovoltaic energy (e.g. BEECHE)
- Solar Farm
- Partnership for Renewables (PFR) - Carbon Trust

3.21 Photovoltaic Energy at the Civic Centre: A site inspection by a certified installer in October 2008 demonstrated the potential benefits of installing roof-mounted PV on North Block.

Table 3: North Block PV installation (estimated data)

System Size	9.46kWp (kilo watt peak)
Active Area	65m ²
Cost per kWp	£3,800
Investment Cost	c.£36k
Annual energy generation	8,120 kWh
Annual CO ₂ saving	4.2t
Annual FIT benefit	£3,353* <i>Can't claim FIT if claiming CRC allowances</i>
Annual Saving on electricity bill	£812 (10p/kWh x 8,120 kWh)
Annual Maximum benefit	£4,165 (FIT + Electricity cost saving)
Payback	8.64 years

**This only accounts for the Generation Tariff since it is highly unlikely that the Civic Centre will ever have a sufficiently low base load to attract the Export Tariff. It also assumes that electricity costs stay at 10p/kWh.*

- 3.22 Stockwell Building was also identified as having the potential for a slightly smaller, 20kWp system. The best opportunity on the Civic Centre site, however, remains the North Block, especially as it is currently being refurbished.
- 3.23 Photovoltaic energy at the Central Depot: Property Division are in the early stages of investigating the feasibility of installing roof-mounted PV panels to the main buildings at Central Depot. A detailed study on the building structure and costs is required, but early estimates suggest a potential to generate in excess 150,000 kWh of carbon neutral energy each year from the site. Since there are different roofs it is likely that this will emerge as several smaller projects.
- 3.24 Small-scale Photovoltaic energy (e.g. BEECHE): The [Budget Consultation Overview](#) / public meeting response [Our borough, our future 2010](#) referenced 'Developing the use of sustainable technologies through education'. BEECHE already has a Biomass Boiler. A variety of technologies could be installed to make the site carbon neutral and demonstrate to the public how the technologies work (to encourage domestic renewables uptake). Installations could be fitted to other public-facing buildings such as libraries. Calculations for a 3m² (1.1kWp) roof-mounted system, based on estimated data, show the following:

Table 4: Small-scale PV installation (estimated data)

Investment in 1.1kWp System:	£7,077	
Electricity Saving and FIT Benefits per annum:	£464	
Payback Time:	11yrs 11mths	
Total Avoided Spend & Income Over 25 years:	£13,005 7.35% per year (4.17% AER)	

- 3.25 Solar Farm: A Solar Farm is the term used for a large, usually floor-mounted, PV system. If the council has land available this might be an option. The current FITs review will have a large bearing on the estimated figures below. Several other councils have instigated such projects (see Best Practice Appendix 1).

Table 5: Solar Farm Installation (estimated data)

Investment in 250 kWp System:	£910,887	
Electricity Saving and FIT Benefits per annum:	£79,030	
Payback Time:	9yrs 6mths	
Total Avoided Spend & Income Over 25 years:::	£2,655,863 11.66% per annum (5.46% AER)	

- 3.26 Partnership for Renewables (PFR) - Carbon Trust: 'Partnerships for Renewables' suggest that the public sector can play a significant part in the effort to increase renewables capacity in the UK as public sector bodies own around 10% of the land in the UK (over one million hectares) and thousands of buildings. 'Partnerships for Renewables' work in partnership with public sector bodies throughout the entire development process and covers all development costs. The Partnerships for Renewables package has been designed specifically for the public sector. It has been tailored to meet public procurement guidelines and to demonstrate best-value throughout the development process. Working with Partnerships for Renewables is the simplest and lowest risk way for public sector bodies to access the renewable energy potential of their land and to harness the economic and environmental benefits associated with renewable energy development. Although all renewables are considered, projects to date have always been wind energy, since this has the best economic case.

Energy Efficiency Proposals

3.27 Four proposals are made in priority order for fast tracking possible energy efficiency projects. Members are asked to select one for further investigation.

- Walnuts Boiler Plant Upgrade Only
- Walnuts Boiler Plant Upgrade and Expansion
- Voltage Optimisation (Various)
- Lighting Upgrade (Stockwell)

3.28 Walnuts Boiler Plant Upgrade Only: An in depth study of replacement options for the 30 year old Walnuts' District Heating System is currently underway. Final figures on costs and savings are due by the end of the summer but provisional estimates indicate high capital investment coupled with attractive, though varying, energy-cost and carbon savings, depending on the option chosen. There are two options for replacing the boilers: to install gas-fired condensing boilers or to biomass-fuelled condensing boilers. The gas boiler is much more cost effective both compared with the existing plant and the biomass plant. However the biomass boiler would be better in carbon terms. Note that the biomass option would benefit from the Renewable Heat Incentive, making the avoided spend and payback far more attractive.

Table 6: Summary of Major Works at Walnuts options (estimated data)

Option	Investment Cost	Avoided spend p.a.	Avoided carbon t.p.a.	Renewable Heat Incentive	Payback (years)
Gas-fired condensing boiler	£189,750	£54,308	353	N/A	3.49
Biomass-fuelled condensing boiler*	£725,000	£54,308	1,014	£113,529	4.31

* The higher costs for Biomass partially relate to site works which aren't necessary for gas. A full business case will include more in depth appraisal of on-costs such as the price of sourcing local biomass fuel.

3.29 Walnuts Boiler Plant CHP: The option to generate electricity and provide local heating using a Combined Heat and Power Plant is under investigation. There are two options:

- to install a single 500kW electrical unit which would provide heat and electricity for the properties currently served by the boiler plant
- to install a second boiler to allow the network to be extended to local businesses and community users as a district heating scheme (with electricity being used by existing users).

Table 7: Combined Heat & Power (estimated data)

Option	Investment Cost	Avoided spend p.a.	Avoided carbon t.p.a.	Renewable Heat Incentive	Payback
Single Unit	£1,101,000	£140,378	737.3	N/A	7.8

- The second unit would have similar costs and would potentially have further monetary benefits such as being able to sell heat to others in the areas.
- Combined Heat and Power Plants are not eligible for the Renewable Heat Incentive but biomass powered CHP Plants would benefit and could be investigated further.

3.30 Voltage Optimisation projects (small scale): Just as the Civic Centre avoids around £40k p.a. energy spend through having voltage optimisation units, other smaller sites such as libraries could benefit. Provisional estimates, based only on annual energy consumption and site size show:

Table 8: Voltage Optimisation Opportunities (estimated data)

Building	Cost	Energy Cost Saving	Carbon Saving	Payback
Princes Plain EDC	£4,468	£1,217	7	3.7
Anerley Town Hall	£4,468	£1,024	6	4.1

3.31 Upgraded Lighting (Stockwell Building): North Block is due to have replacement lighting as part of the office refurbishment and other opportunities exist around the Civic centre for significant improvements. Upgrading Stockwell Building, for example, would yield large savings with a payback in the region of five years. Such a project would involve disruption to staff working which would need to be addressed.

4. POLICY IMPLICATIONS

- 4.1 The Quality Environment section of the Council’s ‘Building a Better Bromley 2020 Vision’ states that: ‘we are also determined to work together in reducing energy consumption’ and ‘reducing energy use’ is also identified as an issue to be tackled and how we will judge success.
- 4.2 This report also accords with Executive-approved policy set out in the Council’s Carbon Management Programme, which states: “In support of Building a Better Bromley, our vision is for the Council to lead the local community by significantly reducing our carbon footprint to become a low carbon council over time. This vision will be achieved by developing energy efficient technical solutions to council operations and engendering a low carbon culture among all staff.”
- 4.3 Undertaking energy efficiency activity will place the Council in an improved position with regard to complying with, and reducing liabilities under, the Carbon Reduction Commitment Energy Efficiency Scheme (Executive Reports ES09101 December 2009, and ES10189 January 2011).

5. FINANCIAL IMPLICATIONS

- 5.1 This report does not ask Members to make any financial decisions: this will be addressed in the proposed October 2011 report. However, Members will wish to note that a number of factors make energy efficiency and renewable initiatives increasingly financially attractive including:
- their value of combating increasing energy prices and controlling revenue costs
 - the rate of return on energy investment, which is currently better than bank interest rates
 - the income from government incentives for electricity and heat generation (FITS & RHI)
- 5.2 Officers use the term ‘avoided spend’ rather than ‘savings’ in relation to energy efficiency activities. Such initiatives certainly generate ‘savings’ insofar as they avoid costs which would otherwise have incurred had we not taken action. However, they would only deliver savings against budget if there had been no overall increase in consumption (due to other factors) or an increase in energy prices.
- 5.3 Consideration will need to be given to both the investment and operational cost of any proposal and also to any staff costs associated with managing such projects.

Non-Applicable Sections:	Legal Implications & Personnel Implications
Background Documents: (Access via Contact Officer)	Executive Report ES10188: Carbon Management Programme Progress Report 2009/10 Executive Report ES10189: Carbon Reduction Commitment Scheme 2010 Annual Report IE&E Report ES08185: Carbon Management Programme: First Tranche Projects IE&E Report ES09102: Carbon Management Fund: Progress Report 2009 IE&E Report ES10102: Carbon Management Fund: Progress Report 2010

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**LONDON BOROUGH OF BROMLEY
IE&E SUB-COMMITTEE: 20 APRIL 2011**

**ENERGY REDUCTION & RENEWABLE ENERGY GENERATION: REPORT ES11052
APPENDIX 1: COUNCIL RENEWABLE ENERGY PROJECTS (BY SECTOR)**

SOLAR PHOTO-VOLTAICS & SOLAR THERMAL

Cornwall County Hall: Solar Panels

Cornwall Council is paving the way for a revolution in renewable energy with the installation of banks of solar panels on the roof of New County Hall. The 130 photo-voltaic panels will convert the above average levels of Cornish light into electricity that will power lights and computers in the Council building.

<http://www.cornwall.gov.uk/default.aspx?page=24157>

Cornwall County Council: Solar Farm

Cornwall Council is likely to become the first local authority in the UK to develop a large scale solar farm. The Cabinet of Cornwall Council approved the final business case for the solar farm at the Cabinet meeting 13 October 2010. Alec Robertson, Leader of Cornwall Council, said: "This is a huge opportunity for the Council, not just financially in terms of generating income that can be spent on frontline services, but also in terms of our green ambitions. This is an excellent example of Cornwall leading the way."

<http://www.cornwall.gov.uk/Default.aspx?page=25943>

Cherwell District Council: Solar Panels

Cherwell District Council intends to install solar panels on five of its buildings, which it hopes would generate enough electricity to run them. So far the technology is being used on one building, Thorpe Lane depot, in Banbury. Now councillors are looking to expand the energy system to more of its buildings, including its Bodicote headquarters and Banbury Museum, in Castle Quay shopping centre, its sports centres and other buildings at Thorpe Lane.

http://www.thisisoxfordshire.co.uk/news/8866941.Council_looks_to_install_solar_power/

Wrexham Council: Council Housing Solar Panel Scheme

Solar panels will be installed on the roofs of 3,000 council houses in Wrexham. Wrexham council gave the go-ahead for the project, which it is hoped will reduce carbon dioxide levels. The council will receive an income through a UK government scheme which allows surplus energy to be sold. The local authority has estimated the panels will generate a net income of £25.7m over 25 years. It is hoped installation will be completed by early 2013.

http://news.bbc.co.uk/local/northeastwales/hi/people_and_places/newsid_9400000/9400794.stm

Northampton Borough Council: Solar Panels on Council Housing

Some council houses in Northampton could have solar panels fitted to their roofs as part of a £300k carbon reduction project planned by Northampton Borough Council. The council is currently discussing the feasibility of putting solar panels on all south-facing council houses.

http://www.northamptonchron.co.uk/news/local/some_council_homes_to_get_solar_panels_1_2432242?commentspage=2

Taunton County Hall: Solar Panels

In May 2004, a Photovoltaic array was installed on the roof at County Hall, Taunton. The 142 m² PV system contains 120 cells should generate up to 19,000 kilowatt hours electricity each year, which will in turn save 8 tonnes of carbon dioxide emissions.

<http://www.somerset.gov.uk/ir/public/services/directory/service?rid=wpcontent/Sites/SCC/Web%20Pages/Services/Services/Environment/County%20Hall%20solar%20panels>

Wokingham Borough Council: Solar Panels for Schools

Wokingham Borough Council plans to install solar panels at two schools: The Forest School in Robin Hood Lane, Winnersh, and Waingels College in Chequers Way, Woodley.

http://www.getreading.co.uk/news/s/2087578_solar_panels_to_cut_councils_carbon_emissions

Waverly Borough Council: Solar Panels Installation

Waverly Borough Council has announced plans to install solar panels on the roofs of some of its council housing in Godalming, Cranleigh, Haslemere and Farncombe. It estimates tenants will save between £80 and £125 p.a. on their electricity bills. The authority said surplus power created by the panels would also be fed back into the national grid.

<http://www.bbc.co.uk/news/uk-england-surrey-12086079>

London Borough of Merton: Solar Panels at three Schools

The borough announced it will become a local power provider; installing solar power from Solarcentury on three of its schools. This will not only provide clean renewable energy but also generate an income of ~£8,000 p.a. for 25 years. Merton's Low Carbon Zone pilot will own two of the systems, on Haslemere and Lonesome Primary Schools, and will host solar on the third school roof, Benedict Primary.

<http://www.solar4schools.co.uk/news/News/Councils-urged-to-create-income-from-solar-power>

Dorset County Council: Rainscreens incorporating Photovoltaic Panels

Rainscreens incorporating solar photovoltaic panels have recently been installed in the redevelopment of The Blandford School in Dorset. The rainscreens form part of the façade on the new extension.

<http://www.buildingdesign-news.co.uk/2010/45-Telling-Rainscreen-facades-Photovoltaic-solar-panels-cladding-News-091110.asp>

WIND TURBINES

Bristol City Council: Avonmouth Wind Turbine Project

In January 2009, the Energy Management Unit gained planning approval to build two wind turbines in Avonmouth. The development is a flagship development for the council and is a meaningful contribution to Bristol City council's target for installed capacity and active promotion of sustainable energy future.

<http://www.bristol.gov.uk/ccm/content/Business/avonmouth-wind-turbines-proposal.en.jsessionid=E8D404DEC3EA311DC54EFB43DA115BAF.tcwwwaplaws2>

Ipswich Borough Council: Wind Turbine Plans

Ipswich Borough Council has announced it is working with renewable energy developer Partnerships for Renewals to test land adjacent to the A14 at Thorington Barn, Belstead. The council will be consulting local residents in March 2011. Initial studies into building the trio of turbines found this could generate enough electricity to power 3,600 homes.

http://www.eadt.co.uk/news/ipswich_council_to_test_a14_site_for_three_wind_turbines_1_811185

Cambridgeshire County Council: Wind Turbines on Farm Estates

Cambridgeshire County Council is looking to use its Farm Estate land for wind turbines. It is in talks with farmers and local planners about potential developments in Crowtree Farm, Farcet, and Morleys Farm, Warboys, as well as two other sites in the county. If all four sites are given the go-ahead the council believes it could generate £700,000 p.a.

http://www.peterboroughtoday.co.uk/news/environment/wind_farm_sites_identified_by_council_1_2419976

Skeffling Village Hall and Community Centre: Wind Turbine

The wind turbine has been operating since March 2007 and the performance has, on average, exceeded the forecast of 8MWh p.a. The energy produced powers the hall and surplus is exported to the grid. The income is retained for maintenance and eventual future replacement of the turbine, making the installation completely sustainable.

<http://www.lowcarbonbuildings.org.uk/Case-Studies-and-Statistics/Stream-1-communities/Wind-turbine>

HYDRO-ELECTRICITY

Stockport Council: Hydro-Electric Power

The weirs at Otterspool and Stringer near Vernon Park were identified in the feasibility study as viable for hydro-electric power. Together these two schemes have the potential to generate approximately 500,000 units (kWh) of electricity p.a. - enough to power the average needs of about 125 houses.

<http://www.stockport.gov.uk/newsroom/hydroelectricpower>

Guildford Tollhouse: Hydro Project

In 2006 a new turbine was installed in the Toll House which generates electricity by utilising the flow of water in the river Wey. This renewable energy microgeneration scheme produces enough electricity to power 50 households every year. The electricity produced by the turbine goes into the local network. On average the turbine should generate 260,000 kilowatt hours p.a. , the investment pay back period is approximately 10 years.

<http://www.guildford.gov.uk/hydroproject>

Dumfries and Galloway Council: Hydro Plan at River Nith

Dumfries and Galloway Council is set to explore proposals for a hydro-electric power plant on the River Nith. The local authority has been approached by an unnamed energy firm about harnessing water flow over a weir known locally as the "Caul". The proposals involve a small-scale 100kw scheme opposite the Whitesands in Dumfries.

<http://www.bbc.co.uk/news/uk-scotland-south-scotland-12615034>

Cardiff Council: Hydropower at River Taff

Plans for two new hydropower systems to be install in the River Taff in Cardiff are set to be unveiled as Cardiff Council awaits planning permission. It hopes to install the "fish-friendly" devices and yield 1.82 MWh of energy every year, as well as save up to 783 tonnes of CO2 emissions.

<http://www.energysavingtrust.org.uk/Resources/Energy-saving-news/Renewable-energy2/Plans-for-hydropower-at-Cardiff-s-River-Taff>

COMBINED HEAT & POWER

Greenwich Tower Blocks: Combined Heat and Power Systems

At two tower blocks in Glyndon Road and Raglan Road, Combined Heat and Power (CHP) systems have been installed. The systems generate heat to supply hot water to, the two tower blocks, Elmley Street tower block and flats/marionettes at The Firs, The Limes, The Willow and The Redwoods

<http://www.greenwich.gov.uk/Greenwich/YourEnvironment/GreenerGreenwich/GreenProjectsAroundTheBorough/>

City of London: Combined Heat and Power

The City of London pipes heat from a natural gas-fuelled combined heat and power station to major public buildings, saving approximately 3,000 tonnes of CO2 each year.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=24413410>

Tower Hamlets: Combined Heat and Power Heating Scheme

The Barkantine combined heat and power (CHP) district heating scheme replaced the original heating network that ran from the turn of the century to the end of the 60s. The new system supplies heating and hot water to around 500 homes. The Tower Hamlets council scheme was the first of its type in London when it started running in 2001.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=24412416>

Aberdeen City Council: Combined Heat and Power

Hundreds more homes in Aberdeen are switched on to improved heating and cheaper power. Hazlehead's £1.6 million Combined Heat and Power system was switched on 28th April 2006 - delivered by council-backed not-for-profit company Aberdeen Heat & Power Ltd.

http://www.aberdeencity.gov.uk/CouncilNews/ci_cns/pr_city_turned_on.asp

BIOMASS HEATING

Lincolnshire County Council: Biomass Scheme

Since its launch in autumn 2005 the Lincolnshire Green Heat (LiGHT) scheme has played a significant role in establishing biomass in Lincolnshire. By the end of the financial year it is expected that there will be 25 biomass projects completed in Lincolnshire. These range from small schemes heating a few buildings to large schemes providing heat to hospitals, greenhouses and historic buildings. The LiGHT programme is provided by Lincolnshire County Council and Lincolnshire Enterprise and is project managed by Rural Energy Trust Ltd.

<http://www.lincolnshire.gov.uk/residents/environment-and-planning/sustainability/current-sustainability-practice/lincolnshire-becomes-a-leading-biomass-light/43306.article>

Barnsley Metropolitan Council: Biomass Boilers

In 2004, Barnsley Metropolitan Council made a commitment to consider biomass heating systems for all new and refurbished buildings. Work done since has enabled a small wood-chip supply business to start up. Barnsley is also powering their main depot with wood-chip supply from tree waste in their parks.

<http://www.idea.gov.uk/idk/core/page.do?pagelid=24065124>

Bournemouth Borough Council: Biomass Boiler

The council biomass boiler will supply heat to Kingspark Nursery greenhouses and poly tunnels. The fuel will be local authority derived fuel. This is the first biomass boiler installation for Bournemouth Borough Council. The system will be fully operational by Q1 2011.

<http://www.imperativeenergy.com/index.php/news/news-article/bournemouth-county-council-choose-for-first-ever-biomass-boiler-installatio/>

Bristol City Council: Biomass Boilers

The city council has installed three biomass boilers and is looking to install more. The first biomass boiler installation, at Blaise Nursery, won the RegenSW Green Energy Award for 'Best Renewable Energy Project in the South West'. It is also the South West's first wood fuel station, processing wood chip for other biomass boilers installed by the council.

<http://www.bristol.gov.uk/ccm/content/Environment-Planning/sustainability/energy-renewable.en?page=4>

Worcestershire County Council: Biomass Installations

Worcestershire County Council has installed 10 biomass boilers since 1996, saving about 1,300kW and 800 tonnes of carbon p.a. It has now developed its own internal funding mechanism to allow schools to take advantage of the Renewable Heat Initiative.

<http://www.idea.gov.uk/idk/core/page.do?pagelid=24068743>

OTHER INITIATIVES

London Borough of Islington: District Heating Network

Islington Council plans to create a borough-wide district heating network, initially to supply cheaper and greener heating to more than 700 homes and two leisure centres using a gas-powered combined heat and power energy centre. The council will procure and own the heat network, giving Islington the option for expansion in the future. A contract for the work is expected to be awarded in Spring 2011.

<http://www.idea.gov.uk/idk/core/page.do?pagelid=24988282>

Cornwall Council Ground: Source Heat Pumps

In 2006 Carrick Housing began an ongoing programme to install ground source heating in rural properties that cannot get gas heating. Since then 311 properties in Cornwall have been retrofitted and seven council properties built with ground source heat pumps.

<http://www.idea.gov.uk/idk/core/page.do?pagelid=25213710>

Somerset Council / West Somerset Community College: Ground Source Heat Pumps

Heat pumps from Danfoss UK were specified by Somerset County Council for the Skills and Enterprise Centre, which is situated at the centre of The West Somerset Community College. Installing the heat pumps is part of a £5.4m investment and will provide a renewable source of heating and hot water for the new building.

http://www.plumbingpark.co.uk/plumbing_hvac_article12835.html

Newcastle City Council: Newburn Recycling Site Office

The office building at the green waste recycling site in Newburn is a sustainable building of timber construction, and incorporates an under floor heating system fed by solar thermal panels and a ground source heat pump.

<http://www.newcastle.gov.uk/core.nsf/a/energykeyaimf?opendocument>

Nottingham City Council: Energy Park

Nottingham City Council aims to build an energy park by 2013 to supply heat and power to local businesses using a variety of renewable technologies. It hopes to also attract sustainable businesses to locate at the site. <http://www.nottinghamcity.gov.uk/index.aspx?articleid=12940>

South Gloucestershire Council: New Council Offices

The new Badminton Road offices include solar panels, natural ventilation, rainwater harvesting and a biomass boiler amongst many other eco-friendly features and facilities. Whilst the building is expected to save the council up to £1.3 million p.a. , the use of a biomass boiler is just one of numerous energy saving initiatives that are expected to cut carbon emissions.

<http://www.homeheatingguide.co.uk/blog/south-gloucestershire-council-building-wins-environmental-award.html>

London Borough of Barking and Dagenham: Millennium Centre

Barking and Dagenham Council has been awarded a National Green Apple Award in recognition for its work around tackling the causes and impacts of climate change. The Council was commended for the environmental design and development of the new Leys Children Centre, Dagenham. The centre won the award for its innovative and effective design and the way it reduces its impact on the environment, cuts carbon emissions and slashes energy bills.

<http://www.lbbd.gov.uk/LeisureArtsAndLibraries/Parksandcountryside/Pages/MillenniumCentre.aspx>

London Borough of Brent: Sustainable Civic Centre

Opening June 2013, Brent's new Civic Centre aims to be the greenest public building in the UK with an outstanding standard against the British Standard BREEAM (Building Research Establishment Environmental Assessment Method). Including rainwater harvesting, solar shading, façade performance and combined cooling, heating and power utilising waste vegetable oil.

<http://www.brent.gov.uk/brentciviccentre.nsf/Pages/LBB-1>

Hackney Wick Area Action Plan

Hackney Wick could benefit from a 3MW biomass boiler, a 2MW wind turbine, and a variety of smaller scale renewable energy technologies integrated into the Olympic Park. The Combined (Cooling) Heat and Power (C(C)HP) engines located in the energy centre in Tower Hamlets, just south of the AAP area, will initially operate on natural gas but have the potential to be converted to run on syngas derived from biomass or from the non-recyclable biomass component of municipal or commercial waste.

<http://www.hackney.gov.uk/Assets/Documents/Hackney-Wick-Phase-1-AAP.pdf>

Newcastle: Geothermal Plans

Newcastle and Durham Universities plan to sink a borehole 6,562ft (2,000m) below the planned Science Central site, in the city centre. Scientists hope the £900,000 project will result in water at a temperature of about 80°C being available. The water could be used to heat the site and surrounding city centre buildings. The project team is hoping to pump the first hot water in June 2011.

<http://www.bbc.co.uk/news/uk-england-tyne-12547313>

New North Kesteven Council: Homes

North Kesteven District Council has opened five of 19 new homes after successfully bidding for House and Communities Agency funding. The five homes, which cost a total of £513,000 to build, were unveiled in Wellingore near Lincoln. A council spokesman said renewable technologies including air source heat pumps and solar thermal heating were used in the houses with a projected 44% saving in running costs for tenants.

<http://www.bbc.co.uk/news/uk-england-leicestershire-12416949>

Bradford Council: Europe's Largest Straw Bale Building

Work has started on Europe's largest straw bale building, near Eccleshill, above the river Aire valley in Bradford. The £4m project will house a new community centre for a socially deprived area of east Bradford as well as 14 workspaces for small enterprise "incubators" for fledgling businesses. The complex includes a ground-source heat pump and a rainwater catchment reservoir which will supply lavatories, showers and water for plants within the building. Extra energy will be generated by a solar PV array on the roof.

<http://www.guardian.co.uk/environment/2010/nov/02/europe-largest-straw-building?INTCMP=SRCH>

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LONDON BOROUGH OF BROMLEY
IE&E SUB-COMMITTEE: 20 APRIL 2011

ENERGY REDUCTION & RENEWABLE ENERGY GENERATION REPORT ES11052
APPENDIX 2: RENEWABLES EXTERNAL FUNDING TABLE

Source (hyperlinked)	Details	Weblink for further information (longform)
Feed-In Tariffs	Feed-In Tariffs are a payment for low carbon renewable energy electricity generation. Eligible renewable energy generators are paid a fixed rate for any electricity they produce and use (generation tariff) by energy suppliers. Additional income is earned if any surplus energy is exported back to the national grid (export tariff). Most forms of renewable electricity generated up to 5 megawatts are eligible. FITs are for anyone who generates their own energy onsite, be that a home, school or business.	http://www.fitariffs.co.uk/
Renewable Heat Incentive	As of July 2011 the Renewable Heat Incentive will come into force. RHI are a payment for low carbon renewable energy heat generation. After installation of a renewable heat system an estimate is made as to how much heat will be produced and a fixed payment amount based on the estimate is agreed. RHI is for everyone: schools, businesses, households etc.	http://www.rhincentive.co.uk/
Partnership for Renewables (Carbon Trust)	Partnerships for Renewables, a subsidiary of Carbon Trust Enterprises Limited, works exclusively with the public sector to develop and manage onsite renewable energy projects.	http://www.pfr.co.uk/
London Green Fund	The LGF will provide funding for two UDFs that will invest directly in waste and energy efficiency projects. The waste UDF (Foresight Environmental Fund) is currently operational, and £35 million has been allocated to it from the LGF. The Energy Efficiency UDF fund is expected to be up and running by summer 2011.	http://www.lda.gov.uk/our-work/european-funds/ERDF/jessica/index.aspx
RE:FIT	The purpose of RE:FIT is to assist public bodies in London to significantly reduce carbon emissions from their buildings. A framework of pre-selected energy service companies (ESCo) is provided to retro-fit energy efficiency measures in buildings. The ESCo guarantees a set level of energy and cost savings over an agreed payback period, thus providing a net saving longer term.	http://www.lda.gov.uk/projects/refit/index.aspx

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Agenda Item 7

Report No.
CEO1169

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Improvement and Efficiency Sub-Committee

Date: 20th April 2011

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

Title: **ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE**

Contact Officer: Chris Spellman, Assistant Director, Organisational Improvement
Tel: 020 8461 7942 E-mail: chris.spellman@bromley.gov.uk

Chief Officer: Doug Patterson, Chief Executive

Ward: Borough-wide

1. Reason for report

1.1 To update Members on the progress of the Organisational Improvement Programme.

2. **RECOMMENDATION(S)**

2.1 Note the progress made to date on projects led by 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
 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:
-

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: N/A

3. COMMENTARY

- 3.1 Since last reporting to I&E Sub-Committee, several of the projects within the programme have progressed significantly.
- 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 on refurbishing North Block has commenced and teams from ESD are starting to move out into decant space
- 3.4 An operational group has been set up to work on the design of receptions and interview rooms in ground floor Stockwell and North Block. Meetings are taking place between the Head of Customer Services and representatives of each relevant service area to determine and coordinate their requirements.
- 3.5 A Records and Retention Policy has been agreed by Chief Officers and is currently being implemented by targeting as a priority those areas impacted by the accommodation changes. The policy stipulates that generally information, both hard copy and electronic, will only be kept for as long as legally required. A process to allow for exceptions to this policy to be accommodated, such as where there is a clear business need to retain information or records that have historical value, has been built into the process of implementation.
- 3.6 TNT have been chosen as our storage provider for the records and files that do not need to be kept on site. This is a significantly more cost effective mechanism than either on site storage or electronic scanning of all records, many of which will not be referred to before their review/destruction date. TNT have already met with staff in North block and a classification system to facilitate accurate retrieval is currently being developed. The work is being carried out in conjunction with the Corporate Information Manager and will eventually be rolled out across the organisation.

Shared Services

- 3.7 The Shared Services Board is comprised of the Chief Executive and another Chief Officer from Bromley, Bexley and Croydon.
- 3.8 The Leaders from Bromley, Bexley and Croydon have met with the three Chief Executives to discuss the list of projects and are meeting again on 9 May to get a more concrete update on a shortlist of priority shared services projects.
- 3.9 A methodology for agreeing which projects to progress and implement has been developed by the Organisational Improvement Team and agreed by all members of the Shared Services Board.
- 3.10 The prioritised workstreams that have been shortlisted are Libraries, Property (including asset management and facilities management), Sold services to schools, Regulatory services (see detailed item below) and Financial Systems.
- 3.11 Work around shared services is also ongoing at a regional level, through the South East London Partnership Group (SELP) who have commissioned PWC to develop a procurement plan across South East London identifying common contracts to focus on.

- 3.12 Departments are also encouraged to take forward opportunities for shared services which will be tracked by the Shared Services Board and fed through the OIP Board. The Head of Health & Safety is considering opportunities around a shared contract with a neighbouring borough or nearby hospital.
- 3.13 The Organisational Improvement Team will continue to drive the shared services work, in particular the shortlisted projects, as well as ensuring that projects are progressing between meetings of the Shared Services Board and that as many opportunities as possible are being identified.

Regulatory Services

- 3.14 Regulatory Services is one of the shared services workstreams that is being progressed by the Organisational Improvement Team on behalf of the Bexley, Bromley and Croydon. This work is being undertaken in place of the proposal by one of the partner boroughs to commission this work from a private consultancy at a cost of £90,000.
- 3.15 The Organisational Improvement Team's outline project plan, which has been signed off by the Chief Executives and Directors of Environmental Services (or equivalent), sets out a list of regulatory services as a starting point for discussion. These include: Building Control, Planning Enforcement, Land Charges, Environmental Health, Trading Standards, Pollution Control, Community Safety, Emergency Planning, Travellers site management and Housing Services.
- 3.16 The project plan proposes two initial phases of work: firstly a high-level analysis and information gathering of data relating to staff, performance, volume of activities, commonality of IT systems and scope for cost reduction. This will lead to a shortlist being created.
- 3.17 The second phase is an options appraisal of the shortlist based on more in depth conversations with senior staff from relevant service areas.
- 3.18 The project plan has been agreed by all three boroughs and a lead identified for each (the Head of Community Safety / Public Protection) in each borough. The initial set-up meeting took place on 6/4 and data gathering is now underway.

Web upgrade

- 3.19 The web upgrade project is still running to schedule and on budget. In the past three months the team have:
- Migrated over 70% of existing content
 - Procured an e-bookings system with Stopford, primarily for use with booking registrars appointments but with a view to extending it to bulky waste bookings and other interested services.
 - Bespoke products developed to enable video and webcam on new website
 - Two new e-forms designed for Waste team
- 3.20 Go live for the new website, is planned for 13 April with the new e-forms going live on 19 April. Work planned to meet the go-live dates includes:
- Migrating rest of content to new site
 - Finish building image library

- Refine Google search engine
- Transfer old e-forms to new x-forms package

3.21 After go-live, there are likely to be some technical issues to resolve and tuning of the new system. The Bromley Knowledge team and IS team will need 6 weeks post go-live to ensure the system is properly embedded, tested and functioning correctly before any new developments requests can be taken on. Post go-live tasks will include:

- Training content editors on new workflow procedure
- Address feedback and issues from service areas / public

Customer Contact Centre service migration

3.22 A decision will be made at the next Customer Focus Group (CFG) on 14 April regarding the prioritisation and timing of the next phase of service migrations into the CCC dependent on availability of IS and project resource.

3.23 The call volume data for the Landscapes helpdesk has been analysed to look at the call agent resource required and a full business case is now being developed.

3.24 The Registrars business case is complete and will be presented to CFG on 14 April. To minimise disruption to the service the phasing of the migration will be determined based on the successful implementation of the e-booking system and the impact of the new 'Tell Us Once' system for death notification which goes live in June.

3.25 School admissions calls were routed through the Solidus Call System over a two week period to analyse the service's call patterns in more detail. Further work is being undertaken by the OIP team to look at the service's business processes as part of building a business case for potential migration to the CCC.

Voice recognition

3.26 Phase 1 of the Voice Recognition (VR) project for internal use across the Council is complete and is used with great success by Members and Officers alike with an average of 600 calls being made to the system every day and a success rate of 80%.

3.27 Phase 2 – expanding the VR switchboard function for external use by members of the public has encountered some problems during the testing phase with new data not being uploaded to the system properly.

3.28 Due to the issues highlighted above, the go-live for Phase 2 has been postponed while Damovo (telephone provider) and Telephonetics (VR system provider) resolve the problems.

3.29 Call volumes for other simple requests with high volumes such as reporting missed bins and requesting a new recycling box have been evaluated and considered suitable for use with VR technology; this is phase 3 of the project.

3.30 Development work by the IS team is ongoing around phase 3 of the project to ensure the Telephonetics software can interact with the CRM system and thereby provide genuine 'end to end' self service.

Organisational Design

- 3.31 As an inevitable consequence of the financial challenges the organisation faces, the structure of the organisation needs consideration and scrutiny and this work is being taken forward with Members by the Chief Executive directly. This will include a review of management grades across the organisation to further ensure our structure is as efficient and effective as possible and aligned to Members' objectives.
- 3.32 Legal, Democratic and Customer Services has now merged with the Resources Department to become one department encapsulating all back-office services, aside from HR.
- 3.33 Further efficiencies are proposed to be achieved through the centralisation/rationalisation of support services currently sitting within service departments.

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 through 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)	

OIP EFFICIENCY PROJECTS

Project Details	Progress to Date	Risks and Issues	Tasks planned	RAG status
Workstream: OIP – Accommodation				
<p>Project Brief Rationalising Council accommodation and making best use of existing space, in short and long-term</p> <p>Anticipated Benefits:</p> <p>Financial Revenue savings estimated at least £473Kpa (exc capital receipts and Liberata income) More flexible and agile workforce with benefits to customer, employer and employee. Reduced absenteeism, increased morale, improved customer access.</p> <p>Anticipated completion date By end of 2011/12 financial year.</p> <p>Project Owner CEX/Bill Ford</p>	<p>Summary Position</p> <ul style="list-style-type: none"> Strategic decisions made 8 Dec 2010 £2M refurbishment programme approved Decisions subject to consultation with Leader and Resources Portfolio Holder prior to placing orders for significant work s. Windows agreed. Public Protection reduced space by 50%. 60 additional workstations created. Design of joint reception & I/V areas presented to Board 24/3. Operational group set up to develop new ways of working. Public Health requirements defined to include design of Stockwell floors 2 & 3. Storage issues being addressed via framework agreement, linked to retention policy to. Liaison underway with teams from North Block as first priority. 	<p>Main Issues:</p> <ul style="list-style-type: none"> Detailed plans for receptions/interview facilities to be agreed with all departments. Use of storage facilities suddenly very popular! Need to ensure proper use to keep costs down to a minimum. Delays in securing full agreement to allocation of decant space – no-one wants to go to OTH. Team of 4 still to fit in but space in old town hall if absolutely necessary. Some structural queries by planning and building control still to resolve. ICT contract handover caused some delays in completing wiring work – affecting decant schedule. 	<p>Immediate priorities:</p> <ul style="list-style-type: none"> Secure final dates for ICT installations Furnish vacant decant space with redundant furniture in preparation for vacating North Block. Finalise agreement on decant space. Last resort to use old town hall Conclude design of North Block reception/interview facilities. Then - agree allocation of office space in North Block, particularly with Housing, Continue to work with teams on off site storage facility for files/archive materials Once dates finalised issue detailed communications to staff affected 	<p>AMBER</p>
Workstream: OIP – Shared Services				
<p>Project Brief Investigate opportunity for sharing services, back office support and contracts with other local authorities.</p>	<p>Progress to Date</p> <ul style="list-style-type: none"> Chief procurement officers from Bexley, Bromley and Croydon meeting regularly to 	<p>Main issues:</p> <ul style="list-style-type: none"> Conflict/personal of interest with officers charged with developing shared services 	<p>Actions Planned</p> <ul style="list-style-type: none"> Val Jenkins looking at potential for sharing staff training contract with South London Consortium. 	<p>AMBER</p>

<p>Anticipated Benefits:</p> <p>Financial savings: Cashable efficiencies through economies of scale</p> <p>Savings already assumed in future budget? Assumed in 25% savings options across a range of services/depts. £40k in yr 4 – Resources £30k in yr 4 – LDCS, Customer Services £180k in yr 4 – LDCS, CCC £40k in yr 4 – Legal services</p> <p>Non Financial Savings: Increasingly joined up services to residents, reduced variation of service standards etc</p> <p>Anticipated completion date Ongoing</p> <p>Project Owner CEX / OIP</p>	<p>discuss opportunities</p> <ul style="list-style-type: none"> • Bid submitted to Capital Ambition re. CCC (synchronising services, increasing self-service and feasibility of co-location) • Report on Libraries going to R&R PDS on 12/4 outlining details of joint management team, shared support staff, joint procurement and rationalised storage equating to savings of £400k savings in 12/13 • Shared property legal post between Bexley & Bromley now in place • South East London Partnership Group used £50k Capital Ambition funding to commission PwC to look at 6 areas of procurement across SELP boroughs inc: Domiciliary Care, Soft & hard FM, Transport (SEN), Residential care and Parking • Elaine Pilkington evaluating opportunities for joint Occupational Health contract with Lewisham, Bexley or Royal Marsden 	<p>Risks:</p> <ul style="list-style-type: none"> • Natural presumption for Bromley Officers/Members to want to lead rather than follow. • Additional partners increase complexity of shared services implementation. • Insufficient project resource to carry out feasibility work and implement shared service across 3 boroughs 	<ul style="list-style-type: none"> • Organisational Improvement Team put together a project outline to carry out initial scoping work of regulatory services across Bexley / Bromley / Croydon to consider where there are opportunities for joint working. Agreed by Board – work to commence early April with end June completion. • Common methodology developed by Organisational Improvement Team for progressing shared service projects and agreed by Shared Services Board • Workshop on Sold Services to schools to be convened with Chief Executives and relevant Directors • Workshop to be convened with relevant leads from each borough on sharing Temporary Accommodation contract • Meeting of Leaders and Chief Executives of Bexley / Bromley / Croydon scheduled for 9/5 	<p style="text-align: center;">AMBER</p>
<p>Workstream: OIP – Regulatory Services</p>				
<p>Project Brief Investigate opportunity for sharing regulatory services across Bromley / Croydon / Bexley</p>	<p>Progress to Date</p> <ul style="list-style-type: none"> • The Organisational Improvement Team have submitted a project proposal to the Shared Services 	<p>Risks:</p> <ul style="list-style-type: none"> • OIP Team are not accepted as being independent by the other 	<p>Actions Planned</p> <ul style="list-style-type: none"> • Conduct interviews with service leads from all three boroughs. • Conduct data gathering exercise for 	<p style="text-align: center;">GREEN</p>

<p>Anticipated Benefits:</p> <p>Financial savings: Cashable efficiencies through economies of scale.</p> <p>Savings already assumed in future budget? TBC</p> <p>Non Financial Savings: Improved resilience through greater critical mass of shared front line staff and managers</p> <p>Anticipated completion date July 2011 for feasibility work and recommendations to Directors/CEX's. Implementation 2012 onwards</p> <p>Project Owner Bill Ford/Chris Spellman</p>	<p>Board and Environmental Directors to conduct work to identify the potential to make savings through shared services in relation to a number of regulatory services; Environmental Health, Trading Standards, Building Control, Planning Enforcement etc.</p> <ul style="list-style-type: none"> This proposal and the project terms of reference have been accepted by all three boroughs (Bromley, Bexley & Croydon) in place of an offer by an external consultant at a cost of £90,000. The initial meeting with the three relevant directors has taken place and service leads from the three boroughs have been appointed. 	<p>boroughs and data gathering is made more difficult</p> <ul style="list-style-type: none"> Service leads appointed by the boroughs may be directly affected by the proposals and therefore may not engage fully with the review. Structures in some teams may be leaner/operate to a lower level of performance than Bromley and sharing may result in Bromley's performance dropping. Minimal opportunities for efficiencies may exist across the review areas and therefore the opportunity cost of this project would be disproportionate to the benefit. 	<p>relevant services; staffing numbers, structures, location, systems</p> <ul style="list-style-type: none"> Report back to Environmental Directors and scope areas for full analysis and proposals. 	<p>GREEN</p>
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Workstream: OIP – Customer Contact Led Improvement

<p>Project Brief Web upgrade</p> <p>Anticipated Benefits: Improved technology leading to greater functionality and customer experience on website. New Electronic forms giving improved 'end to end' process flow. Greater flexibility over content.</p> <p>Financial savings: £20k revenue savings from 2011/12 from technical support</p>	<p>Work completed: A report requesting the following recommendations went through E&R PDS and The Executive in September: The Executive agreed:</p> <ul style="list-style-type: none"> to release the Capital funds required to upgrade and deliver a modern, flexible and user friendly website to our residents (£142k) to replace our current web support which will produce 	<p>Issues: Limited resource in the BK team to complete the upgrade in the tight time frame allowed. (Bid for grad trainee successful). Ongoing licence issues against very tight revenue budget Prioritising as not all new functionality can be added by April. New functionality will continue to be added thereafter in phase 2 Having to run two sets of servers in Feb/March while migration</p>	<p>Work planned: The project is now reaching the final stages of phase 1 with the website going live 13th April. It continues to be on time and to budget: Work planned over the next month includes.</p> <ul style="list-style-type: none"> Completing any outstanding migration of content (over 70% migrated) Continue to build image library Fix any minor styling and design issues with the product Train content editors on new workflow post go-live Go live with two new e-forms 19th April Refine Google search engine 	<p>GREEN</p>
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<p>Anticipated 5% channel shift from phone to web saves 1FTE in the contact centre (£22.5k) – already budgeted in £50k savings set for CCC as part of the management overheads exercise.</p> <p>Savings already assumed in future budget? £20k as put of the £80k for 2013/14 as a result of channel shift – under director of resources</p> <p>Non Financial Savings:</p> <p>Cost avoidance through using cheaper channel Face-to- face £3.60 per visit main reception Phones 95pence per call Web 15 pence per visit Improved customer access (24/7), meets growing customer expectation for electronic service delivery.</p> <p>Anticipated completion date – 13th April 2011</p> <p>Project Owner CEX/Richard Hills</p>	<p>revenue savings of £20k per annum</p> <ul style="list-style-type: none"> that the contract be awarded to Jadu Limited (£75k capital, £10k ongoing annual support) that I.S tender for the replacement of the current web infrastructure and hosting through Office of Government Commerce (OGC) <p>Since then:</p> <ul style="list-style-type: none"> All content reviewed New designed completed after extensive consultation (inc Member working party) New templates built New hosting/servers set up Training on new software completed Migration of existing content 70% complete Two new pilot e-forms for waste being designed Stopford selected for e-bookings New bespoke developments to the core product to add Video and webcam 	<p>takes place</p> <p>Due to cuts in staff resource in IT development team sub sites will not be moved across until after go live – this incurs £2,500 extra in server costs that IT have agreed to cover</p> <p>Risks:</p> <p>That Members and Officers want further functionality coming out of the Member working party on technology that cannot be met within the timeframe and initial capital budget. Further capital would need to be drawn down against the £240k originally set aside for web.</p> <p>The BK team now have access to some much needed capital but continue to be revenue poor. A review of core revenue budget to cover licences will be required after go-live in April.</p> <p>CFG will be crucial to prioritising work on what to develop next as a priority as service managers look to take savings out of moving their services onto self service online platforms</p>	<ul style="list-style-type: none"> Deal with comments/ issues/ feedback post go-live Transfer existing old e-forms over to the new x-forms package <p>The BK and IT dev teams will need 6 weeks after go-live to clear up these loose ends and bed down the new site before brand new developments are prioritised.</p>	<p style="text-align: center;">GREEN</p>
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Workstream: OIP – Customer Contact Led Improvement

<p>Project Brief</p> <p>Migrating customer telephone traffic from the back office into the Customer Contact Centre. High volume/low complexity calls prioritised</p> <p>Anticipated Benefits:</p> <p>Financial Lower unit cost of service delivery-savings taken out on transfer of services and dependent on anticipated call volumes. Migrations would need to offer a return of at least 1 FTE/£22.5k in order to proceed.</p> <p>Savings already assumed in future budget? Yes</p> <p>Non Financial Increased customer access and resilience. Greater standardisation of services. Increased potential to link services and resolve enquiries at first point of contact.</p> <p>Anticipated completion date Registrars service, if approved, by April 2011</p> <p>Project Owner Duncan Bridgewater/Chris Spellman</p>	<p>Work Completed:</p> <ul style="list-style-type: none"> • Business case for migration of Registrars into CCC with review of processes agreed. • Trial of Landscapes helpdesk migration postponed till April due to other events in CCC e.g. Food waste go live, VR go live etc. • Final 'snagging items' from EHTS/Streets migrations completed by IS. • List of services with highest email & call volumes was presented to CFG on 10 December 	<p>Issues:</p> <ul style="list-style-type: none"> • Work around amalgamating receptions and plans to consolidate all customer services under one new directorate tie in with the migration work and may mean that the timings of both projects should be synchronised • Landscape Helpdesk currently scheduled for April implementation does not offer financial business case. • Call volumes around the hunt numbers that are currently produced by the Telephony department are not accurate. The workaround for this issue involves costs due to routing being required through the Solidus. <p>Risks:</p> <ul style="list-style-type: none"> • Services are unable to release sufficient resources to justify service migrations and create savings • ICT resources and time constraints currently due to the implementation of the web platform. 	<p>Work Planned</p> <ul style="list-style-type: none"> • Decision to be made around prioritisation and timing of the migration projects. • Registrars – decision to be made at the Customer Focus Group on the 14th April. • Landscapes – call volumes have been provided against all the numbers within the service and entered into the erlang model. Decision to be made as to when the service is migrated. • Admissions – call volumes have now been analysed, further investigatory work is now underway to look at the business processes within the Admissions service. 	<p style="text-align: center;">AMBER</p>
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Workstream: OIP – Customer Contact Led Improvement

<p>Project Brief</p> <p>Voice Recognition technology to be used to handle simple customer enquiries, redirections and service requests.</p> <p>Anticipated Benefits:</p> <p>Financial Staff saving of between 2-2.5 FTE/£55k for roll out of technology for internal and external switchboard calls. Planned expansion to 'reporting' services would offer a potential additional £22-50k.</p> <p>Savings already assumed in future budget? No</p> <p>Non Financial Reducing avoidable contact, improving self-service for our customers, customer access (VR 24/7)</p> <p>Anticipated completion date</p> <p>Phase 2 April 2011</p> <p>Phase 3 May 2011</p> <p>Project Owner Sarah Lyons</p>	<p>Phase 2 – External Rollout</p> <ul style="list-style-type: none"> Data for the external roll out has now been uploaded onto the Telephonetics system. Go Live - March 2011 <p>Phase 3 – Report It</p> <ul style="list-style-type: none"> Voice capture functionality has now been purchased to allow records to be matched to the records within the CRM system. Changes have been made to the workflow within the Technical Specification document. Awaiting comments from the Development team. Go Live - Mid April 2011 (dependant on e-forms) 	<p>Main issues</p> <ul style="list-style-type: none"> Issues with route optimisation of the call through the VR system. Issue to being looked into currently by both Damovo and Telephonetics. Data testing has commenced, there are some issues with the data not being uploaded correctly by Telephonetics. Issue is being resolved currently. <p>Phase 1 & 2 Issues / 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/customer dissatisfaction. Possible risk with data quality relating to phone numbers within the council – work around this issue is ongoing Implementation of third phase (end to end) call handling may be delayed by availability of appropriate IS resource. <p>Phase 3 Issues / Risks</p> <ul style="list-style-type: none"> If name capture functionality is not purchased, records may not match up to the CRM system which will then in turn create multi records. 	<p>Future work will include:</p> <p>Phase 2 – External Rollout</p> <ul style="list-style-type: none"> Based on the 2 issues that have arisen, a decision has been made to delay the planned go live until further testing has been completed. Damovo are to provide new testing number for the calls to be routed through, once this has been provided an email will be sent to the organisation regarding the testing. <p>Phase 3 – Report It</p> <ul style="list-style-type: none"> Development work required around the firewall and security to enable the ContactPortal ® system to access the CRM web service used within the Customer Contact Centre / Waste Services. Conference call between LBB and Telephonetics regarding the Solution Design Specification to discuss the necessary changes required to the call flow. 	<p style="text-align: center;">AMBER</p>
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		<ul style="list-style-type: none">• Issues with waste collections for flats / shared accommodation – due to different bins / size etc.• work around this issue is ongoing• Implementation of second phase (end to end) call handling may be delayed by availability of appropriate IS resource		
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Report No.
CEO1170

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: I&E Sub-committee

Date: April 2011

Decision Type: Non-Urgent Executive Non-Key

Title: REVISED CORPORATE OPERATING PRINCIPLES

Contact Officer: Chris Spellman, Assistant Director Organisational Improvement
Tel: 020 8461 7942 E-mail: chris.spellman@bromley.gov.uk

Chief Officer: Doug Patterson: Chief Executive

Ward: All

1. Reason for report

- 1.1 In response to the dramatic changes that local government faces the Chief Executive requested that the appropriateness of our Corporate Operating Principles be tested against the current and future environment.
 - 1.2 This work has been undertaken by the Director of Adult & Community Services and the Assistant Director, Organisational Improvement.
-

2. RECOMMENDATIONS

- 2.1 The I&E sub-committee is asked to note the new document and confirm it accords with their vision for the organisation.

Corporate Policy

1. Policy Status: Existing 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):
 2. If from existing staff resources, number of staff hours: 20
-

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 In summary officers believe the original Corporate Operating Principles, introduced in 2008, hold up well in the current and future environment and do not require Members to fundamentally rethink the direction of the organisation. In fact they are probably more relevant now than before.
- 3.2 However, in places the previous document was ambiguous and offered opportunities to 'opt out'. Whilst there will always be occasions when a decision contrary to the principles of COP is the correct one for the organisation it is felt these exceptions should be dealt with on that basis and not accommodated within the principles themselves.
- 3.3 The flexibility of the original has limited the progress we have made towards the future organisation envisaged in COP and the document has not been the 'instruction manual' for organisational decision making it was designed to be.
- 3.4 There are some specific areas where the changes that have taken place, both locally and globally, since 2008 need to be reflected. The most obvious shift is away from working and sharing information with LSP partners towards shared services with other local authorities.
- 3.5 In order to address both these issues we have firmed up the principles and refocused them around the current contemporary drivers for our organisation.
- 3.6 We have also attempted to improve the 'usability' of the document as an aid to decision making and facilitate a future communications drive by radically condensing the previous two documents; Summary COP (Appendix A-3 pages) & Detailed COP(Appendix B-17 pages), to a single 3 paged document below.
- 3.7 The intention is for the new version of COP to be tight, concise and relevant at every level. We would welcome Member feedback on whether this has been achieved and confirmation that the principles still support their vision for the organisation.

4. Revised Corporate Operating Principles

See Overleaf

Building a Better Bromley Corporate Operating Principles

Bromley residents expect to manage their own lives with the minimum of interference from the Council. When they need the Council's support they expect that it will be provided efficiently, represent value for money and be free from unnecessary bureaucracy and delays.

Bromley Council is organised around a set of core principles which are consistent with this ambition:

1) **Efficient and non-bureaucratic;**

The Council will seek to reduce interference and bureaucratic control whilst protecting the Borough's distinctive character.

2) **Supporting Independence;**

The Council will enable and encourage citizens to take more responsibility for their own lives, with the most vulnerable being provided with the help they need.

3) **Member-led;**

The Council's resources will be targeted at local priorities as identified by elected Members

4) **Delivering Value for Money;**

The Council's services will be provided by whoever offers customers and council tax payers excellent value for money

Overarching Corporate Operating Principles

A commissioning organisation: seeking who is best placed to deliver services to the community. Keen to test out the benefits of:

- Having our services delivered by others
- Delivering services on behalf of others
- Delivering services in partnership with others

A positive partner: encouraging and empowering the flourishing voluntary sector, community groups and individuals to take more control of how their local area and its resources are managed.

A corporate organisation: with common processes and support functions delivered centrally:

- Finance
- Human Resources
- ICT
- Communications
- Procurement
- Performance Management
- Customer Relations

An efficient organisation: seeking improvements through:

- Reviewing why and how we provide services
- Challenging organisational structures; both managerial and operational
- Challenging and removing internal, as well as external, bureaucracy

- Implementing efficiencies in the way we handle customer service requests (see section below)
- Reducing time spent on back office processes (HR, Finance, etc.)
- Maximising productivity and reducing running costs through modern ways of working (home, mobile and flexible working)
- Adopting LEAN principles in Process Re-engineering
- Procuring more efficiently, and looking for opportunities to share contracts with other local authorities and partners

Customer Contact

In general Bromley Council aims to reduce the need for residents to have to make contact with the Council and wherever that contact is necessary for it to be as efficient, straightforward and effective as possible.

The Council will:

- reduce the overall need for citizens to have to contact the Council by ensuring access to information and guidance that helps people manage their own lives
- reduce failure demand by “getting it right” first time
- where contact is necessary make it accessible, convenient, efficient and responsive to demand
- maximise channel migration so that as much contact as possible is via web and phone minimising the need for personal visits and face to face.
- encourage customer self service wherever practicable.

To support these principles we will:

Promote and invest in:

improving our website; expanding use of Electronic forms providing ‘end to end’ self service self service opportunities at reception points
voice recognition technology
integrated Back Office Systems
marketing and communications to promote channel migration
use of social media to direct citizens to sources of help, information and guidance.

Customer contact channels will be corporately supported. This means that:

All initial customer interactions (face to face, ‘phone and web) will be handled by the Customer Contact Centre unless there is a demonstrated (business) case not to do so
All High volume, low complexity customer telephone enquiries will be migrated to a central customer service centre

Organisational Change

With limited resources and competing demands, the Council will need to constantly keep under review the effectiveness of the organisation, its investment in change and our adherence to the Corporate Operating Principles.

To support this, the Council will:

- ensure that organisational change is delivered across the whole organisation as part of a joint responsibility between corporate and service areas.
- engage managers from across the Council through the Organisational Improvement Board to oversee change activity within service areas and cross cutting projects.
- allocate appropriate resources to support organisational change to ensure a consistent, efficient and effective approach.

Organisational Design principles will include:

- challenging organisational structures including devolved decision-making and ratio of managers to staff within each service area.
- ensuring the REAL management values are present in all operational and change activity.
- maximising opportunities for modern and efficient ways of work (mobile, flexible and home working)
- promoting the adoption of “hot desking”, “hoteling” and mobile/flexible working to reduce property costs and increase efficiency and effectiveness of out staff.
- challenging bureaucratic processes and minimising process steps in all service areas.
- The corporate centre supporting the business needs of the service areas.

ICT to support our business:

- corporately procured, supported, developed and renewed.
- ICT capabilities and resources will not exist within service lines.
- reliable, versatile and supporting modern ways of working
- supporting business requirements and management principles
- ICT investments subject to consideration of current capabilities and the systems used by our partners and other local authorities so as to eliminate wasteful procurement and not to inadvertently close down options for future shared services or partnering arrangements.
- minimising the number of ‘Back Office’ Systems and embedding a common customer database (CRM); wherever practicable.

Property and assets used to best effect:

- reviewing the use of our asset portfolio aiming to secure revenue reductions and generate capital receipts wherever practicable
- Rationalising office space to create a better working environment for staff, free up land/buildings for disposal and reduce running costs.
- developing capabilities for staff to be able to operate from and to deliver a broad range of Council services from Council properties throughout the borough, including community buildings, libraries and other locations.

Building a Better Bromley

Corporate Operating Principles (2008)

In Bromley, we see a future where citizens are enabled, and encouraged, to take more responsibility for their own lives, but where those that need support and assistance get that help. The Council will be organised to support that view. It will mean:

Corporate Operating Principles

- A member-led organisation, taking a lead on delivering on local priorities
- “One Council” recognised for delivering excellent value for money
- A leader in the community, working with partners on key policy issues
- A focus on citizen and community priorities
- Evidence based decision making and resource allocation
- A smart organisation delivering high quality services with an efficient workforce, working within limited resources and free of operational inefficiencies
- A commissioning organisation seeking who is best placed to deliver services to the community, based on value for money principles
- Working with its partners to deliver services where there are benefits to the citizen
- An exemplar employer championing skills development and reducing bureaucratic processes
- Giving voice and choice to our citizens and listening to our customers.

Local Government in Bromley will increasingly be focussed on commissioning services that support citizens and communities to manage their own lives

Overarching

- A member-led organisation, committed to high quality, efficient and effective services
- Knowledge based, with decisions taken on evidence
- A leader in the community on local priorities
- A commissioner, willing to provide services directly where that demonstrates best value for money
- Efficient – better and lower cost services/value for money
- ‘One Bromley’ – a clear corporate entity, service driven
- Smart and lean; with an efficient, effective and well qualified staff team

Customer Contact

- Accessible, convenient and efficient
- Reducing the overall need for citizens to have to contact the Council
- Cuts out avoidable contact and addresses failure demand
- Promoting and investing in less costly contact channels
- Delivered corporately wherever it makes sense
- Enabling partners to deliver on our behalf
- Using customer data to improve delivery of our services

Service Transformation

- Delivered across whole organisation, driven by business need
- Transformation supported by the core I,E&E team
- Communication and staff engagement a priority
- Innovation and flexibility important – doing what works
- Establishing common processes, where sensible
- An overall approach – to be delivered by everyone.

Organisational Design

- Money matters but people matter as well – increasing the level of competence across the whole organisation
- Robust performance management - measuring outcomes
- Challenging manager to staff ratios
- Promoting better more flexible ways of working to deliver efficiency, where sensible to do so
- Delivering horizontally, not just vertically

ICT

- Reliable, versatile and supporting modern ways of working including
- Automation of processes, wherever cost effective
- Creating a knowledge based organisation
- Customer service optimisation
- Supporting not defining business requirements and management principles
- Corporately led, without duplication in service areas
- Able to operate across organisational boundaries

Property and assets

- Rationalising our use of property and office space
- Making better use of the space we and our partners have available
- Supports modern ways of working including:
- Reduced overall use of office space
- Shared services with partner agencies
- Drop in points for peripatetic workers including through maximised usage of our community locations and outposts like Libraries, Children and Family Centres and Depots

Transformational principles (2008)

Transformational layer	Principles	Customer contact	Property	ICT	HR	One Way
Overarching transformational principles	1 Our fundamental principle is that citizens are enabled, and encouraged, to take more responsibility for their own lives, but where those that need support and assistance get that help. The Council will be organised to support that view. It will mean:					
	2 In line with principle 1 we believe that people should be able to get on with their own lives with minimum 'government' intervention. However, as democratically elected local leaders there will be issues where we will seek to change local behaviour in the interests of the community generally (e.g. waste reduction, anti-social behaviour, etc.). We will also lobby others and seek to protect borough interests where they could be threatened.					
	3 We are a corporate organisation, service driven. We will promote clear messages so that people receive a consistently high standard of service.					
	4 We want to be seen as a leading performer in local government.					
	5 We will deliver value for money. As we strive to deliver efficiency and transformation, we will be economical and realistic.					
	6 We will take decisions based on knowledge and evidence.					
	7 We will operate as a commissioning organisation seeking who is best placed to deliver services to the community, based on value for money principles We will maintain flexibility in securing future service delivery.					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
Overarching transformational principles	9	We will take a strategic approach to commissioning.					
	10	We will build the capabilities to effectively capture, rationalise and analyse data.					
	11	We will build positive relationships with partners and the voluntary sector. This means that all services will test the possibility of: <ul style="list-style-type: none"> - Partnership working - Having our services delivered by others - Delivering services on behalf of others. 					
	12	Where there are clear reasons, or benefits, for developing partnership working, we will look to take them forward. We will focus on areas where we can usefully work with partners, prioritise them, make sure they're realistic and then move forward.					
	13	We will not aim to establish services that can be traded to other organisations. However, if opportunities arise which will benefit our residents we will take them up.					
Overarching transformational principles	14	We recognise that delivering our ambitions may mean fundamental transformation in our major service areas. Unless very strong reasons and evidence exists we will not stand in the way of these changes.					
	15	We believe that much of the contact the council has could be avoided and is the result of some failure. We will strive to reduce this avoidable contact in our own terms and where the overall business case makes sense.					
	16	Our intention is to be a smart organisation delivering high quality services with an efficient workforce, working within limited resources and free of operational inefficiencies					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
Overarching transformational principles	17	<p>We will achieve efficiencies through:</p> <ul style="list-style-type: none"> - Implementing efficiencies in the way we handle customer service requests (see section below) - Reducing time spent on back office processes (HR, Finance, etc.) - Maximising productivity through introducing modern ways of working (home, mobile and flexible working) - Adopting LEAN principles in Process Re-engineering 					
	18	<p>We want to provide excellent statutory services but not be closed to providing and securing excellent additional services if we can demonstrate value for money, and where this meets local needs and priorities.</p>					
	19	<p>We will deliver services within policy and budget.</p>					
	20	<p>We recognise that to achieve our ambitions will require investment in change, engagement with staff and robust programme and project management.</p>					
	21	<p>We will build business cases for change based on a holistic picture rather than service by service approach.</p>					
Overarching transformational principles	22	<p>We expect initial investment to come from capital receipts and revenue reductions through more effective use of, and reductions in, our property portfolio (see later section).</p>					
	23	<p>Savings will be generated through:</p> <ul style="list-style-type: none"> - Procurement savings - Property savings - Smarter ways of working 					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
	2 4	We are committed to investing in and developing our staff.					
	2 5	<p>We are committed to the REAL values, and will be clear about what these mean in practice:</p> <ul style="list-style-type: none"> - Respect - Empowerment - Ambition - Learning 					
	2 6	We must continue to be service driven.					
Customer contact	1	We believe that much of the customer contact activity between Bromley and its customers is avoidable.					
	2	We understand that a great deal of customer contact is to some extent seasonal – including, for example, contact about school admissions, changes to services, etc. Our services and provision will be adjusted to account for this seasonality.					
	3	It is fundamental that the staff members residents come into contact with are well informed and trained.					
	4	We will invest in the systems, people and technology to allow us to better understand our customers. Better information and segmentation of customers will allow us to deliver more targeted, efficient and effective services.					
	5	<p>We will aim to migrate as much contact as possible to more responsive and efficient channels, ideally to 'self service' wherever possible (face-to-face to phone and phone to web).</p> <p>This means where appropriate and cost</p>					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
Customer contact		<p>effective investing in:</p> <ul style="list-style-type: none"> - E-forms and integrated technology - Marketing and communications to promote more efficient channels - Prioritising improving our website. 					
	6	<p>In time, the disparate call centres in the civic centre will be found a new home that is fit for purpose.</p>					
	7	<p>We believe that the customer channel should be corporately supported. This means that:</p> <ul style="list-style-type: none"> - Where appropriate all customer interactions (face to face, 'phone and web) will be handled by the Customer Services team unless there is a demonstrated (business) case not to do so - We accept that some compromises may need to be made at a service level to reap the benefits of a consistent approach to customer service across the council. - We accept that a unification of customer contact will allow us to make better informed decisions. This in turn will allow us to increase the pace of migration to more cost effective channels. The aggregation of information will allow better service design decisions to be made. - We accept the need to invest in maintaining working arrangements between the front office Contact Centre and individual services. - We accept that a more consistent approach to customer services will allow us to provide more effective leadership and targeted services to our communities. 					
	8	<p>We recognise that other local organisations including voluntary organisations will be better placed to deliver some services. Our role will be to empower and help build capacity so that these organisations can deliver services on our behalf.</p>					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
	9	We recognise customer service as a professional skill.					
	10	Services and outcomes will be improved by bringing together the data and intelligence we and our partners own so that we can use it to design, deliver and commission better services.					
Service transformation	1	For us, improvement, efficiency and effectiveness is a culture and approach. It should be embedded across the organisation and in everything the organisation does.					
	2	Service transformation will be owned and run by service areas, as part of a joint responsibility between corporate and service areas.					
	3	Service areas will be supported in transformation by consultants/analysts, coordinated by the corporate team, to ensure there is a consistent, efficient and effective approach to transformation.					
	4	Consultants/analysts will work with services to ensure coherent, costed and realistic plans are developed to transform services.					
	5	<p>These plans will rely on support and robust capabilities in areas such as:</p> <ul style="list-style-type: none"> - Customer contact - Support services (One Way programme) - Reliable ICT - Modern ways of working - Communications. 					
	6	The corporate team, reporting to COE and the I&E sub-committee will oversee transformational activity within service areas and cross cutting projects.					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
Service transformation	7	We will invest in communication and change management to ensure our staff's views are respected and that they feel empowered.					
	8	Innovation will be important, and will not be stifled.					
	9	We will aim for the big prize, and know what that prize is. We need to demonstrate that there is a reason for change, and the reason is compelling. We need to articulate our success criteria and benefits clearly.					
	10	We will agree and enforce adherence to standard processes.					
	11	<p>Unless there is a compelling reason, common processes and services will be delivered through corporate support functions:</p> <ul style="list-style-type: none"> - HR – and workforce administration - ICT - Payroll - Communications - Procurement 					
	12	Common administrative processes will be delivered by the corporate support centre (One Way programme).					
	13	We will not tolerate non-compliance with agreed common processes.					
	14	We need to manage and (where possible) reduce the burden of change. Our service professionals and experts need to be supported so that they can continue to provide service expertise and manage transformation in their staff teams.					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
HR/Organisational design	1	Money matters but people matter as well, and are key to delivery.					
	2	Our intention is to be a smart organisation delivering high quality services with an efficient workforce, working within limited resources and free of operational inefficiencies					
	3	We will be absolutely clear about this in our communications.					
	4	We will look at the skills and qualifications our existing workforce holds, in planning to meet the future competencies the organisation will need.					
	5	We will ensure that the REAL values will be present in all operational and change activity.					
	6	Specifically, this means that change programmes will need to demonstrate respect and empowerment by having a meaningful commitment to early engagement and communication with staff.					
	7	We will implement and robustly manage our competency framework.					
HR/Organisational design	8	We are a trusting organisation that will monitor our staff based on a competency framework that is outcome based. This will allow us, where appropriate, to support moves to modern ways of working (mobile, flexible and home working).					
	9	We need to have facilities in place to support mobile working, including strong IT services.					
	10	Where staff do not require access to a permanent desk we will promote and, where necessary, mandate the adoption of “hot desking”, “hoteling” and mobile working.					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
HR/Organisational design	1 1	Peripatetic workers will be supported through technology and management processes to work remotely. They will be provided with “touch down points” throughout the borough.					
	1 2	As part of any service transformation activity we will challenge the ratio of managers to staff within each service area. However, we do not intend to be prescriptive about this ratio.					
	1 3	As we change as an organisation, we are going to need to change our traditional approach to management. We will need to fuse our professional competencies with generic strategic and management skills, and clearly define accountability across our partnerships.					
	1 4	We will be more robust and ambitious in our performance management arrangements, including our reward framework for strong performance.					
	1 5	We are a democratic organisation. We will use ICT to help us understand what people want so that this can be fed back to elected representatives and action can be taken.					
ICT	1	ICT will be reliable. We will agree what level of reliability is needed.					
	2	ICT should support not define management principles.					
	3	ICT change will be service led, corporately supported.					
	4	ICT will play a key role in building the capability for us to be a knowledge based organisation. We recognise that investment will be required to deliver this.					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
ICT	5	ICT will support: <ul style="list-style-type: none"> - Customer service optimisation: <ol style="list-style-type: none"> 1. Channel migration 2. Front to back office integration where the business case exists 3. Data capture and analysis to support improved decision making. - Modern ways of working - Peripatetic workers - Automation of processes where suitable and cost effective - Implementation and adherence to common processes - Opportunities for partnering 					
	6	ICT capabilities will not exist within services lines.					
	7	Access to ICT services and support will be on a self service basis where possible (including through intranet channels, for example).					
	8	We need to identify what areas of information management we need to integrate corporately and then also to integrate this information with our partners.					
ICT	9	We will exploit corporate systems to the full.					
	10	We will quickly take decisions about which systems will be mandated corporately versus those where the ICT service will accept variant systems in specific departments (use of EDRMS being a case in point where no decision either way has been agreed).					
	11	All ICT investments will be subject to consideration of what capabilities our partners offer or what systems they have installed. This will ensure that opportunities for subsequent					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
		partnering will be enhanced by our ICT decisions, not made more difficult.					
Property and locations	1	We recognise that residents do appreciate the Council's physical presence in the community and that this is important.					
	2	Nevertheless, focussing on back office support in particular, we will review the use of our property portfolio looking to see how revenue reductions and capital receipts can be generated by more effective use of our property portfolio.					
Property and locations	3	As part of the above we will evaluate the redevelopment of our offices to create a better working environment for staff and free up land for capital receipts.					
	4	<p>We will develop an understanding of the menu of services and capabilities that will be delivered from properties located across the borough. This is likely to include:</p> <ul style="list-style-type: none"> - Library services - Children's centres - Generic customer service enquiries - Specific service related enquiries (e.g. parking, social care) - Access to partner and voluntary sector services - Secure touch down points for peripatetic workers. 					
Property and locations	5	We will develop a common operating model for Bromley locations. The nature of services delivered from each of these locations will be informed by a detailed understanding of the specific priorities of each area.					

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
	6	<p>We recognise that introducing different ways of working will necessarily open up sites which have hitherto been focussed around single services. Key locations to be examined for broader use will include:</p> <ul style="list-style-type: none"> - Children's centres - Libraries - Depots. 					

Report No.
CEO1171

London Borough of Bromley

Agenda
Item No.

PART 1 - PUBLIC

Decision Maker: I&E Sub-committee

Date: April 2011

Decision Type: Non-Urgent Executive Non-Key

Title: **ALIGNING POLICY & FINANCE FRAMEWORK**

Contact Officer: Doug Patterson, Chief Executive
Tel: 020 8313 4354 E-mail: doug.patterson@bromley.gov.uk

Chief Officer: Doug Patterson: Chief Executive

Ward: All

1. Reason for report

- 1.1. In response to the extended period of financial austerity Members will be required to make difficult choices about the services the organisation provides and the levels to which these are provided.
 - 1.2. This report details the framework by which it is proposed Members identify areas for review and commission 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 I&E sub-committee notes the report and endorses the framework proposed.

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): 5
 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 Ultimately aligning policy & finance is about Members making decisions based on the knowledge 'you can do anything you want to, you just can't do everything'. It is about determining what services the council should be providing, and to what level, given the resources we have available.
- 3.2 To date we have successfully placed the organisation in a very strong financial position by generally using a range of strategies such as:
- § Strong financial management, including cash limiting departments and forcing directors to meet financial pressures from within other budgets under their control.
 - § A focus on improving operational efficiency, delivering savings through I & E Business plans, service reviews, and management and overheads savings.
 - § Investing in improvement, e.g. in corporate systems to provide a platform for improved efficiency, such as the Customer Contact Centre (CCC) and electronic purchase and payment.
- 3.3 As significant further savings are required beyond that which can be absorbed through these traditional, mainly departmental approaches, alternative and fundamentally different strategies need to be employed. Most obviously Members and Officers need to review as an organisation what services the Council provides, both internally and externally, and to what level.

4. The Statutory and Discretionary Barrier

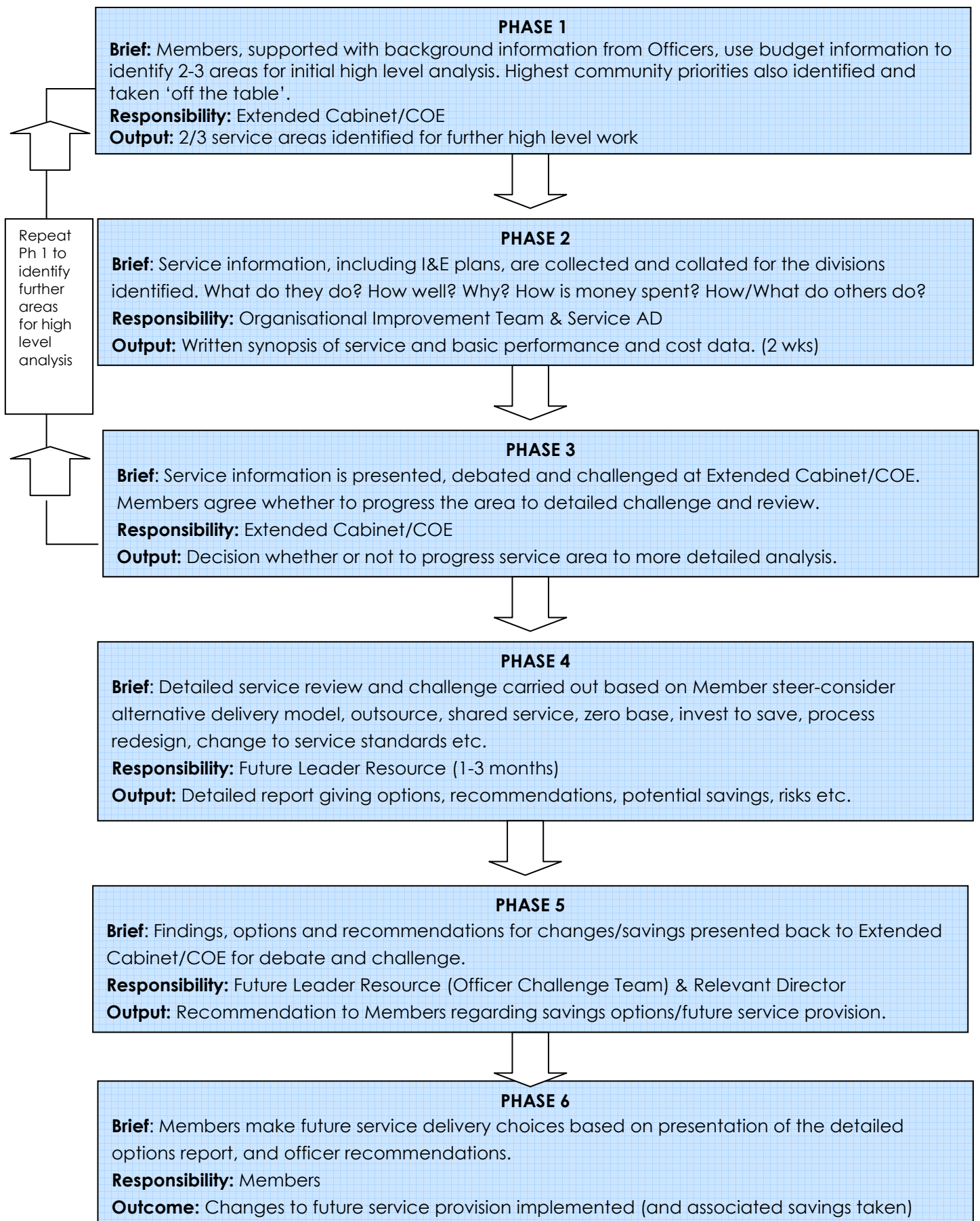
- 4.1 Guidance on the Council's Statutory and Discretionary Powers and Functions can be found in Appendix A. Prepared by the Director of Resources, the guidance highlights the considerations which must be taken into account and the importance of process and consultation in reaching decisions.
- 4.2 Rather than attempt to split service areas into categories such as 'core duty', 'partial duty' 'discretionary' or similar, this methodology suggests that for the first phase of this work Members are 'blind' to the legalities of the services we currently provide and instead debate and challenge, across portfolios, whether what we do accords with community priorities.
- 4.3 To categorise services in such a way at the outset and focus the debate on this basis risks the process not being as comprehensive and robust as it needs to be. Service areas are made up of numerous functions to which Members may afford different priorities, and indeed there may be more discretion to vary some functions over others within a single main service area. In order for this process to be manageable the level of granularity that could be applied would need to be relatively high level and therefore these subtleties would not be picked up.
- 4.4 Also, even for services and functions which we might legitimately include within the category of 'core duty' there may well be significant scope for variation as to the level and standards of service which could be provided whilst still satisfying the legislative requirement.
- 4.5 By way of example there is a statutory duty under the Environmental Protection Act 1990 for 'every local authority to cause its area to be inspected from time to time to detect any statutory nuisances [such as noise] and, where a complaint of a statutory nuisance is made to take such steps as are reasonably practicable to investigate the complaint'. The act does not define the frequency with which these inspections must be undertaken nor what steps are reasonably practicable when investigating. Therefore a local authority has substantial discretion when setting its policy in relation to this core statutory duty and hence the standard of service offered at different authorities across the country varies markedly.

- 4.6 This example is purely illustrative and other local authority core duties will have a similarly broad statutory definition capable of interpretation when setting a lawful policy in relation to discharging that duty. Analysis of the underlying statute, guidance and in some cases expert legal opinion would be required in individual areas in order to make informed judgments about the scope to alter or cease service provision and even perhaps the risks of setting a policy where we may reasonably expect legal challenge.

5. Suggested Approach

- 5.1 In order to ensure we ever arrive at the point of making these extremely difficult and complex decisions it is suggested we first ignore the legal basis on which we provide a service and instead focus on identifying those functions which do (and don't) matter most to Members and the community.
- 5.2 In order that the Aligning Policy & Finance work contributes significantly towards closing our ultimate budget gap of £22 million it is suggested that Members, led by budget information, first debate and agree the initial areas that are suitable for more detailed review and analysis.
- 5.3 This initial discussion should involve Members debating and challenging across portfolios, supported with service information and context from Directors, in order to identify an initial work programme of 2 or 3 service areas for further quick (2 weeks) information gathering.
- 5.4 This process could also be used to identify any areas of protection or even where Members' wish additional investment to be considered.
- 5.5 Following the initial work programme being agreed by Members high level service information will be brought back in a short time scale. Officers from the Organisational Improvement Team would gather this information by working with the service to bring together a combination of published service data (both internal and external) and softer information from interviews with the relevant Director and Assistant Director about the service and what is happening elsewhere.
- 5.6 This service information and feedback will be presented back to Extended Cabinet/COE and form the basis of a discussion as to which areas should be progressed for further detailed work and what format that work should take.
- 5.7 In some instances Members may direct that on the basis of the high level service information they are satisfied that area does not require further, independent review and challenge.
- 5.8 Alternatively, Members may choose to commission a full Service Review. Examining how aligned the service is with our Corporate Operating Principles, exploring how costs could be reduced by changing the service delivery model, altering systems, processes, working practices, standards or taking a Zero Based position.
- 5.9 The exact methodology used for this detailed work would need to be determined on a case by case basis but would officers would be strictly limited to a maximum period of 3 months and the officer review team would be appropriately selected to provide the correct mix of skills, independence and challenge.
- 5.10 The review team would then report back with clear recommendations regarding future service delivery, savings and/or improvements and proposals for implementation.

6. Process Summary



7. POLICY IMPLICATIONS

- 7.1 Member decisions to align policy and finance by investing/disinvesting 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 will have financial and personnel implications for the organisation.

STATUTORY AND DISCRETIONARY POWERS AND FUNCTIONS

Introduction

Local authorities provide a wide range of services, some mandatory, others discretionary. 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. The Conservative Government in the mid-1980s promised such a list – it hadn't been completed when they left office in 1997 and the volume of legislation since means it is unlikely to happen.

The Overall Legal Framework

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. 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. 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.

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.

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.

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.

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.”

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.

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 law 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.

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 under the Local Government and Public Involvement in Health Act 2007 and equalities duties.

Even when there isn't an absolute duty then the following need to be considered

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.

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.

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.

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.

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.

Decision Making

The decision making principles set out above need to be followed. There may be some things we must do but 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 aspect of any service change will be consultation or engagement even where looking at a reduction in a discretionary service.

Report No.
CEO1172

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: I&E Sub Committee

Date: April 2011

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

Title: IDEAS ALOUD LIVE

Contact Officer: Chris Spellman, AD Organisational Improvement Team
Tel: 020 8461 7942 E-mail: chris.spellman@bromley.gov.uk

Chief Officer: Doug Patterson, Chief Executive

Ward: All Wards

1. Reason for report

- 1.1 At the last I&E Sub Committee Members requested that a report come back to the next meeting on the Ideas Aloud Live sessions that were run in October 2010.
 - 1.2 This report, therefore, summarises the sessions, looks at the themes that emerged and also the lessons learnt. Finally the report records how corporately the organisation has been responding to the issues raised in the sessions.
 - 1.3 Members will recall that a verbal update and discussion was provided at the I&E Sub Committee meeting back in October 2010 where the Chairman noted that “a number of positive ideas had been suggested, including the development of a corporate volunteering programme and formalising processes for Bromley staff to report street scene issues. Participants had also highlighted the importance of more cross-working across the Council to improve service delivery and communication” (*Minutes of the meeting held on 13 October 2010*). This report follows on from that update.
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2. **RECOMMENDATION(S)**

- 2.1 **That Members note the report. Specifically the themes raised by staff and the Corporate steps to address many of the issues highlighted.**
- 2.2 **That Members consider limiting future sessions to a tightly focused issue or section of staff given the resource that we can allocate to these events and the need for manageable actions to come out of the process.**

Corporate Policy

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

Financial

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

Staff

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

Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: <please select>
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

3.1 A brief summary of the two sessions held on 7th & 11th October 2010:

35 staff attended over the two sessions from across all the Departments

6 Councillors took time to attend and support the sessions

Every member of staff got the chance to discuss and work through an issue that impacted on them and their team

Front line staff enjoyed the opportunity to talk directly with Members

3.2 The sessions were facilitated by an external training provider. Both sessions were run in the same format with staff split into tables of five with one Member and one OIP team representative to record and capture what was discussed. Each member of staff had a chance to raise an issue or idea that they wished to talk about and then the table had a chance to brainstorm ideas and potential solutions.

3.3 Looking in more detail at the issues staff wanted to raise and discuss with Members a number of key themes emerged:

Internal communications – issues about staff understanding what was going on in other teams and departments. They often struggled to know who was responsible for a particular service, or finding the right person who could help solve an issue and thereby avoiding duplication of work. Off site teams seemed to be particularly affected by what they saw as a lack of access to corporate information.

A lot of work has recently gone into internal communications, especially with regard to addressing the recent uncertainty for staff around the savings agenda. 'Doug's Page' is now regularly updated and emails have been sent out to all officers highlighting the budget position and savings required over the next 4 years. The Corporate Operating Principles are also being refreshed to reflect changing circumstances and to communicate a coherent message about the organisation during these challenging times for staff and managers.

The Assistant Chief Executive, HR and Director of Environment are also leading a group of staff, which is representative of all levels and departments, looking at improving staff engagement. A major theme of this work is improving internal communications. The proposals and action plan from this group will be reported to Members by way of a future I&E Sub Committee.

External communications – a number of issues were also raised concerning our communication with our customers. A number of staff felt that initial contact with customers could be tightened up by improving web content; getting customers to the right officer to deal with their inquiry quickly and efficiently; and by making sure all the appropriate staff were briefed and ready to deal with customer calls once a piece of council communication had gone out to residents.

The contact centre, which was established in 2001, is continually evaluating telephone traffic and looking to migrate appropriate calls into the customer contact centre and improve the quality of initial customer contact. A new voice recognition system, as well as a full upgrade to the council's website should help to address some of the issues staff were frustrated by. Further investment into additional online functionality including more e-forms, e-bookings and mapping should help customers be able to access the services they want quickly and easily at a time that is suitable to them. It should also help staff get important messages out to residents quickly and effectively.

Operational inefficiency and IT systems – the need to simplify our systems and processes and the way we do business was raised by a number of staff. They expressed a need for basic day-to-day activities that cut across more than one system or team to be streamlined. They highlighted the quantity, quality and content of meetings suggesting tighter agendas, stronger chairmen, and actively limiting staff time in meetings to help improve their overall effectiveness across the Council. They often recognised the range of different IT systems across departments as being potential blockers to making processes more efficient.

However, interestingly, staff clearly recognised the advantages of automated IT systems to make processes more efficient as they also highlighted the need to move away from paper based working. The Head of I.S is to conduct a review of back office IT systems and the associated licence costs to try to look at where there is room for further integration and savings.

Staff Training & HR – issues were raised around clarity of HR's role and level of support as well as the need for staff development and training. Linking in with IT systems it was felt that one solution would be to provide some basic compulsory training on core IT systems, processes and procedures within teams which could help resolve a lot of issues around operational inefficiencies.

Information Systems have invested in a simple tool to help produce online training courses. The web team will be piloting it when putting together a training package for content editors across all departments who produce content for our website. HR are also looking at online solutions moving to online payment slips, forms up on OneBromley and fully online recruitment. The corporate budget for training and development for staff remains relatively small and so there are currently limitations to the amount of training available. The recent staff engagement group will also be taking forward an action plan titled 'The Bromley Commitment to Staff' which sets out what is expected from all employees, managers and those that exercise a key leadership role. As stated previously, the details of this will be brought back to a future I&E Sub Committee.

- 3.4 Many of the issues that made up these themes were seen as being long standing and staff felt that there were cultural factors that could not be resolved over night. Staff felt many of the issues were not any single manager's responsibility and would require clear corporate decisions before progress to resolve them could be made – i.e. *invest in an organisational chart covering all staff, have a new policy that the web team check all content before it's published on the website, invest in running a skills audit across all staff.*

Staff brought issues rather than ideas to the sessions which was by no means a bad thing as it gave them a chance to express their frustrations and misgivings about processes and procedures directly to Members. Staff often found it hard to come up with obvious solutions to what they saw as long standing issues but, nevertheless, were very aware of the blockers across the organisation and were keen to discuss possible fixes such as *improving the HR information accessible on OneBromley, and tightening up meetings with clear agendas and stronger chairmanship of meetings.*

- 3.5 There were a number of lessons learnt. These sessions were pilots to see if this type of session could be helpfully used to unblock issues and generate potential solutions from the bottom up. However, it became clear that staff did not always feel in control of fixing some of the issues raised and the session was deliberately wide in terms of the range of issues discussed by representatives across all the departments that it was hard to genuinely have the time to develop real solutions.

In future, what may be more effective in terms of dealing with the issues raised in these sessions would be to target a session at a particular issue or problem or even at a specific team facilitating them to discuss and debate an outstanding issue and then supporting them to take

action. The staff in the sessions would benefit from being the same staff that can take positive steps to fix whatever the issue is that's being raised.

3.6 Although we have been unable to follow up on all of these issues to the degree we would have liked a number of our cross cutting projects including the accommodation plan and web site upgrade have been informed by the feedback and have meant that corporately we have been able to address a number of the larger issues raised by staff. Appendix 1 shows the individual issues staff raised. The final column shows corporately what action has been taken or is currently in the process of being implemented to tackle some of these long standing issues.

Non-Applicable Sections:	4. POLICY IMPLICATIONS 5. FINANCIAL IMPLICATIONS 6. LEGAL IMPLICATIONS 7. PERSONNEL IMPLICATIONS
Background Documents: (Access via Contact Officer)	[Title of document and date]

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<u>Issue Raised</u>	<u>Outline of Issue</u>	<u>Solutions</u>	<u>Action - Service Dept / Area</u>	<u>Theme</u>	<u>Action</u>
Number of computer systems being used in the Council	Many departments using different systems and the systems not inter linking	Less systems, use the AWI programme to interlink the systems	ICT	Operational Efficiency and Systems	A corporate review, lead by Head of IS underway to look at the amount of systems and licence costs across the council. The review will look for opportunities to streamline the amount of systems, look at where systems can be interlinked better into CRM our customer services system, and even where open source maybe applicable
Lack of system knowledge	Many staff members are not able to use basic computer programmes	Super-user training, PADS requirements, strong management, office suite training	ICT	Training	Camtasia has been purchased by IT which is a very simple tool for putting together online training courses on IT systems. IT are going to use it to encourage system owners etc to upload basic guides on how to use systems and share-point. The web project team are going to pilot it on training Content editors to use the new content management system.
No individual phone number for staff in EHTS	Not enough phone lines, staff not able to forward phones from the office to mobile phones when out of the office	Get individual phone lines - area to trail VOIP to solve this issue	ICT	Operational Efficiency and Systems	EHTS have undergone a radical modernisation of their use of office space. They have reduced their office space by 50%. New break out areas have been put in and a new desk ratio of 7 desks to every 10 staff to promote mobile working for field workers. A brand new phone system has gone in allowing hot desking and staff to have there individual number accessible from which ever desk they sit at.
Carbon Reduction Programme	Payments made on estimations in the different buildings, there is no centralised billing system	One supplier, one system training people up to take accurate readings so as not to rely on estimates	ENV	Operational Efficiency and Systems	Being investigated as part of the Carbon management fund project work which reports into I&E sub on an annual basis and has avoided large sums in energy costs.
Number of Agency workers	High turn around of agency staff which is impacting on the service	Longer placement contracts	ACS - HR	Operational Efficiency and Systems	A new approval process is now been put in place by HR. Managers need to check the redeployment list before going out to agency. Agency spend which reached £12m at peak will be reviewed again this financial year but is expected to fall off dramatically as staff cuts come into affect and savings for 2011/12 are taken.
CCTV - poor communications with highways to report pot holes etc	Reporting lines between CCTV and highways not in place	Formal process, link in capture in confirm straight away	EHTS	Internal Communications	This has been resolved by the line manager. The CCTV team now contact CCC directly and report a street issue just like a member of the public so as its captured in CRM and confirm.
Website - communications	Information on the website unclear and not easy to locate	Make information more user friendly	Bromley Knowledge	External Communications	A corporate project underway to upgrade the Bromley Website. Due to go live 13th April 2011. The new site will be more visual and user friendly. Its also a much more flexible tool for content editors to be able to update their pages. Also the communication group chaired by the CE is looking into improving online commutations including harnessing the power of social media.
Taking on apprenticeships	Departments see it as high cost and highly time consuming	HR and manager buy in, package training on how to support apprenticeships	HR	Training	Bromley have recently got involved as a host employer in the Future job fund funded by central government for school leaves. Unfortunately funding runs out for this in September. There is also a small working group chaired by Head of Adult Education looking at a corporate apprentice scheme. However there is a cost associated and this also needs to be weighed against current staff's needs who have been put at risk and are on our redeployment list.
Meetings	Quantity, Quality and Content of Meetings was raised by one member of staff and there lack of access to managers as a result	Tighter agendas, stronger chairman, limit staff time in meetings, action follow up, actions taking, use outlook calendars, to get hold of managers always in meetings	CEX	Operational Efficiency and Systems	This links to the Chief Executive's review of structures and management graded staff which he is currently conducting. Also the new 'The Bromley Commitment to Staff', developed as part of the staff engagement action plan, set's out what's expected of staff, managers and leaders and makes explicit reference to the conducting of meetings. Examples of best practise across the organisation to be shared.
Communications to off site staff members	Staff members that work off site are not communicated enough	Make sure staff on distribution lists, access to one Bromley, community TV	Comms	Internal Communications	The CE puts out regular updates using his communications page on OneBromley. All managers are invited to a monthly managers briefing. The CE has run a series of 'road shows' across Bromley Council Officers recently to keep staff abreast of the cuts in funding and the tough decisions Members are having to make. Distribution lists are automatically compiled from resource link. Providing managers are updating staff information the system should remain accurate. Communication group also in place lead by the CE to discuss communications issues generally.
Lack of resources to meet workload due to cuts	Staff struggling with workload demands due to cuts in staffing numbers with their departments	More cross training on roles, better coordination of staff and prioritisation of workload	HR	Training	This is to some extent the new environment we are all working in. Members are looking at aligning policy & finance to target the cuts where there impact can be minimalised on services. A number of team restructures are going on throughout the organisation to try and cope with these cuts and allow staff to deliver without being overloaded

Housing demands	More preventative assessment needed before automatically putting people on the housing register	Better web information, links with Citizen advice, community links, use children's centres etc	ACS - Housing	Internal Communications / External Communications	Future developments on reception will co-locate Housing benefits staff with Housing which will simplify matters for customers. Also provision to increase self serve aspects, e.g. access to information assisted by 'floorwalker' role .
Importance of using accurate codes for charging	Staff not using the correct codes when completing financial paperwork	System solution, team leader to have responsibility for codes, clearer budget book to refer to for non-financial people	Finance	Training	Work ongoing. Training courses made available to staff to support their use of our financial systems and the need to code expenditure accurately.
Negative culture in front line team (libraries)	Staff on the front line within libraries having a negative attitude which then impacts on the service	More streamline back office process to have more staff on front line, duplication in process, more consultation, review of service	Libraries	Internal Communications	Major review of libraries service ongoing by the AD of Leisure and Culture. Libraries have seen cuts to staff budgets over recent years and Members have confirmed further savings of £730k to come out of the service by 2012/13. Managers working to address issues but difficult with the level of uncertainty for front line workers in the service.
Dog fouling in parks and sports fields	Numerous complaints from members of public around the increased levels of dog fouling around the borough	New communications in place to address this - work with friends of parks, safer neighbour teams, residents associations assistance, on the spot fines	ENV	External Communications	Ward Security are focusing and targeting tier attention on dog fouling offenders, they will issue FPN'S (Fixed Penalty notices) of £80 as and when they catch someone not cleaning up after their dog. They are actively targeting our hotspot sites where we are getting most public complaints about this issue. Parks are embarking on a campaign across all our parks and the borough's streets in May which is focusing on "Being a responsible Dog owner " and the issue of dog fouling.
Lack of policies and procedures for Supporting Independence Programme (Social Care)	staff members within the SIP team not working to policies and procedures as the ones that have been written are out of date if in place at all	Process mapping, better managerial support, research into best practice in other boroughs, assigning clear responsibilities, no external challenge	ACS - SIP	Operational Efficiency and Systems	The team have seconded an employee from another part of the organisation to work of clarifying policies and procedures. The team have just completed phase 2 and are about to commence phase 3.
Communications between Streets helpdesk and Communications team	Members of staff that work on the Streets helpdesk not informed of communications before they go out to the press	Formal issue process so that help desk notified for all communications that go out	Comms / Street Services	Internal Communications / External Communications	The division has been made aware of this example of a break down in communications and have taken steps to address this in order that the streets helpdesk is informed of any communications that may impact on them before it goes to press
Content of Website	Website not having correct information and not edited regularly	Need to take incorrect information down quickly and ensure information is regularly updated	Bromley Knowledge	External Communications	A corporate project underway to upgrade the Bromley Website. Due to go live 1st April 2011. The new site will be more visual and user friendly. Its also a much more flexible tool for content editors to be able to update their pages. Workflow is being designed to reduce the number of people that can publish to the site and better controlling the quality of the content.
Duplication of workload in HR	Staff in HR services not having clear lines of responsibility, which is leading to staff duplicating work within the department	Communication, written procedures, better organisation	HR	Operational Efficiency and Systems	HR have done reviews of a number of their key processes, including recruitment where they are putting in a new system. Also they are continuing to use onebromley to publish all their forms. Finally cutting out some of the paper by for example this month moving payslips to electronic copies only
No organisational wide chart	Staff having difficulty contacting the right person for the right job	System with organisation chart, sort by function, role, responsibility etc	CEX / ICT	Operational Efficiency and Systems	HR have reviewed this and have got a quote for an automated organisation chart from OrgPlus - cost £7k a year - HR do not currently have the budget give the level of budget savings required. In the mean time the OIP team are refreshing the current organisational chart to capture all MG grades which should be ready in the next couple of weeks.
Off site libraries issues with other departments	Lack of inter departmental communications	Team meetings, linking in with other local services in an area, joined up working between library, community centre, children's centre	Libraries	Internal Communications	Major review of libraries service ongoing lead by the AD. £730k confirmed savings in budget cuts means major restructure of staff will be taking place over the next year
Preparation of the Committee documentation	Sheer volume of committee documentation and the quality and standard	Write smaller reports, max number of pages, appendixes online only, report writing course review, info items go verbally, use modern.gov kindles all round! Electronic documents only	Democratic Services	Operational Efficiency and Systems	Members cost saving options included reducing the number of committee meetings. The <i>member technology working group</i> is also discussing using mobile technologies to help replace paper based reports. Their recommendations will be presented back to Members for a decision.

Outlook, switchboard, phone directory information not up to date with contact details	Post room staff having issues with returned mail, no up to date information on staff location on site and off, external mail having the wrong contact details and locations	Basic standards for addresses, self service staff keep up to date	ICT	Operational Efficiency and Systems	IT have been looking into this one and are carrying out a scoping exercise. IT are looking at how they can improve the system and ensure that Managers update team details on the system too. Also the work around the database for the VR system should be concise enough for staff to use the system in place of the various other methods of ascertaining a number for staff members / departments. It has been aligned to the phone directory and is updated with amend user forms / new user forms (which staff members across the organisation should be using to make the necessary changes within their areas).
Communications from CCC to the right person	Not one correct location for staff names, departments and contact numbers	Train CCC staff, organisation chart, reduce contact numbers	CCC / ICT	Operational Efficiency and Systems	Due to other projects such as Voice Recognition there has been a large amount of work done to data cleanse our contact information and make the necessary updates so as CCC staff can easily put people through to the correct person
Paper-based systems	Too slow, too costly and too inefficient	Removing system, design alternative electronic systems, training, rewards for incentive to drop systems, use other councils examples, engage remote sites	CEX / ICT	Operational Efficiency and Systems	Various initiatives to reduce paper based systems have been developed, ranging from the council wide implementations of share-point document management technology and the I-procurement system, as well as separate developments by service teams in areas such as Parking, Public Protection and Adult Social Care using their specific case management systems, combined with document scanning to reduce paperwork. As part of the implementation of the office accommodation strategy we are working with teams on their paper and electronic records management, arranging off site storage for closed files which must be retained but are unlikely to be used in secure storage which is cheaper than our current office costs.
Formalising Corporate Responsibility - Volunteering	Staff members having the opportunity to partake in volunteering within the borough	Positive for staff, member sign off - need members to agree to signing off staff for 2 days a year, HR regs for staff volunteering that would need to be published along with Manager sign off, broad range of items available	HR	Operational Efficiency and Systems	Work completed to set up a organisational wide volunteering scheme for staff to get involved in projects within the local community. The draft paper was sent to all the people who attended IAL for their comments. The concept is championed by the chair of I&E Sub but has been put on hold until the summer as it was felt it was not right to role this out in the current climate.
Poor Quality Information on the Web	Content of information on the web currently along with the quality	Workflow process - staff going through BK before publishing, training, editor rights, central editing team, cost, resource issue in BK (3 FTE), using resource from the CCC using channel shift	Bromley Knowledge	Internal Communications / External Communications	A corporate project underway to upgrade the Bromley Website. Due to go live 1st April 2011. The new site will be more visual and user friendly. Its also a much more flexible tool for content editors to be able to update their pages. Workflow is being designed to reduce the number of people that can publish to the site and better controlling the quality of the content. I think we cover it off the report as being the right idea at the wrong time. Staff are of course free to volunteer but not on work time. The 'Big Society' doesn't make much of employers volunteering their staff as far as I understand
Photo ID's	Need system in place to be able to search on staff members using images	There is a need for an opt out option for staff, but this is a simple option as functionality is there and with no cost, just staff time requirement, HR function?? who would run it??	ICT	Operational Efficiency and Systems	This one has not been progressed due to priorities and resource. However due to the security cards there are photo's in the system that could be used at a later point
Education and training issues	Staff members not having the basic IT skills required to complete their roles	Capture IT requirements through staff inductions, video training sessions, web based programmes,	ICT / HR	Training	Camtasia has been purchased by IT which is a very simple tool for putting together online training courses on IT systems. IT are going to use it to encourage system owners etc to upload basic guides on how to use systems and share-point. The web project team are going to pilot it on training Content editors to use the new content management system.
Staff structure in the Libraries	Communications from Managers as to what is happening, problems with the new technology and no staff on hand to manage issues	Improving technology to be more self service, more communication from managers	Libraries	Training	Major review of libraries service ongoing lead by the AD. £730k confirmed savings in budget cuts means major restructure of staff will be taking place over the next year
Staff feeling unsupported	Staff members not feeling they had enough access to their managers or support when dealing with difficult issues	training for managers, better awareness across the organisation of developing and engaging with staff	CEX	Training HR	The new staff engagement plan will look to address these issues with 'The Bromley Commitment to Staff'. Its set's out what's expected of staff, managers and leaders and plans to develop tools such as an on line forum to raise HR issues and questions – publish answers, action plan and bi-monthly update and a launch event to engage managers and highlight their responsibilities.

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