Report No.
CEO1054

London Borough of Bromley

PART 1 - PUBLIC

Agenda
Item No. **6**

Decision Maker:	**Improvement and Efficiency Sub-Committee**
Date:	**11th February 2010**
Decision Type:	Non-Urgent Non-Executive Non-Key
Title:	**ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE**
Contact Officer:	Chris Spellman, Assistant Director, Organisational Improvement Tel: 020 8 461 7942 E-mail: chris.spellman@bromley.gov.uk
Chief Officer:	Doug Patterson, Chief Executive
Ward:	Borough wide

1.   Reason for report

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

_____

2.   RECOMMENDATIONS

2.1   The Committee is asked to:

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

Corporate Policy

1.   Policy Status: Existing policy.

2.   BBB Priority: Excellent Council.

Financial

1.   Cost of proposal: N/A No additional costs at this stage. Business cases will set out the investment required to deliver projects and will be brought to members for approval once these have been defined.

2.   Ongoing costs: N/A. Opportunity cost of Organisational Improvement Team. No additional ongoing costs at this stage. Any business cases for future projects will include ongoing costs.

3.   Budget head/performance centre: Organisational Improvement Team

4.   Total current budget for this head: £

5.   Source of funding: Existing revenue budgets

Staff

1.   Number of staff (current and additional): 4 FTE

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

Legal

1.   Legal Requirement: Non-statutory - Government guidance.

2.   Call-in: Call-in is applicable

Customer Impact

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

Ward Councillor Views

1.   Have Ward Councillors been asked for comments? N/A.

2.   Summary of Ward Councillors comments:

3.   COMMENTARY

3.1   Project Progress. See also Appendix 1.

Civic Centre Accommodation

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

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

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

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

3.5   *Reception points*

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

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

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

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

3.9   *Website Upgrade & Self Service*

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

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

3.10   If progressed this joint project would be undertaken in conjunction with Microsoft and would involve utilising their latest MOSS10 system. Initial quotes however have been disappointingly high and detail has been lacking from Microsoft as to exactly what the boroughs would get as a result. Therefore further negotiations are underway. It is understood that partnership development would be a positive step forward but that it needs to be business rather than technology lead.

3.11   Transactional service delivery developed for a new web platform would in the first instance be based on where other Local Authorities have experienced high web take up. Also the telephone survey recently carried out as part of monitoring an LPSA stretch target was adapted in order to collection information from users of the Bromley website as to what services they would wish to see and be willing to access on line. This survey will be the subject of a presentation to the next meeting of the I&E sub-committee.

3.12   It is important to note that before recommending to Members that early investment is made in a website upgrade, the Programme Board will wish to collate substantive evidence that such a project can be delivered on an invest to save basis.

3.13   Although a full web upgrade would be the most desired outcome given the scale of investment that would be required it may prove more efficient to continue on the existing platform. Our current web-platform, although limited in its functionality, will still enjoy supplier support until 2014. It may therefore be that an appropriate strategic choice will be to allow this period of time to elapse, during which it is anticipated that the market will develop significantly and clear local authority best practise will emerge.   During which time we can be working on the additional packages that provide the extra functionality that Members are keen to see developed such as e-forms, mapping and customer alerts. None of these things come 'off the shelf' with new upgrades and costs for development need to be build in. These extra tools for customers can be developed separately and moved across to a new web platform at a later date.

3.14   *SharePoint Review*

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

3.15   The Organisational Improvement Team have carried out a review of the organisation's use of SharePoint, including consulting with staff to understand their issues, and have made some recommendations were reported to the Programme Board on 15th December for action.

3.16   Sue Essler, Assistant Director Information Systems has assumed responsibility for the SharePoint system and work has now commenced on a strategy to ensure the consistent and effective take up of the technology across the organisation. The strategy will be presented to the next Programme Board in March.

3.17   *Voice Recognition*

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

3.18 Feedback from these OLAs has been extremely positive, especially relating to the level of support offered by the suppliers and the low level of maintenance the system requires.

3.19 In all three instances these organisations have chosen to expose the Voice Recognition technology in some public facing environment as well as internal switchboard calls.

3.20 Additionally some ad hoc 'Mystery Shopping'/Market testing of these and other boroughs that are using the voice recognition has been carried out and the results support the performance of software as reported by the suppliers and the authorities contacted.

3.21 Based on this positive feedback a full technical specification document has been developed and a supplier will be selected shortly subject to acceptable quotation.

4. POLICY IMPLICATIONS

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

5. FINANCIAL IMPLICATIONS

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

6. LEGAL IMPLICATIONS

6.1 No obvious legal implications at this stage

7. PERSONNEL IMPLICATIONS

7.1 Staff consultations will be carried out relating to the formation of the new Organisational Improvement Team and the disbanding of the existing Improvement, Efficiency and Effectiveness Team.

7.2 All the projects mentioned above will have personnel implications as we continue to move towards a well skilled but smaller workforce.

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