

**Organisational Improvement Programme Management Highlight Report**

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

**Management Summary**

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

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

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

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

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

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

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### Work stream: *Customer and Service Led Improvement*

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

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