

Decision Maker: Improvement and Efficiency Sub-Committee

Date: 18th January 2012

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

Title: **ORGANISATIONAL IMPROVEMENT PROGRAMME UPDATE**

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Chief Officer: Doug Patterson, Chief Executive

Ward: Borough-wide

1. Reason for report

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

2. **RECOMMENDATION(S)**

- Note the progress made to date on projects led by the Organisational Improvement Team and the new work projects that members of the team are currently supporting.

Corporate Policy

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

1. Cost of proposal: N/A No additional costs at this stage
 2. Ongoing costs: N/A. Opportunity cost of Organisational Improvement Team. No additional ongoing costs at this stage. Any business cases for future projects will include ongoing costs.
 3. Budget head/performance centre: Organisational Improvement Team
 4. Total current budget for this head: £328k
 5. Source of funding: Existing revenue budgets
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Staff

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

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

1. Estimated number of users/beneficiaries (current and projected): Dependent on Member Decision Making. Potentially all customers
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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 the last I&E Sub-Committee, a corporate decision has been made to use the Organisational Improvement Team in a slightly different way.
- 3.2 Members of the team are now working on time-limited projects within a service area, where dedicated corporate support is required either on a full time or part-time basis.
- 3.2 There remain a number of cross-cutting corporate projects that continue to be led on by the Organisational Improvement Team. These projects all contribute to the wider savings targets.
- 3.3 Details of the work being supported by the team and progress on the cross-cutting projects are provided for Members below.

Joint commissioning (New department)

- 3.4 The Programme Manager, Organisational Improvement is supporting the Assistant Director of Commissioning and Partnerships (ACS) on a full time basis on the creation of a central commissioning unit for the new department.
- 3.5 The workstream will start to draw together a structure for commissioning in the new department which will be presented to the Chief Executive leading ultimately to a formal staff consultation process.
- 3.6 The new model will focus on bringing together the activities of commissioning, procuring, gate keeping and brokerage.
- 3.7 Discussions with Heads of Service in CYP and ACS are ongoing to identify how individual services will fit the model.
- 3.8 Proposals around a new model for commissioning are also being shared with the Public Health team with the aim of further integrating social care and community health budgets and providing commissioning support to Bromley's new Clinical Commissioning Group (CCG).
- 3.9 The proposals for better integration of commissioning with Public Health are being presented to the Shadow Health & Wellbeing Board on 19 January 2012.

Public Health

- 3.10 The Project Manager, Organisational Improvement has been seconded for two days a week to the Public Health Transition team at NHS London supporting the transfer of Public Health from PCTs to Local Government.
- 3.11 The work will be carried out predominantly with the 6 South East London Boroughs, supporting the design process of setting up a model for Public Health which is fit for purpose for that local authority, or cluster of local authorities.
- 3.12 The first workshop is being run in January with local authority leads from Greenwich, Lambeth, Lewisham and Southwark who are proposing a 4 borough model.

Customer Service Improvement (CCC)

3.13 The Project Officer, Organisational Improvement has been seconded to the Customer Contact Centre (CCC) to focus on supporting and delivering customer service improvement projects, some of which were already being led on from the Organisational Improvement Team.

Voice recognition

3.14 Phase 3 of the Voice Recognition project is looking at high volume service requests, with missed bins in the first instance. The project is now in the development testing stage with go-live to the public planned for mid-January once UAT is complete. Further opportunities for using VR functionality are currently being identified within the Environment Services Department (ESD).

Service migrations

3.15 Landscapes calls are successfully being handled through the CCC. Options are being explored by the project team regarding integrating the Confirm system used by the Landscapes team into CRM (used by CCC) or using CRM instead of Confirm.

3.16 Service migration of the remaining calls that were not transferred during phase 1 of the Streets migration into the CCC are now being considered as well.

3.17 Phase 1 of the migration of Registrars calls to the CCC is now complete. This includes calls to book an appointment (with the exception of ceremony bookings), as well as requests for certificates. Phase 2 will involve monitoring calls for the Nationality Checking Service (NCS) over a period of 6 months to obtain call volumes and assess the need to transfer calls into the CCC.

New Technology Working Group recommendations

3.18 Recommendations from the New Technology Working Group are being progressed including developing a social media strategy for the Council to better utilise channels such as Facebook, Twitter and YouTube to engage with customers.

3.19 New e-forms, as identified by the Customer Focus sub- group are being developed to increase web transactions and minimise back office administration.

3.20 Looking at the potential to centrally manage the various web portals across the organisation (e.g. MyLife, Planning Portal etc) as well as opportunities to support these portals on the corporate web platform. Site utilisation is being monitored as well as the information management requirements for each site.

Stopford appointment booking system

3.21 The Stopford appointment booking system is now being used successfully by the Registrar service. Business cases are being developed for Bulky Waste, Housing needs and Council Tax benefit / Housing benefit to interlink with Qmatic queuing system for the new reception. Currently the project is in its initial stages, working with the service areas and Stopford with regard to service specification and requirements. In addition, future opportunities are being explored within ESD to use the system for booking Road Safety courses and BEECHE room bookings.

Blue Badge improvement scheme

3.22 The CCC has worked in conjunction with DfT to implement changes to the Blue Badge scheme. Blue badges are now issued nationally in an attempt to reduce fraud, with staff in the CCC updating a database to ensure accuracy of information.

Tell Us Once

3.23 Tell Us Once (TUO) has been available to customers registering a death in Bromley since October 2011 allowing them to inform several Council and Government departments at once. Initial feedback suggests that take-up of the service at the front-end in Registrars is high. Potential savings in back-office areas as a result of TUO will be monitored to measure the financial benefits of the service. A follow-up meeting between Registrars and DWP, who run the scheme at a central level, is scheduled for 10 January.

Other customer service workstreams

3.24 A review of the current functionality and utilisation of the CRM system in the Customer Contact Centre is being carried out to determine future requirements and opportunities for using the system.

Shared Services

3.25 The Shared Services Board, comprised of the Chief Executives and one other Chief Officer from Bromley, Bexley and Croydon, continue to meet on a 6 weekly basis to agree and explore areas which could benefit from taking a shared service approach. The three Leaders and Chief Executives meet on a quarterly basis.

3.26 The areas with significant momentum are:

- **Libraries** back-office and managerial savings are in the process of being realised as the shared service went live on 1 January 2012. There is potential for further savings through a Libraries' Trust (Bexley & Bromley) and this is currently being investigated further.
- **Legal** Bromley providing a property lawyer to Bexley for 2 days/week
- **Children's services** – 3 Directors meeting regularly to progress workstreams around sold services to schools and reducing cost of SEN out-of-borough placements through a possible in borough invest-to-save model.
- **Property** – mapping spend across service areas in three boroughs to agree business case and potential target saving figure
- **Procurement** – risk and reward consultants, People Too, carrying out preliminary work to determine levels of service across each borough for transport (inc. children's SEN, adults' social care and fleet management) in order to deliver more efficient transport jointly across boroughs.
- **Regulatory services** (see below)

3.27 After the success of the shared services conference in October 2011, a further conference or workshop is proposed to be held in spring 2012 in order to maintain momentum and ensure that projects are progressing.

Regulatory Services

3.28 Exploring alternative models for Regulatory Services is one of the shared services board workstreams that is being progressed by the Organisational Improvement Team on behalf of Bexley, Bromley and Croydon.

3.29 The Chief Executives have requested that the services within scope of the review (mainly those in the Public Protection Division at Bromley) be packaged together into a separate shared 'provider unit' offering better value to the three organisations.

- 3.30 The Assistant Director, Organisational Improvement will be leading this work along with the Assistant Director, Public Protection, Heads of Service and relevant officers from Bexley and Croydon.
- 3.31 Currently the structure and constitution of the shared provider is being considered and tested along with how any transition or change to services deliver could be most effectively achieved, minimising as far as possible any impact on staff and disruption to services.

Civic centre accommodation

- 3.33 As Members will have observed, works on the Civic Centre site are well underway and due to complete sometime around end of March 2012. The decant of around 250 staff from North Block to other areas across the Civic Centre campus was completed at the end of July 2011. The basement areas in Exchequer House and the Old Town Hall, which were used for storage, have been completely cleared in preparation for vacating the buildings once the accommodation works are completed.
- 3.34 Property Division and Organisational Improvement are working with Chief Officers to determine the future allocation of space to fit in with and support the corporate restructure taking place with effect from April 2012. Once those decisions are finalised work will begin on both future design/layout requirements, addressing any storage issues as well as 'softer' issues such as helping teams to prepare for adjustment to new working environments involving less than 1:1 desk provision, use of different technology, etc.
- 3.35 Once all staff, including partners' staff, are relocated then the three buildings planned to be vacated (Old Town Hall/Exchequer House, Joseph Lancaster and Ann Springman) will be available.
- 3.36 Consistent with the findings of the accommodation policy/budget review, all Chief Officers have agreed to aim for departmental teams to be co-located and to the average 70% desk/FTE ratio - to the extent this is possible given the limitations of some of our existing buildings and without incurring any cost beyond the approved budget limit.
- 3.37 Further developments, for example, consideration of whether further buildings can be released are dependent on higher level strategic decisions, for example whether the Council will remain on this site or move to a different site as part of the overall town centre developments.

Organisational Design

- 3.38 The Chief Executive has presented his plans for an organisational restructure to Members and Officers with the aim of addressing the key challenges facing the Council over the next three to four years as well as contributing to the significant budget savings during this period.
- 3.39 Under the new structure there will be four departments. In addition to these, the Chief Executive will continue to have responsibility for HR, Audit, Performance Management and Corporate Communications. The departments will be as follows:
- A new department bringing together adults' social care, children's social care, education and commissioning together with the operational aspects of housing
 - Environment
 - Resources
 - Strategic Regeneration and Development, including the strategic elements of housing and leisure

- 3.40 A strategic group has been set up comprising all existing Assistant Directors from CYP and ACS, the Director CYP, Assistant Chief Executive HR, Chief Executive and Executive Assistant. The purpose of the group is to direct and oversee the transition from two departments to one, including arrangements to realign budgets, teams and staff and administrative policies and procedures.
- 3.41 Members are invited to the strategic group as necessary although there is a proposal to create a separate strategic Member group.
- 3.42 A job advert has been put together with recruitment consultants to recruit a director for the new department. It is noted that the Assistant Director for Education is on an interim contract until April 2012 and therefore the permanent recruitment to this post must be considered too.

Centralisation/Rationalisation of Support Services

- 3.43 With the establishment of the expanded Resources department and the recent strategic decision to merge elements of ACS and CYP (above) the opportunity now exists to implement a new more efficient support services model.
- 3.44 The new model will deliver the £350k of support efficiencies identified in the budget in the first phase and potentially more over time as the new arrangements are bedded down and senior officers responsible are able to drive down cost further.
- 3.45 The decision to move further towards centralisation and rationalisation of support services complements our Corporate Operating Principles and will facilitate the forthcoming Market Testing agenda which is likely to see some or many of these functions reduced to a client role.
- 3.46 A project, led by the Director of Resources and Organisational Improvement is reviewing the distribution of support services across all departments with a view to delivering £350K savings. It is anticipated that these savings will be achieved through reducing the spread of managers involved in running these services/functions and also through consolidated procurement of all general spend items.
- 3.47 Generally the principle adopted has been to move towards a structure whereby any service which is applicable to the entire organisation should be managed through only one (central) line of management rather than, as is currently the case, through all or most departments separately.
- 3.48 Generally this means that the Director of Resources (in the main) and Chief Executive to a lesser extent will deliver the full range of generic services to the whole organisation, for example, all general administration and business support, customer services, public information and systems, all operational property and facilities management, all ICT systems and support, procurement and contract management of general matters, e.g. furniture & equipment, stationery, storage, etc.
- 3.49 It is the intention that all related general budgets will also be consolidated so that further economies can be achieved through economies of scale, corporate prioritisation and by utilising the skills of the central procurement team on those areas.
- 3.50 There will be some exceptions due to the specialist nature or scale of work, for example commissioning and procurement covering children's and adults' services will remain in the new service directorate, as will the performance and quality management arrangements supporting care services, both of which are specialist and interrelated functions. Nevertheless both these areas will be 'centralised' within the new department to the same ends.

- 3.51 A Working group, with representatives from all departments, has had input to discussions on how each support service/function would best be located and Chief Officers are to consider the proposals mid January, following which draft proposals and a formal consultation process will be taken forward.

Market Testing

- 3.52 The Chief Executive has presented to Extended Cabinet/COE details of a number of areas which could be wholly or partly outsourced over time in order generate savings and transition further towards our target operating model as a commissioning organisation.
- 3.53 This work will be progressed from a 'corporate' perspective and supported by the Chief Executive. Working with Members and the services in question the process will test and evaluate what represents the best deal for Bromley.
- 3.54 This process will also be used to explore the potential for some existing elements of direct service provision to be delivered via staff based social enterprises or 'floated off' provider units.

Invest to Save for Special Educational Needs Provision

- 3.55 The CYP department have engaged an external specialist consultant to lead a project on the development of an invest to save business case to enhance local provision for secondary aged children with autism to help to address projected increased demand and provide additional (local) placements at a far lower unit cost..
- 3.56 As this is closely aligned to the policy /finance review of SEN & Disability, carried out by Organisational Improvement, the team member is included in the invest to save project team. The business case is due to be considered by the Member Officer Working Party for Special Educational Needs (MOWGSEN) in January 2012.

4 POLICY IMPLICATIONS

- 4.1 Many of the workstreams that propose a shared service across boroughs or integration of services across Council departments within Bromley are likely to lead to changes in existing policies.

3 FINANCIAL IMPLICATIONS

- 5.1 All of the workstreams referred to in this report are being progressed as components of the organisation's Financial Strategy to deliver the substantial savings necessary following the Comprehensive Spending Review. Some of the cross-cutting workstreams address smaller efficiency savings which are still of note.

4 LEGAL IMPLICATIONS

- 6.1 Many of the areas of work highlighted in this report may risk legal challenge due to proposed changes in organisational structure and/or policy. In others, such as market testing, shared services and Public Health, issues including TUPE will be relevant.

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.