

Organisational Improvement Programme Management Highlight Report

Highlight Report	Overall RAG Status	AMBER
-------------------------	---------------------------	--------------

To	I&E sub-committee				
Project / Programme Name	Organisational Improvement Programme	Reporting Period	22 nd Apr 10	To	6 th June 10
Report Author(s)	Organisational Improvement Team	Stage / Status	Definition		
Start Date	Oct 09	Proposed End Date			

Management Summary

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

The main project areas have been signed off by COE and the I&E Sub-Committee. A summary of these projects is below.

Organisational Improvement Programme Management Highlight Report

Key progress during reporting Period	Risks and issues to be raised for information or escalated	Tasks planned for next period	RAG status
Work Stream: Office Accommodation			
<p>Project 1: Business case and implementation planning for office accommodation project</p> <p>Briefed external consultants to advise on overall property strategy. Proposal received w/c 18 May</p> <p>Confirmed working assumptions on PCT – 50 – 60 staff in 6 - 9 months from April.</p> <p>St Blaise solution agreed by Programme Board 22 April</p> <p>Started Capital Ambition project with ESD on flexible working to achieve 50% reduction in office space. Workstyle workshops held 13 May</p> <p>Working with ESD organisational improvement group on storage issues and extending to all departments on civic site, and linked in with storage project.</p>	<p>Main Issues:</p> <ul style="list-style-type: none"> • Direction of workstream dependent on strategic decisions on property by Members. • No funding approved pending above so all actions on minimal basis • Current projects do not release Jo Lanc or Ann Springman. <p>Risks:</p> <ul style="list-style-type: none"> • PCT staff numbers still uncertain • CYP teams need to be together – need to ensure enough space in St Blaise/PCT planning. • Future accommodation/equipment solutions are not attractive to colleagues/partners • Final decisions on one stop shop concept, remit and location could require some adjustment in this workstream. 	<p>Short term priorities:</p> <ul style="list-style-type: none"> • Work with consultants to deliver evaluation of strategic options to Members as soon as possible • Progress PCT accommodation plan. • Work with ESD working group on flexible working. Aim to reduce space in St Blaise by 50% for PCT occupation. • Progress storage reduction through working with ESD and generally. <p>Once overall strategy is agreed:</p> <ul style="list-style-type: none"> • Re-plan if necessary and • Liaise with departments on allocation of space/location to enable building and ICT infrastructure works to be commissioned and detailed staff move plans to be developed. 	AMBER

Organisational Improvement Programme Management Highlight Report

Work stream: *Self-service and ICT*

<p>Website upgrade</p> <p>Work completed:</p> <ul style="list-style-type: none"> • Paper to COE ready for April was pulled to pursue potential of joint web platform bid with Bexley • Joint bid for web development drawn up and consulted on with Head of ICT, Director of Resources, Director of Customer Services • Visited Bexley to discuss strengthening the bid and other possible opportunities for joint working • Mapping exercise undertaken across the two boroughs to establish where initial projects are required and where capital spend would be allocated if the bid was successful 	<p>Issues:</p> <p>Specific cashable efficiencies very difficult to identify up front.</p> <p>Risks:</p> <p>Investment from Capital Ambition refused. Business Case for investment (possibly still in partnership) will need to be made.</p>	<p>Work planned:</p> <p>If Capital Ambition bid is successful we will need to work with London Borough of Bexley to identify far more explicitly the project deliverables, governance and an implementation plan.</p> <p>If unsuccessful a further report into COE will be submitted setting out the options:</p> <ul style="list-style-type: none"> • Continue to work with Bexley regardless of bid money to share costs • Investment all found internally to develop web self service functionality and revisit upgrading CMS at a later date due to cost • Fund web upgrade plus development all internally as a priority investment for the council and its core systems 	<p>AMBER</p>
<p>SharePoint Review and Strategy</p> <ul style="list-style-type: none"> • Revised Sharepoint Strategy developed and agreed by the Organisational Improvement Programme Board. • Successfully rolled out a fix to the permissions levels on 15th & 16th May. • Contacted departments regarding setting up super user groups • Governance documentation finalised – will be reviewed by BIKS and the 	<p>Risks</p> <ul style="list-style-type: none"> • Technical configuration of software does not meet business need or is inflexible to differing requirements • SharePoint remains a <i>technology</i> rather than a communications/information management tool 	<p>Work planned:</p> <ul style="list-style-type: none"> • ‘Super User’ teams in ACS to be used to highlight the potential business benefit of Sharepoint. • Complete final technical development of Sharepoint System. • Work with Communications to design re-launch of Sharepoint across the organisation. • Introduce bite size chunks / lunchtime sessions to enhance training. 	<p>AMBER</p>

Organisational Improvement Programme Management Highlight Report

<p>departmental SharePoint Groups</p> <ul style="list-style-type: none"> Initial discussion with Bromley Adult Education on provision of trainer to work within the team providing 1-2-1 support to teams Reviewing training programme – targeting both intermediate SharePoint training and specific “how to” areas to ensure the full functionality is exploited. 	<p>Issues:</p> <ul style="list-style-type: none"> Business Change not sufficiently embedded during initial Sharepoint launch. 	<ul style="list-style-type: none"> Pull together plan around the closure of the current N:Drive. 	
Work stream: <i>Customer and Service Led Improvement</i>			
<p>CCC Service Migrations</p> <p>Work Completed</p> <ul style="list-style-type: none"> Technical development of CRM in order to facilitate integration with the Confirm System is completed. Integration software coded to communicate between CRM & Confirm. Business requirements of CRM/integration formerly established and signed off with Street Services. Potential site for CCC expansion identified (Former ESD Post Room) CCC expansion project costs identified and currently being considered by relevant services and Chief Officer Evaluation of resource requirement for Landscapes Helpdesk calls to be migrated to the CCC. Funding for interim CCC expansion agreed by relevant Chief Officers 	<p>Issues Delay in decision making around the accommodation strategy is preventing long term decision making relating to the CCC taking place</p> <p>Risks Failure to provide additional interim CCC capacity on time will prevent/delay delivery of projects in the Supporting Independence Programme, disrupt potential expansion of the waste trial and prevent further service migrations.</p>	<p>Work Planned</p> <ul style="list-style-type: none"> Complete technical development of Confirm Integration. Carry out User Acceptance Testing with Street Services of the integration solution. Go Live (15th June) of Street Service calls within the Contact Centre Agree/Dismiss Landscapes migration Award tender for renovation and technical works to ESD Post room/Interim CCC Capacity 	GREEN
<p>Customer insight analysis</p> <ul style="list-style-type: none"> Received new public sector Mosaic profiling of Customer Contact Centre 	<p>Issues</p> <ul style="list-style-type: none"> Multiple sources of data recorded differently make it difficult to draw like- 	<p>Future work will include:</p> <ul style="list-style-type: none"> Continued analysis of Mosaic profiling (CRM data and borough 	GREEN

Organisational Improvement Programme Management Highlight Report

<ul style="list-style-type: none"> profiling – begun analysis Received up to date Mosaic profiling of the borough – begun analysis Started gap analysis of template channel strategy against Bromley's foundation strategies (notably customer access; communications; IT) Market research into Bromley customer access preferences has now been completed, analysed and presented to the Customer Focus Group. This information will be used to update the information on customer transaction channel preferences and inform our web and channels shift strategy. Overview of E-forms available on www.bromley.gov.uk and their 'hit rates' overlaid with Bromley profiling data. 	<p>for-like comparisons. Back office systems are principally address driven, rather than customer driven.</p> <p>Risks</p> <ul style="list-style-type: none"> The impact of the channel strategy should resonate across the LBB foundation strategies – there is no secured resource (post July) for the implementation stage of the strategy. 	<p>profile)</p> <ul style="list-style-type: none"> Comparison of Bromley's borough profile to neighbouring local authorities (Bexley) Produce overview analysis report of insight provided by Experian-comparison of mosaic data with Bromley customer access research for verification purposes Complete gap analysis of template channel strategy against Bromley's foundation strategies Identify popular lifestyle groups in Bromley and liaise with Communications to begin process of web marketing strategy. Present findings of Customer Access Preferences Research to I&E Sub Presentation of project work to date and project handover. 	
<p>Voice Recognition</p> <ul style="list-style-type: none"> VR Hard/Software installed on council corporate network. Remote connection to supplier established so 24/7 updating/support is possible. Council Staff/Member directory recorded by voice artist. Switchboard departmental directory revised and adapted for VR software with input from existing switchboard staff. Data cleansing of internal phone directory has now been completed. Test group for internal roll out identified. 	<p>Issues</p> <ul style="list-style-type: none"> Grammar loaded into VR software unlikely to be sufficiently comprehensive initially. User acceptance testing crucial in order to identify additional grammar required. <p>Risks</p> <ul style="list-style-type: none"> VR software does not accurately redirect calls and leads to avoidable contact being made with remaining human operators. Possible risk with data quality relating to phone numbers within the council – work is being completed currently around this issue. 	<p>Future work will include:</p> <ul style="list-style-type: none"> Testing of the internal roll out to a selected group of staff members – due date for Pilot 27th May. Feedback from testing used to cleanse staff directory data and add grammar to VR software. Anticipated go live date:- 14th June 2010 Extend to external calls (3 months) Investigate added functionality further using the Telephonetics software. 	<p>GREEN</p>