Organisational Improvement Programme Management Highlight Report

Highlight Report	**Overall RAG Status**	**GREEN**

To	I&E sub-committee			
Project / Programme Name	Organisational Improvement Programme	**Reporting Period**	22nd Apr 10	**To** 29th June 10
Report Author(s)	Organisational Improvement Team	**Stage / Status**	Definition/Implementation	
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.

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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
Work Stream: *Office Accommodation*			
Supporting consultant's work which has started and is work in progress. Consultants meeting with Cabinet 25/6 to ensure political input/engagement. Report with options due to go to Executive July. Started Capital Ambition project with ESD on flexible working to achieve 50% reduction in office space. Workstyle workshops completed, further workshops to inform future needs and working methods 23/6. Working with ESD organisational improvement group on major assault on storage issues in St Blaise and extending to all departments on Civic site 2/7. PCT - no movement or changes. May hear more from them on numbers early July.	**Main Issues:** • 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. **Risks:** • PCT staff numbers/move 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. Dependent on funding • Final decisions on one stop shop concept, remit and location could require some adjustment in this workstream.	**Short term priorities:** • Continue work with consultants to deliver evalution of strategic options to Members as soon as possible • Progress PCT accommodation plan when PCT advise their requirements with some certainty. • Continue to 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 more generally. **Once overall strategy is agreed**: • Re-plan if necessary following Members decisions, PCT advice and customer contact centre decisions. • 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.	**GREEN**

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Work stream: *Self-service and ICT*

SharePoint Review and Strategy Sharepoint Strategy was handed out to the Organisational Improvement Programme Board for discussion on the progress. We are currently writing up a full Strategic Plan to implement the strategy: • Successfully rolled out a fix to the permissions levels in May. Other changes can now be progressed as a result. • Contacted 50% of departments re setting up super user groups – these have been set up with initial meetings scheduled for 1st week of July. • Governance documentation finalised and will be reviewed by BIKS Board at beginning of July. • Scope and work description has been finalised with Bromley Adult Ed on provision of trainer to work within the team providing 1-2-1 support to teams. Adult Ed are coming back with costings etc • Training has been evaluated and intermediate course designed for delivery in July to support groups. Bite size chunks are reliant on Ad Ed resource.	**Issues:** Business change still biggest issue – additional resources will require business case. Current management of OneBromley site - covered within Strategic plan and establishment of OneBromley/TeamBromley management Board and Sharepoint Support Groups. Management of OneBromley Homepage is with ISD and we are close to implementing changes re-design with Bromley Corporate communications	**Work planned:** The following are outlined in the Strategic plan: • Work is being done with ACS to work together to highlight to the organisation what Sharepoint can do. • Re-launch Sharepoint across the organisation. • Introduce bite size chunks / lunchtime sessions to enhance training. • Work with ACS to pull together plan around the closure of the current N:Drive.	**GREEN**
Website Upgrade **Work completed:** • Paper to COE in April was pulled to pursue potential of joint web platform bid with Bexley • Joint bid for web development drawn	**Issues:** Bid unsuccessful confirmation came through Monday 21st June. Mark Bowen as lead on the general exploratory work around partnerships with Bexley has gone back to Bexley to ask	**Work planned:** Awaiting response from Bexley as this bid fit into a wider agenda around partnership working. Appears to be 3 options:	

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 • Broader potential for shared services explored at a high level and Joint Chief Officers Board and Joint Project Team established. This area will be reported as a separate workstream in future highlight reports.	whether the match funding (£250k each) is still available and if continuing to work in partnership on the web would still be the right move **Risks:** Further delays Potential pot now halved to £500k Bexley and Bromley's ambitions for the funding were slightly different Bromley will still be required to upgrade the CMS platform at some point as a 'core' system	• Continue to work with Bexley regardless of bid money to share costs of web development where applicable (portal not web platform which will still need resolving) • 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 in its core systems • Explore further shared service opportunities with the Bexley and report to Joint Strategic Board (Bromley/Bexley CEX's and key Chief Officers)	**AMBER**

Work stream: *Customer and Service Led Improvement*			
CCC Service Migrations **Work Completed:** • Integration of CRM & Confirm fully tested. • Training of Contact Centre Agents and back office staff completed. • Street Services calls now fully migrated and 'live' in the CCC (8th June). No faults or issues reported • Potential site for CCC expansion selected (Former ESD Post Room). Delivery date to coincide with waste roll out and SIP requirements-1st September. This project will be reported as a separate workstream in	**Issues:** • Decision making around the accommodation strategy impacts on the future direction of the CCC taking **Risks:** • Services are unable to release sufficient resources to justify service migrations and create savings • CCC Expansion space is delayed and waste roll out is affected	**Work Planned** • Continue to monitor new CRM/Confirm integration • Complete business case for Landscapes helpdesk and Registrars service migrations • Agree/Dismiss migrations • Commence works on CCC expansion space inc telephony and cabling etc	**GREEN**

future highlight reports • CCC expansion project costs agreed • Evaluation of business cases for future potential service migrations inc. Registrars, Landscapes helpdesk and other services now being actively evaluated.			
Customer Insight Analysis • Completed first draft of Bromley's Channel Strategy • Completed Borough Profile of Mosaic groups and types and their communication preferences • Completed analysis of Contact Centre users per Mosaic user group • Futures paper – how Bromley can use Mosaic in its channel strategy and service planning?	**Issues** • Multiple sources of data recorded differently make it difficult to draw like-for-like comparison **Risks** • No allocated resource to embed Mosaic in channel strategy and service planning	**Future work will include**: • Discussion point – the future of Mosaic in Bromley • Unable to complete borough profile with LB Bexley – awaiting data from Bexley	**GREEN**
Voice Recognition • Pilot group tested VR system for 3 weeks and fed back any wrong grammar, wrong numbers and departments or teams to add etc. (Accuracy rate of 83% at end of test) • VR went live on internal switchboard calls 21/6/10 (1 week later than anticipated due to clash with Street Services migration to CCC) • Training provided to Project Manager so that updates/changes can be made from LBB instead of requiring assistance and support from Telephonetics	**Issues** • List of departments is not fully comprehensive. This will continue to be populated on a planned basis as requests and feedback come through from members of staff and Members **Risks** • VR software does not accurately redirect calls and leads to avoidable contact being made with remaining human switchboard operators. • Possible risk with data quality relating to phone numbers within the council – work around this issue is ongoing	**Future work will include:** • More feedback expected as system is initially rolled out and any necessary changes/additions made • After ~2 weeks obtain feedback from CCC re. volume of calls to switchboard, whether CCC staff are using system to re-direct internal staff and/or public. • Extend to external calls (20th September 2010) • Investigate added functionality further using the Telephonetics software.	**GREEN**