

Organisational Improvement Programme Management Highlight Report

Highlight Report	Overall RAG Status	
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To	I&E sub-committee				
Project / Programme Name	Organisational Improvement Programme	Reporting Period	30 th October 2010	To	1 st January 2011
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: Agency Staff			
<ul style="list-style-type: none"> • Detailed analysis of expenditure across all departments, functions, etc. carried out. • Report to Chief Officers presented. • Chief Officers reviewed their departments use and spend – reported 28/7. • HR have issued revised vacancy management procedures to increase controls. • Depts continued to use agency staff to fill temporary roles and to help manage vacancies /possible redeployment requirements pending future decisions on overall budgets. 	<p>Main Issues:</p> <p>100% increase in agency spend since 2008/09 to projected £12m this year based on £6.24 M first half year and no downward trend evident to date .</p> <p>Strong managerial controls over recruitment of permanent posts but less so over agency staff. Some positive use of agency to avoid taking permanent staff on for temporary roles.</p> <p>Some services can't recruit permanent staff and have to resort to agency, e.g. children's social care.</p> <p>Legal changes on status and rights of agency staff wef October 2011.</p> <p>Risks:</p> <p>Continual reliance on agency staff has inherent risks and costs. – continuity, retraining, induction, etc</p> <p>Managers choose to work around procedures and avoid engaging potential displaced staff.</p> <p>Reduction in use of agency does not happen from April when new years budget limits are in place.</p>	<ul style="list-style-type: none"> • No immediate actions planned – anticipate reduction in agency spend wef new budget year • Procurement working with agency to control costs. • Continue to track trends and recommend action if expected reductions do not happen. 	<p>GREEN</p>

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Work Stream: *Office Accommodation*

Summary Position

- Strategic decisions made 8 Dec 2010 - Executive approved proposals in principle for £2M refurbishment programme to upgrade civic centre offices and release three buildings by 2012/13 financial year.
- Revenue savings identified at £473K pa, excluding any potential capital receipts.
- Decisions subject to consultation with Leader and Resources Portfolio Holder prior to placing orders for significant work s.
- Aggressive (12 month) timetable set to ensure no delays in sale of Old Town Hall, provide just enough time for contractors to complete specified works and realise savings as soon as possible.
- Public protection to reduced their use of space by half following flexible working pilot.

Main Issues:

- Limited funding will mean we have to compromise on allocation of space, refurbishments and equipment. Original plans have been changed accordingly.
- Timescales mean that decisions on space, specific requirements, etc. will need to be made quickly and fixed to enable works to be tendered in time.
- Anticipate archive storage requirements will need to be resolved, particularly if old town hall sale progresses quickly.

Immediate priorities:

- Initiate communications with staff generally and specifically with each department.
- Agree plans with each department to enable works to be specified and tendered ASAP.
- To that end arrange consultations with Directors to consider draft plans and agree any specific amendments (January).
- Director of Legal, Democratic & Customer Services to consult Directors on revised reception design and associated operational changes.

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Work stream: Customer Contact Led Improvement

Website Upgrade

Work completed:

A report requesting the following recommendations went through E&R PDS and The Executive in September:

The Executive agreed:

- to release the Capital funds required to upgrade and deliver a modern, flexible and user friendly website to our residents (£142k)
- to replace our current web support which will produce revenue savings of £20k per annum
- that the contract be awarded to Jadu Limited (£75k capital, £10k ongoing annual support)
- that I.S tender for the replacement of the current web infrastructure and hosting through Office of Government Commerce (OGC)

Since then:

- All content reviewed
- New design completed after extensive consultation (inc Member working party)
- New templates built
- New hosting/servers procured
- Training on new software completed

Issues:

Limited resource in the BK team to complete the upgrade in the tight time frame allowed. (Bid for grad trainee)

Prioritising as not all new functionality can be added by 1st April. New functionality we continue to be added thereafter

Getting new servers up in time (Jan) to give BK team enough time to migrate content

Risks:

That Members and Officers want further functionality coming out of the Member working party that cannot be met within the timeframe and initial capital budget.

Work planned:

The project is now well underway and still progressing on time and to budget:

Work planned over the next few months ready for Go-live on April 1st.

- Migrate 4,000 pages of content – plus 3 sub sites
- Test and set up new servers and hosting arrangements
- Work with new X-forms product to pilot new e-forms
- Tender new e-bookings solution
- Categorise all content using Local Government metadata
- Refine search engine
- Create new image library
- Investigate integration with social media to encourage channel shift
- Sign off re-design of website

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Work stream: *Customer Contact Led Improvement*

CCC Service Migrations

Work Completed:

- Business case for migration of Registrars into CCC with review of processes agreed.
- Trial of Landscapes helpdesk migration postponed till April due to other events in CCC e.g. Food waste go live, VR go live etc.
- Final 'snagging items' from EHTS/Streets migrations completed by IS.
- List of services with highest email & call volumes was presented to CFG on 10 December

Issues:

- Most appropriate (high volume/low complexity) calls have been migrated into CCC. Effort for further migrations delivers disproportionate returns.
- Work around amalgamating receptions and plans to consolidate all customer services under one new directorate tie in with the migration work and may mean that the timings of both projects should be synchronised

Risks:

- Services are unable to release sufficient resources to justify service migrations and create savings

Work Planned

- Progress with Registrars migration / process review once e-booking system procured at end Jan.
- Take presentation and feedback from CFG to OIP Board on 10 Jan to agree next phases of service migrations

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<p>Voice Recognition</p> <p>Phase 2 – External Rollout</p> <ul style="list-style-type: none"> Data for the external roll out has now been uploaded onto the Telephonetics system. Go Live – Mid January 2011 (TBC) <p>Phase 3 – Report It</p> <ul style="list-style-type: none"> Visit to Croydon Council; figures received from callers using the VR system to report a missed bin are approx. 75 per day. Solution Specification document received from Telephonetics for the missed waste collection service. Project team to review document and make any necessary amendments. Process mapping completed for the call flow. 	<p>Main issues</p> <ul style="list-style-type: none"> 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 <p>Phase 1 & 2 Issues / 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 switchboard operators/customer dissatisfaction. Possible risk with data quality relating to phone numbers within the council – work around this issue is ongoing Implementation of third phase (end to end) call handling may be delayed by availability of appropriate IS resource. <p>Phase 3 Issues / Risks</p> <ul style="list-style-type: none"> If name capture functionality is not purchased, records may not match up to the CRM system which will then in turn create multi records. Issues with waste collections for flats / shared accommodation – due to different bins / size etc. 	<p>Future work will include:</p> <p>Phase 2 – External Rollout</p> <ul style="list-style-type: none"> Testing of the data will take place before the external rollout to the public which will initially be performed within the Organisation Improvement Team Testing to then be rolled out into the relevant departments to ensure the information is accurate before external go live. <p>Phase 3 – Report It</p> <ul style="list-style-type: none"> Decision to be made around purchasing the name capture (spell and speak) functionality in order for the calls to be matched correctly within the CRM system. Development work required around the firewall and security to enable the ContactPortal ® system to access the CRM web service used within the Customer Contact Centre / Waste Services. 	<p style="text-align: center;">GREEN</p>
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Work Stream: *Shared Services*

Bromley/Bexley Shared Services Board

A joint Board made up of both Borough Chief Executives and key Chief Officers has been formed to discuss the potential for closer working between the two organisations in order to reduce costs and/or improve services, meeting every 6 weeks.

The Organisational Improvement Team supports the Board from Bromley's side.

Three main workstreams have emerged for early progress and focus:-

- Customer Services
- Contract Spend / Procurement
- Support and Professional Services (inc. finance, ICT, HR, legal and electoral)

A shared services protocol has been agreed between Bromley and Bexley

Broader discussions regarding shared services are also being taken forward by officers across the organisation on an opportunistic basis. This is now being coordinated by way of the OIP board.

Main issues:

- Bexley do not have a formal project team supporting the work of the Shared Service Board as efficiency projects are delivered through teams in each service area – this may be mitigated in the first half of 2011 due to a management restructure freeing up some resource for shared service project support

Risks:

- Not enough project team/officer resource in either LA to progress and implement workstreams
- Political/officer resistance in either LA towards joint working in certain areas may mean rate of progress is slowed

Actions Planned

- Chief Executive of Bromley to brief Head of HR on taking forward this stream of work (e.g. payroll, shared bureau side).
- Deputy Chief Executive to progress joint procurement and contracting work stream with Mike Ellsmore as well as shared financial services (Bexley)
- Assistant Director OIP met with Director of Customer Services (Bexley) to discuss opportunities around shared accommodation
- Opportunities for joint working around new public health function to be considered
- Chief Executives of Bexley & Bromley met Chief Exec of Croydon to discuss possibilities for shared services and Croydon representatives invited to next meeting of the Chief Executive group on 27th January

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