

Decision Maker: Improvement and Efficiency Sub-Committee

Date: 20th April 2011

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

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

2. **RECOMMENDATION(S)**

2.1 Note the progress made to date on projects led by the Organisational Improvement Programme

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: £
 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): Beneficiaries will be identified as part of business cases developed through the programme. Potentially all customers and staff are beneficiaries of this improvement programme.
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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 last reporting to I&E Sub-Committee, several of the projects within the programme have progressed significantly.
- 3.2 More detail on the precise progress, risks, issues and planned work is shown in the Programme Highlight report in Appendix 1. A very brief summary of the major workstreams' progress is given below for convenience.

Civic centre accommodation

- 3.3 Work on refurbishing North Block has commenced and teams from ESD are starting to move out into decant space
- 3.4 An operational group has been set up to work on the design of receptions and interview rooms in ground floor Stockwell and North Block. Meetings are taking place between the Head of Customer Services and representatives of each relevant service area to determine and coordinate their requirements.
- 3.5 A Records and Retention Policy has been agreed by Chief Officers and is currently being implemented by targeting as a priority those areas impacted by the accommodation changes. The policy stipulates that generally information, both hard copy and electronic, will only be kept for as long as legally required. A process to allow for exceptions to this policy to be accommodated, such as where there is a clear business need to retain information or records that have historical value, has been built into the process of implementation.
- 3.6 TNT have been chosen as our storage provider for the records and files that do not need to be kept on site. This is a significantly more cost effective mechanism than either on site storage or electronic scanning of all records, many of which will not be referred to before their review/destruction date. TNT have already met with staff in North block and a classification system to facilitate accurate retrieval is currently being developed. The work is being carried out in conjunction with the Corporate Information Manager and will eventually be rolled out across the organisation.

Shared Services

- 3.7 The Shared Services Board is comprised of the Chief Executive and another Chief Officer from Bromley, Bexley and Croydon.
- 3.8 The Leaders from Bromley, Bexley and Croydon have met with the three Chief Executives to discuss the list of projects and are meeting again on 9 May to get a more concrete update on a shortlist of priority shared services projects.
- 3.9 A methodology for agreeing which projects to progress and implement has been developed by the Organisational Improvement Team and agreed by all members of the Shared Services Board.
- 3.10 The prioritised workstreams that have been shortlisted are Libraries, Property (including asset management and facilities management), Sold services to schools, Regulatory services (see detailed item below) and Financial Systems.
- 3.11 Work around shared services is also ongoing at a regional level, through the South East London Partnership Group (SELP) who have commissioned PWC to develop a procurement plan across South East London identifying common contracts to focus on.

- 3.12 Departments are also encouraged to take forward opportunities for shared services which will be tracked by the Shared Services Board and fed through the OIP Board. The Head of Health & Safety is considering opportunities around a shared contract with a neighbouring borough or nearby hospital.
- 3.13 The Organisational Improvement Team will continue to drive the shared services work, in particular the shortlisted projects, as well as ensuring that projects are progressing between meetings of the Shared Services Board and that as many opportunities as possible are being identified.

Regulatory Services

- 3.14 Regulatory Services is one of the shared services workstreams that is being progressed by the Organisational Improvement Team on behalf of the Bexley, Bromley and Croydon. This work is being undertaken in place of the proposal by one of the partner boroughs to commission this work from a private consultancy at a cost of £90,000.
- 3.15 The Organisational Improvement Team's outline project plan, which has been signed off by the Chief Executives and Directors of Environmental Services (or equivalent), sets out a list of regulatory services as a starting point for discussion. These include: Building Control, Planning Enforcement, Land Charges, Environmental Health, Trading Standards, Pollution Control, Community Safety, Emergency Planning, Travellers site management and Housing Services.
- 3.16 The project plan proposes two initial phases of work: firstly a high-level analysis and information gathering of data relating to staff, performance, volume of activities, commonality of IT systems and scope for cost reduction. This will lead to a shortlist being created.
- 3.17 The second phase is an options appraisal of the shortlist based on more in depth conversations with senior staff from relevant service areas.
- 3.18 The project plan has been agreed by all three boroughs and a lead identified for each (the Head of Community Safety / Public Protection) in each borough. The initial set-up meeting took place on 6/4 and data gathering is now underway.

Web upgrade

- 3.19 The web upgrade project is still running to schedule and on budget. In the past three months the team have:
- Migrated over 70% of existing content
 - Procured an e-bookings system with Stopford, primarily for use with booking registrars appointments but with a view to extending it to bulky waste bookings and other interested services.
 - Bespoke products developed to enable video and webcam on new website
 - Two new e-forms designed for Waste team
- 3.20 Go live for the new website, is planned for 13 April with the new e-forms going live on 19 April. Work planned to meet the go-live dates includes:
- Migrating rest of content to new site
 - Finish building image library

- Refine Google search engine
- Transfer old e-forms to new x-forms package

3.21 After go-live, there are likely to be some technical issues to resolve and tuning of the new system. The Bromley Knowledge team and IS team will need 6 weeks post go-live to ensure the system is properly embedded, tested and functioning correctly before any new developments requests can be taken on. Post go-live tasks will include:

- Training content editors on new workflow procedure
- Address feedback and issues from service areas / public

Customer Contact Centre service migration

3.22 A decision will be made at the next Customer Focus Group (CFG) on 14 April regarding the prioritisation and timing of the next phase of service migrations into the CCC dependent on availability of IS and project resource.

3.23 The call volume data for the Landscapes helpdesk has been analysed to look at the call agent resource required and a full business case is now being developed.

3.24 The Registrars business case is complete and will be presented to CFG on 14 April. To minimise disruption to the service the phasing of the migration will be determined based on the successful implementation of the e-booking system and the impact of the new 'Tell Us Once' system for death notification which goes live in June.

3.25 School admissions calls were routed through the Solidus Call System over a two week period to analyse the service's call patterns in more detail. Further work is being undertaken by the OIP team to look at the service's business processes as part of building a business case for potential migration to the CCC.

Voice recognition

3.26 Phase 1 of the Voice Recognition (VR) project for internal use across the Council is complete and is used with great success by Members and Officers alike with an average of 600 calls being made to the system every day and a success rate of 80%.

3.27 Phase 2 – expanding the VR switchboard function for external use by members of the public has encountered some problems during the testing phase with new data not being uploaded to the system properly.

3.28 Due to the issues highlighted above, the go-live for Phase 2 has been postponed while Damovo (telephone provider) and Telephonetics (VR system provider) resolve the problems.

3.29 Call volumes for other simple requests with high volumes such as reporting missed bins and requesting a new recycling box have been evaluated and considered suitable for use with VR technology; this is phase 3 of the project.

3.30 Development work by the IS team is ongoing around phase 3 of the project to ensure the Telephonetics software can interact with the CRM system and thereby provide genuine 'end to end' self service.

Organisational Design

- 3.31 As an inevitable consequence of the financial challenges the organisation faces, the structure of the organisation needs consideration and scrutiny and this work is being taken forward with Members by the Chief Executive directly. This will include a review of management grades across the organisation to further ensure our structure is as efficient and effective as possible and aligned to Members' objectives.
- 3.32 Legal, Democratic and Customer Services has now merged with the Resources Department to become one department encapsulating all back-office services, aside from HR.
- 3.33 Further efficiencies are proposed to be achieved through the centralisation/rationalisation of support services currently sitting within service departments.

4 POLICY IMPLICATIONS

- 4.1 Although it is not possible to provide specifics the nature and scope of the programme will be likely to have an impact on existing policies such as HR.

5 FINANCIAL IMPLICATIONS

- 5.1 As the business cases for these projects will/have been largely making the case for investment on an 'invest to save' basis and to be funded through 'capital', efficiency savings achieved through capital investments will mean changes and longer term savings to current revenue spend.

6 LEGAL IMPLICATIONS

- 6.1 No obvious legal implications at this stage

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.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	