

OIP EFFICIENCY PROJECTS				
Project Details	Progress to Date	Risks and Issues	Tasks planned	RAG status
Workstream: OIP – Accommodation				
<p>Project Brief Rationalising Council accommodation and making best use of existing space, in short and long-term</p> <p>Anticipated Benefits:</p> <p>Financial Revenue savings estimated at least £473Kpa (exc capital receipts and Liberata income) More flexible and agile workforce with benefits to customer, employer and employee. Reduced absenteeism, increased morale, improved customer access.</p> <p>Anticipated completion date By end of 2011/12 financial year.</p> <p>Project Owner CEX/Bill Ford</p>	<p>Summary Position</p> <ul style="list-style-type: none"> Strategic decisions made 8 Dec 2010 £2M refurbishment programme approved Decisions subject to consultation with Leader and Resources Portfolio Holder prior to placing orders for significant work s. Windows agreed. Public Protection reduced space by 50%. 60 additional workstations created. Design of joint reception & I/V areas presented to Board 24/3. Operational group set up to develop new ways of working. Public Health requirements defined to include design of Stockwell floors 2 & 3. Storage issues being addressed via framework agreement, linked to retention policy to. Liaison underway with teams from North Block as first priority. 	<p>Main Issues:</p> <ul style="list-style-type: none"> Detailed plans for receptions/interview facilities to be agreed with all departments. Use of storage facilities suddenly very popular! Need to ensure proper use to keep costs down to a minimum. Delays in securing full agreement to allocation of decant space – no-one wants to go to OTH. Team of 4 still to fit in but space in old town hall if absolutely necessary. Some structural queries by planning and building control still to resolve. ICT contract handover caused some delays in completing wiring work – affecting decant schedule. 	<p>Immediate priorities:</p> <ul style="list-style-type: none"> Secure final dates for ICT installations Furnish vacant decant space with redundant furniture in preparation for vacating North Block. Finalise agreement on decant space. Last resort to use old town hall Conclude design of North Block reception/interview facilities. Then - agree allocation of office space in North Block, particularly with Housing, Continue to work with teams on off site storage facility for files/archive materials Once dates finalised issue detailed communications to staff affected 	AMBER
Workstream: OIP – Shared Services				
<p>Project Brief Investigate opportunity for sharing services, back office support and contracts with other local authorities.</p>	<p>Progress to Date</p> <ul style="list-style-type: none"> Chief procurement officers from Bexley, Bromley and Croydon meeting regularly to 	<p>Main issues:</p> <ul style="list-style-type: none"> Conflict/personal of interest with officers charged with developing shared services 	<p>Actions Planned</p> <ul style="list-style-type: none"> Val Jenkins looking at potential for sharing staff training contract with South London Consortium. 	AMBER

<p>Anticipated Benefits:</p> <p>Financial savings: Cashable efficiencies through economies of scale</p> <p>Savings already assumed in future budget? Assumed in 25% savings options across a range of services/depts. £40k in yr 4 – Resources £30k in yr 4 – LDCS, Customer Services £180k in yr 4 – LDCS, CCC £40k in yr 4 – Legal services</p> <p>Non Financial Savings: Increasingly joined up services to residents, reduced variation of service standards etc</p> <p>Anticipated completion date Ongoing</p> <p>Project Owner CEX / OIP</p>	<p>discuss opportunities</p> <ul style="list-style-type: none"> • Bid submitted to Capital Ambition re. CCC (synchronising services, increasing self-service and feasibility of co-location) • Report on Libraries going to R&R PDS on 12/4 outlining details of joint management team, shared support staff, joint procurement and rationalised storage equating to savings of £400k savings in 12/13 • Shared property legal post between Bexley & Bromley now in place • South East London Partnership Group used £50k Capital Ambition funding to commission PwC to look at 6 areas of procurement across SELP boroughs inc: Domiciliary Care, Soft & hard FM, Transport (SEN), Residential care and Parking • Elaine Pilkington evaluating opportunities for joint Occupational Health contract with Lewisham, Bexley or Royal Marsden 	<p>Risks:</p> <ul style="list-style-type: none"> • Natural presumption for Bromley Officers/Members to want to lead rather than follow. • Additional partners increase complexity of shared services implementation. • Insufficient project resource to carry out feasibility work and implement shared service across 3 boroughs 	<ul style="list-style-type: none"> • Organisational Improvement Team put together a project outline to carry out initial scoping work of regulatory services across Bexley / Bromley / Croydon to consider where there are opportunities for joint working. Agreed by Board – work to commence early April with end June completion. • Common methodology developed by Organisational Improvement Team for progressing shared service projects and agreed by Shared Services Board • Workshop on Sold Services to schools to be convened with Chief Executives and relevant Directors • Workshop to be convened with relevant leads from each borough on sharing Temporary Accommodation contract • Meeting of Leaders and Chief Executives of Bexley / Bromley / Croydon scheduled for 9/5 	<p style="text-align: center;">AMBER</p>
<p>Workstream: OIP – Regulatory Services</p>				
<p>Project Brief Investigate opportunity for sharing regulatory services across Bromley / Croydon / Bexley</p>	<p>Progress to Date</p> <ul style="list-style-type: none"> • The Organisational Improvement Team have submitted a project proposal to the Shared Services 	<p>Risks:</p> <ul style="list-style-type: none"> • OIP Team are not accepted as being independent by the other 	<p>Actions Planned</p> <ul style="list-style-type: none"> • Conduct interviews with service leads from all three boroughs. • Conduct data gathering exercise for 	<p style="text-align: center;">GREEN</p>

<p>Anticipated Benefits:</p> <p>Financial savings: Cashable efficiencies through economies of scale.</p> <p>Savings already assumed in future budget? TBC</p> <p>Non Financial Savings: Improved resilience through greater critical mass of shared front line staff and managers</p> <p>Anticipated completion date July 2011 for feasibility work and recommendations to Directors/CEX's. Implementation 2012 onwards</p> <p>Project Owner Bill Ford/Chris Spellman</p>	<p>Board and Environmental Directors to conduct work to identify the potential to make savings through shared services in relation to a number of regulatory services; Environmental Health, Trading Standards, Building Control, Planning Enforcement etc.</p> <ul style="list-style-type: none"> This proposal and the project terms of reference have been accepted by all three boroughs (Bromley, Bexley & Croydon) in place of an offer by an external consultant at a cost of £90,000. The initial meeting with the three relevant directors has taken place and service leads from the three boroughs have been appointed. 	<p>boroughs and data gathering is made more difficult</p> <ul style="list-style-type: none"> Service leads appointed by the boroughs may be directly affected by the proposals and therefore may not engage fully with the review. Structures in some teams may be leaner/operate to a lower level of performance than Bromley and sharing may result in Bromley's performance dropping. Minimal opportunities for efficiencies may exist across the review areas and therefore the opportunity cost of this project would be disproportionate to the benefit. 	<p>relevant services; staffing numbers, structures, location, systems</p> <ul style="list-style-type: none"> Report back to Environmental Directors and scope areas for full analysis and proposals. 	<p>GREEN</p>
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Workstream: OIP – Customer Contact Led Improvement

<p>Project Brief Web upgrade</p> <p>Anticipated Benefits: Improved technology leading to greater functionality and customer experience on website. New Electronic forms giving improved 'end to end' process flow. Greater flexibility over content.</p> <p>Financial savings: £20k revenue savings from 2011/12 from technical support</p>	<p>Work completed: A report requesting the following recommendations went through E&R PDS and The Executive in September: The Executive agreed:</p> <ul style="list-style-type: none"> 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 	<p>Issues: Limited resource in the BK team to complete the upgrade in the tight time frame allowed. (Bid for grad trainee successful). Ongoing licence issues against very tight revenue budget Prioritising as not all new functionality can be added by April. New functionality will continue to be added thereafter in phase 2 Having to run two sets of servers in Feb/March while migration</p>	<p>Work planned: The project is now reaching the final stages of phase 1 with the website going live 13th April. It continues to be on time and to budget: Work planned over the next month includes.</p> <ul style="list-style-type: none"> Completing any outstanding migration of content (over 70% migrated) Continue to build image library Fix any minor styling and design issues with the product Train content editors on new workflow post go-live Go live with two new e-forms 19th April Refine Google search engine 	<p>GREEN</p>
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<p>Anticipated 5% channel shift from phone to web saves 1FTE in the contact centre (£22.5k) – already budgeted in £50k savings set for CCC as part of the management overheads exercise.</p> <p>Savings already assumed in future budget? £20k as put of the £80k for 2013/14 as a result of channel shift – under director of resources</p> <p>Non Financial Savings:</p> <p>Cost avoidance through using cheaper channel Face-to- face £3.60 per visit main reception Phones 95pence per call Web 15 pence per visit Improved customer access (24/7), meets growing customer expectation for electronic service delivery.</p> <p>Anticipated completion date – 13th April 2011</p> <p>Project Owner CEX/Richard Hills</p>	<p>revenue savings of £20k per annum</p> <ul style="list-style-type: none"> 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) <p>Since then:</p> <ul style="list-style-type: none"> All content reviewed New designed completed after extensive consultation (inc Member working party) New templates built New hosting/servers set up Training on new software completed Migration of existing content 70% complete Two new pilot e-forms for waste being designed Stopford selected for e-bookings New bespoke developments to the core product to add Video and webcam 	<p>takes place</p> <p>Due to cuts in staff resource in IT development team sub sites will not be moved across until after go live – this incurs £2,500 extra in server costs that IT have agreed to cover</p> <p>Risks:</p> <p>That Members and Officers want further functionality coming out of the Member working party on technology that cannot be met within the timeframe and initial capital budget. Further capital would need to be drawn down against the £240k originally set aside for web.</p> <p>The BK team now have access to some much needed capital but continue to be revenue poor. A review of core revenue budget to cover licences will be required after go-live in April.</p> <p>CFG will be crucial to prioritising work on what to develop next as a priority as service managers look to take savings out of moving their services onto self service online platforms</p>	<ul style="list-style-type: none"> Deal with comments/ issues/ feedback post go-live Transfer existing old e-forms over to the new x-forms package <p>The BK and IT dev teams will need 6 weeks after go-live to clear up these loose ends and bed down the new site before brand new developments are prioritised.</p>	<p style="text-align: center;">GREEN</p>
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Workstream: OIP – Customer Contact Led Improvement

<p>Project Brief</p> <p>Migrating customer telephone traffic from the back office into the Customer Contact Centre. High volume/low complexity calls prioritised</p> <p>Anticipated Benefits:</p> <p>Financial Lower unit cost of service delivery-savings taken out on transfer of services and dependent on anticipated call volumes. Migrations would need to offer a return of at least 1 FTE/£22.5k in order to proceed.</p> <p>Savings already assumed in future budget? Yes</p> <p>Non Financial Increased customer access and resilience. Greater standardisation of services. Increased potential to link services and resolve enquiries at first point of contact.</p> <p>Anticipated completion date Registrars service, if approved, by April 2011</p> <p>Project Owner Duncan Bridgewater/Chris Spellman</p>	<p>Work Completed:</p> <ul style="list-style-type: none"> • 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 	<p>Issues:</p> <ul style="list-style-type: none"> • 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 • Landscape Helpdesk currently scheduled for April implementation does not offer financial business case. • Call volumes around the hunt numbers that are currently produced by the Telephony department are not accurate. The workaround for this issue involves costs due to routing being required through the Solidus. <p>Risks:</p> <ul style="list-style-type: none"> • Services are unable to release sufficient resources to justify service migrations and create savings • ICT resources and time constraints currently due to the implementation of the web platform. 	<p>Work Planned</p> <ul style="list-style-type: none"> • Decision to be made around prioritisation and timing of the migration projects. • Registrars – decision to be made at the Customer Focus Group on the 14th April. • Landscapes – call volumes have been provided against all the numbers within the service and entered into the erlang model. Decision to be made as to when the service is migrated. • Admissions – call volumes have now been analysed, further investigatory work is now underway to look at the business processes within the Admissions service. 	<p style="text-align: center;">AMBER</p>
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Workstream: OIP – Customer Contact Led Improvement

<p>Project Brief</p> <p>Voice Recognition technology to be used to handle simple customer enquiries, redirections and service requests.</p> <p>Anticipated Benefits:</p> <p>Financial Staff saving of between 2-2.5 FTE/£55k for roll out of technology for internal and external switchboard calls. Planned expansion to 'reporting' services would offer a potential additional £22-50k.</p> <p>Savings already assumed in future budget? No</p> <p>Non Financial Reducing avoidable contact, improving self-service for our customers, customer access (VR 24/7)</p> <p>Anticipated completion date</p> <p>Phase 2 April 2011</p> <p>Phase 3 May 2011</p> <p>Project Owner Sarah Lyons</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 - March 2011 <p>Phase 3 – Report It</p> <ul style="list-style-type: none"> Voice capture functionality has now been purchased to allow records to be matched to the records within the CRM system. Changes have been made to the workflow within the Technical Specification document. Awaiting comments from the Development team. Go Live - Mid April 2011 (dependant on e-forms) 	<p>Main issues</p> <ul style="list-style-type: none"> Issues with route optimisation of the call through the VR system. Issue to being looked into currently by both Damovo and Telephonetics. Data testing has commenced, there are some issues with the data not being uploaded correctly by Telephonetics. Issue is being resolved currently. <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. 	<p>Future work will include:</p> <p>Phase 2 – External Rollout</p> <ul style="list-style-type: none"> Based on the 2 issues that have arisen, a decision has been made to delay the planned go live until further testing has been completed. Damovo are to provide new testing number for the calls to be routed through, once this has been provided an email will be sent to the organisation regarding the testing. <p>Phase 3 – Report It</p> <ul style="list-style-type: none"> 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. Conference call between LBB and Telephonetics regarding the Solution Design Specification to discuss the necessary changes required to the call flow. 	<p style="text-align: center;">AMBER</p>
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