

PART 1 - PUBLIC

Decision Maker: I&E Sub-committee

Date: April 2011

Decision Type: Non-Urgent Executive Non-Key

Title: REVISED CORPORATE OPERATING PRINCIPLES

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Chief Officer: Doug Patterson: Chief Executive

Ward: All

1. Reason for report

- 1.1 In response to the dramatic changes that local government faces the Chief Executive requested that the appropriateness of our Corporate Operating Principles be tested against the current and future environment.
 - 1.2 This work has been undertaken by the Director of Adult & Community Services and the Assistant Director, Organisational Improvement.
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2. **RECOMMENDATIONS**

- 2.1 The I&E sub-committee is asked to note the new document and confirm it accords with their vision for the organisation.

Corporate Policy

1. Policy Status: Existing policy.
 2. BBB Priority: Excellent Council.
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: Non-recurring cost.
 3. Budget head/performance centre: NA
 4. Total current budget for this head: £NA
 5. Source of funding:
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Staff

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours: 20
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Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: Call-in is not applicable.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
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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 In summary officers believe the original Corporate Operating Principles, introduced in 2008, hold up well in the current and future environment and do not require Members to fundamentally rethink the direction of the organisation. In fact they are probably more relevant now than before.
- 3.2 However, in places the previous document was ambiguous and offered opportunities to 'opt out'. Whilst there will always be occasions when a decision contrary to the principles of COP is the correct one for the organisation it is felt these exceptions should be dealt with on that basis and not accommodated within the principles themselves.
- 3.3 The flexibility of the original has limited the progress we have made towards the future organisation envisaged in COP and the document has not been the 'instruction manual' for organisational decision making it was designed to be.
- 3.4 There are some specific areas where the changes that have taken place, both locally and globally, since 2008 need to be reflected. The most obvious shift is away from working and sharing information with LSP partners towards shared services with other local authorities.
- 3.5 In order to address both these issues we have firmed up the principles and refocused them around the current contemporary drivers for our organisation.
- 3.6 We have also attempted to improve the 'usability' of the document as an aid to decision making and facilitate a future communications drive by radically condensing the previous two documents; Summary COP (Appendix A-3 pages) & Detailed COP(Appendix B-17 pages), to a single 3 paged document below.
- 3.7 The intention is for the new version of COP to be tight, concise and relevant at every level. We would welcome Member feedback on whether this has been achieved and confirmation that the principles still support their vision for the organisation.

4. Revised Corporate Operating Principles

See Overleaf

Building a Better Bromley Corporate Operating Principles

Bromley residents expect to manage their own lives with the minimum of interference from the Council. When they need the Council's support they expect that it will be provided efficiently, represent value for money and be free from unnecessary bureaucracy and delays.

Bromley Council is organised around a set of core principles which are consistent with this ambition:

1) Efficient and non-bureaucratic;

The Council will seek to reduce interference and bureaucratic control whilst protecting the Borough's distinctive character.

2) Supporting Independence;

The Council will enable and encourage citizens to take more responsibility for their own lives, with the most vulnerable being provided with the help they need.

3) Member-led;

The Council's resources will be targeted at local priorities as identified by elected Members

4) Delivering Value for Money;

The Council's services will be provided by whoever offers customers and council tax payers excellent value for money

Overarching Corporate Operating Principles

A commissioning organisation: seeking who is best placed to deliver services to the community. Keen to test out the benefits of:

- Having our services delivered by others
- Delivering services on behalf of others
- Delivering services in partnership with others

A positive partner: encouraging and empowering the flourishing voluntary sector, community groups and individuals to take more control of how their local area and its resources are managed.

A corporate organisation: with common processes and support functions delivered centrally:

- Finance
- Human Resources
- ICT
- Communications
- Procurement
- Performance Management
- Customer Relations

An efficient organisation: seeking improvements through:

- Reviewing why and how we provide services
- Challenging organisational structures; both managerial and operational
- Challenging and removing internal, as well as external, bureaucracy

- Implementing efficiencies in the way we handle customer service requests (see section below)
- Reducing time spent on back office processes (HR, Finance, etc.)
- Maximising productivity and reducing running costs through modern ways of working (home, mobile and flexible working)
- Adopting LEAN principles in Process Re-engineering
- Procuring more efficiently, and looking for opportunities to share contracts with other local authorities and partners

Customer Contact

In general Bromley Council aims to reduce the need for residents to have to make contact with the Council and wherever that contact is necessary for it to be as efficient, straightforward and effective as possible.

The Council will:

- reduce the overall need for citizens to have to contact the Council by ensuring access to information and guidance that helps people manage their own lives
- reduce failure demand by “getting it right” first time
- where contact is necessary make it accessible, convenient, efficient and responsive to demand
- maximise channel migration so that as much contact as possible is via web and phone minimising the need for personal visits and face to face.
- encourage customer self service wherever practicable.

To support these principles we will:

Promote and invest in:

- ✓ improving our website; expanding use of Electronic forms providing ‘end to end’ self service
- ✓ self service opportunities at reception points
- ✓ voice recognition technology
- ✓ integrated Back Office Systems
- ✓ marketing and communications to promote channel migration
- ✓ use of social media to direct citizens to sources of help, information and guidance.

Customer contact channels will be corporately supported. This means that:

- ✓ All initial customer interactions (face to face, ‘phone and web) will be handled by the Customer Contact Centre unless there is a demonstrated (business) case not to do so
- ✓ All High volume, low complexity customer telephone enquiries will be migrated to a central customer service centre

Organisational Change

With limited resources and competing demands, the Council will need to constantly keep under review the effectiveness of the organisation, its investment in change and our adherence to the Corporate Operating Principles.

To support this, the Council will:

- ensure that organisational change is delivered across the whole organisation as part of a joint responsibility between corporate and service areas.
- engage managers from across the Council through the Organisational Improvement Board to oversee change activity within service areas and cross cutting projects.
- allocate appropriate resources to support organisational change to ensure a consistent, efficient and effective approach.

Organisational Design principles will include:

- challenging organisational structures including devolved decision-making and ratio of managers to staff within each service area.
- ensuring the REAL management values are present in all operational and change activity.
- maximising opportunities for modern and efficient ways of work (mobile, flexible and home working)
- promoting the adoption of “hot desking”, “hoteling” and mobile/flexible working to reduce property costs and increase efficiency and effectiveness of out staff.
- challenging bureaucratic processes and minimising process steps in all service areas.
- The corporate centre supporting the business needs of the service areas.

ICT to support our business:

- corporately procured, supported, developed and renewed.
- ICT capabilities and resources will not exist within service lines.
- reliable, versatile and supporting modern ways of working
- supporting business requirements and management principles
- ICT investments subject to consideration of current capabilities and the systems used by our partners and other local authorities so as to eliminate wasteful procurement and not to inadvertently close down options for future shared services or partnering arrangements.
- minimising the number of ‘Back Office’ Systems and embedding a common customer database (CRM); wherever practicable.

Property and assets used to best effect:

- reviewing the use of our asset portfolio aiming to secure revenue reductions and generate capital receipts wherever practicable
- Rationalising office space to create a better working environment for staff, free up land/buildings for disposal and reduce running costs.
- developing capabilities for staff to be able to operate from and to deliver a broad range of Council services from Council properties throughout the borough, including community buildings, libraries and other locations.

Building a Better Bromley

Corporate Operating Principles (2008)

In Bromley, we see a future where citizens are enabled, and encouraged, to take more responsibility for their own lives, but where those that need support and assistance get that help. The Council will be organised to support that view. It will mean:

Corporate Operating Principles

- A member-led organisation, taking a lead on delivering on local priorities
- “One Council” recognised for delivering excellent value for money
- A leader in the community, working with partners on key policy issues
- A focus on citizen and community priorities
- Evidence based decision making and resource allocation
- A smart organisation delivering high quality services with an efficient workforce, working within limited resources and free of operational inefficiencies
- A commissioning organisation seeking who is best placed to deliver services to the community, based on value for money principles
- Working with its partners to deliver services where there are benefits to the citizen
- An exemplar employer championing skills development and reducing bureaucratic processes
- Giving voice and choice to our citizens and listening to our customers.

Local Government in Bromley will increasingly be focussed on commissioning services that support citizens and communities to manage their own lives

Overarching

- A member-led organisation, committed to high quality, efficient and effective services
- Knowledge based, with decisions taken on evidence
- A leader in the community on local priorities
- A commissioner, willing to provide services directly where that demonstrates best value for money
- Efficient – better and lower cost services/value for money
- ‘One Bromley’ – a clear corporate entity, service driven
- Smart and lean; with an efficient, effective and well qualified staff team

Customer Contact

- Accessible, convenient and efficient
- Reducing the overall need for citizens to have to contact the Council
- Cuts out avoidable contact and addresses failure demand
- Promoting and investing in less costly contact channels
- Delivered corporately wherever it makes sense
- Enabling partners to deliver on our behalf
- Using customer data to improve delivery of our services

Service Transformation

- Delivered across whole organisation, driven by business need
- Transformation supported by the core I,E&E team
- Communication and staff engagement a priority
- Innovation and flexibility important – doing what works
- Establishing common processes, where sensible
- An overall approach – to be delivered by everyone.

Organisational Design

- Money matters but people matter as well – increasing the level of competence across the whole organisation
- Robust performance management - measuring outcomes
- Challenging manager to staff ratios
- Promoting better more flexible ways of working to deliver efficiency, where sensible to do so
- Delivering horizontally, not just vertically

ICT

- Reliable, versatile and supporting modern ways of working including
- Automation of processes, wherever cost effective
- Creating a knowledge based organisation
- Customer service optimisation
- Supporting not defining business requirements and management principles
- Corporately led, without duplication in service areas
- Able to operate across organisational boundaries

Property and assets

- Rationalising our use of property and office space
- Making better use of the space we and our partners have available
- Supports modern ways of working including:
- Reduced overall use of office space
- Shared services with partner agencies
- Drop in points for peripatetic workers including through maximised usage of our community locations and outposts like Libraries, Children and Family Centres and Depots

Transformational principles (2008)

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
Overarching transformational principles	1	Our fundamental principle is that citizens are enabled, and encouraged, to take more responsibility for their own lives, but where those that need support and assistance get that help. The Council will be organised to support that view. It will mean:	✓	✓	✓	✓	✓
	2	In line with principle 1 we believe that people should be able to get on with their own lives with minimum 'government' intervention. However, as democratically elected local leaders there will be issues where we will seek to change local behaviour in the interests of the community generally (e.g. waste reduction, anti-social behaviour, etc.). We will also lobby others and seek to protect borough interests where they could be threatened.	✓	✓	✓	✓	✓
	3	We are a corporate organisation, service driven. We will promote clear messages so that people receive a consistently high standard of service.	✓	✓	✓	✓	✓
	4	We want to be seen as a leading performer in local government.	✓	✓	✓	✓	✓
	5	We will deliver value for money. As we strive to deliver efficiency and transformation, we will be economical and realistic.	✓	✓	✓	✓	✓
	6	We will take decisions based on knowledge and evidence.	✓	✓	✓	✓	✓
	7	We will operate as a commissioning organisation seeking who is best placed to deliver services to the community, based on value for money principles We will maintain flexibility in securing future service delivery.	✓	✓	✓	✓	✓

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
Overarching transformational principles	9	We will take a strategic approach to commissioning.	✓	✓	✓	✓	✓
	10	We will build the capabilities to effectively capture, rationalise and analyse data.	✓	✓	✓	✓	✓
	11	We will build positive relationships with partners and the voluntary sector. This means that all services will test the possibility of:					
		- Partnership working	✓	✓	✓	✓	✓
		- Having our services delivered by others	✓	✓	✓	✓	✓
- Delivering services on behalf of others.	✓	✓	✓	✓	✓		
12	Where there are clear reasons, or benefits, for developing partnership working, we will look to take them forward. We will focus on areas where we can usefully work with partners, prioritise them, make sure they're realistic and then move forward.	✓	✓	✓	✓	✓	
Overarching transformational principles	13	We will not aim to establish services that can be traded to other organisations. However, if opportunities arise which will benefit our residents we will take them up.	✓	✓	✓	✓	✓
	14	We recognise that delivering our ambitions may mean fundamental transformation in our major service areas. Unless very strong reasons and evidence exists we will not stand in the way of these changes.	✓	✓	✓	✓	✓
	15	We believe that much of the contact the council has could be avoided and is the result of some failure. We will strive to reduce this avoidable contact in our own terms and where the overall business case makes sense.	✓	✓	✓	✓	✓
	16	Our intention is to be a smart organisation delivering high quality services with an efficient workforce, working within limited resources and free of operational inefficiencies	✓	✓	✓	✓	✓

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
Overarching transformational principles	17	We will achieve efficiencies through: <ul style="list-style-type: none"> - Implementing efficiencies in the way we handle customer service requests (see section below) - Reducing time spent on back office processes (HR, Finance, etc.) - Maximising productivity through introducing modern ways of working (home, mobile and flexible working) - Adopting LEAN principles in Process Re-engineering 	✓				
	18	We want to provide excellent statutory services but not be closed to providing and securing excellent additional services if we can demonstrate value for money, and where this meets local needs and priorities.	✓				
	19	We will deliver services within policy and budget.	✓	✓	✓	✓	✓
	20	We recognise that to achieve our ambitions will require investment in change, engagement with staff and robust programme and project management.	✓	✓	✓	✓	✓
	21	We will build business cases for change based on a holistic picture rather than service by service approach.	✓				✓
	22	We expect initial investment to come from capital receipts and revenue reductions through more effective use of, and reductions in, our property portfolio (see later section).			✓		
Overarching transformational principles	23	Savings will be generated through: <ul style="list-style-type: none"> - Procurement savings - Property savings - Smarter ways of working 					✓
			✓	✓	✓	✓	✓

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
	2 4	We are committed to investing in and developing our staff.				✓	
	2 5	<p>We are committed to the REAL values, and will be clear about what these mean in practice:</p> <ul style="list-style-type: none"> - Respect - Empowerment - Ambition - Learning 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
	2 6	We must continue to be service driven.	✓	✓	✓	✓	✓
Customer contact	1	We believe that much of the customer contact activity between Bromley and its customers is avoidable.	✓				
	2	We understand that a great deal of customer contact is to some extent seasonal – including, for example, contact about school admissions, changes to services, etc. Our services and provision will be adjusted to account for this seasonality.	✓				
	3	It is fundamental that the staff members residents come into contact with are well informed and trained.	✓			✓	
	4	We will invest in the systems, people and technology to allow us to better understand our customers. Better information and segmentation of customers will allow us to deliver more targeted, efficient and effective services.	✓		✓		
	5	<p>We will aim to migrate as much contact as possible to more responsive and efficient channels, ideally to 'self service' wherever possible (face-to-face to phone and phone to web).</p> <p>This means where appropriate and cost</p>	✓		✓		

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way				
Customer contact		<p>effective investing in:</p> <ul style="list-style-type: none"> - E-forms and integrated technology - Marketing and communications to promote more efficient channels - Prioritising improving our website. 	✓		✓						
	6	<p>In time, the disparate call centres in the civic centre will be found a new home that is fit for purpose.</p>	✓	✓							
	7	<p>We believe that the customer channel should be corporately supported. This means that:</p> <ul style="list-style-type: none"> - Where appropriate all customer interactions (face to face, 'phone and web) will be handled by the Customer Services team unless there is a demonstrated (business) case not to do so - We accept that some compromises may need to be made at a service level to reap the benefits of a consistent approach to customer service across the council. - We accept that a unification of customer contact will allow us to make better informed decisions. This in turn will allow us to increase the pace of migration to more cost effective channels. The aggregation of information will allow better service design decisions to be made. - We accept the need to invest in maintaining working arrangements between the front office Contact Centre and individual services. - We accept that a more consistent approach to customer services will allow us to provide more effective leadership and targeted services to our communities. 	✓	✓	✓	✓	✓	✓	✓	✓	✓
	8	<p>We recognise that other local organisations including voluntary organisations will be better placed to deliver some services. Our role will be to empower and help build capacity so that these organisations can deliver services on our behalf.</p>	✓		✓						

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
	9	We recognise customer service as a professional skill.	✓				
	10	Services and outcomes will be improved by bringing together the data and intelligence we and our partners own so that we can use it to design, deliver and commission better services.	✓		✓		
Service transformation	1	For us, improvement, efficiency and effectiveness is a culture and approach. It should be embedded across the organisation and in everything the organisation does.	✓	✓	✓	✓	✓
	2	Service transformation will be owned and run by service areas, as part of a joint responsibility between corporate and service areas.	✓	✓	✓	✓	✓
	3	Service areas will be supported in transformation by consultants/analysts, coordinated by the corporate team, to ensure there is a consistent, efficient and effective approach to transformation.	✓				✓
Service transformation	4	Consultants/analysts will work with services to ensure coherent, costed and realistic plans are developed to transform services.	✓				✓
	5	These plans will rely on support and robust capabilities in areas such as: <ul style="list-style-type: none"> - Customer contact - Support services (One Way programme) - Reliable ICT - Modern ways of working - Communications. 	✓		✓	✓	✓
	6	The corporate team, reporting to COE and the I&E sub-committee will oversee transformational activity within service areas and cross cutting projects.	✓				✓

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
Service transformation	7	We will invest in communication and change management to ensure our staff's views are respected and that they feel empowered.	✓	✓	✓	✓	✓
	8	Innovation will be important, and will not be stifled.	✓	✓	✓	✓	✓
	9	We will aim for the big prize, and know what that prize is. We need to demonstrate that there is a reason for change, and the reason is compelling. We need to articulate our success criteria and benefits clearly.	✓	✓	✓	✓	✓
	10	We will agree and enforce adherence to standard processes.			✓		✓
	11	<p>Unless there is a compelling reason, common processes and services will be delivered through corporate support functions:</p> <ul style="list-style-type: none"> - HR – and workforce administration - ICT - Payroll - Communications - Procurement 	✓		✓	✓	✓
	12	Common administrative processes will be delivered by the corporate support centre (One Way programme).	✓				✓
	13	We will not tolerate non-compliance with agreed common processes.	✓				✓
	14	We need to manage and (where possible) reduce the burden of change. Our service professionals and experts need to be supported so that they can continue to provide service expertise and manage transformation in their staff teams.				✓	✓

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
HR/Organisational design	1	Money matters but people matter as well, and are key to delivery.	✓	✓	✓	✓	✓
	2	Our intention is to be a smart organisation delivering high quality services with an efficient workforce, working within limited resources and free of operational inefficiencies	✓			✓	✓
	3	We will be absolutely clear about this in our communications.	✓			✓	✓
	4	We will look at the skills and qualifications our existing workforce holds, in planning to meet the future competencies the organisation will need.					
	5	We will ensure that the REAL values will be present in all operational and change activity.	✓			✓	
	6	Specifically, this means that change programmes will need to demonstrate respect and empowerment by having a meaningful commitment to early engagement and communication with staff.				✓	✓
	7	We will implement and robustly manage our competency framework.				✓	
HR/Organisational design	8	We are a trusting organisation that will monitor our staff based on a competency framework that is outcome based. This will allow us, where appropriate, to support moves to modern ways of working (mobile, flexible and home working).				✓	
	9	We need to have facilities in place to support mobile working, including strong IT services.			✓	✓	
	10	Where staff do not require access to a permanent desk we will promote and, where necessary, mandate the adoption of “hot desking”, “hoteling” and mobile working.			✓	✓	

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
HR/Organisational design	1 1	Peripatetic workers will be supported through technology and management processes to work remotely. They will be provided with “touch down points” throughout the borough.		✓	✓	✓	
	1 2	As part of any service transformation activity we will challenge the ratio of managers to staff within each service area. However, we do not intend to be prescriptive about this ratio.				✓	
	1 3	As we change as an organisation, we are going to need to change our traditional approach to management. We will need to fuse our professional competencies with generic strategic and management skills, and clearly define accountability across our partnerships.				✓	
	1 4	We will be more robust and ambitious in our performance management arrangements, including our reward framework for strong performance.				✓	
	1 5	We are a democratic organisation. We will use ICT to help us understand what people want so that this can be fed back to elected representatives and action can be taken.	✓		✓		
ICT	1	ICT will be reliable. We will agree what level of reliability is needed.			✓		
	2	ICT should support not define management principles.			✓		
	3	ICT change will be service led, corporately supported.			✓		
	4	ICT will play a key role in building the capability for us to be a knowledge based organisation. We recognise that investment will be required to deliver this.			✓		

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
ICT	5	<p>ICT will support:</p> <ul style="list-style-type: none"> - Customer service optimisation: <ol style="list-style-type: none"> 1. Channel migration 2. Front to back office integration where the business case exists 3. Data capture and analysis to support improved decision making. - Modern ways of working - Peripatetic workers - Automation of processes where suitable and cost effective - Implementation and adherence to common processes - Opportunities for partnering 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>			<p>✓</p>
	6	ICT capabilities will not exist within services lines.			✓	✓	
	7	Access to ICT services and support will be on a self service basis where possible (including through intranet channels, for example).			✓		
	8	We need to identify what areas of information management we need to integrate corporately and then also to integrate this information with our partners.			✓		✓
	9	We will exploit corporate systems to the full.			✓	✓	✓
ICT	10	We will quickly take decisions about which systems will be mandated corporately versus those where the ICT service will accept variant systems in specific departments (use of EDRMS being a case in point where no decision either way has been agreed).			✓	✓	✓
	11	All ICT investments will be subject to consideration of what capabilities our partners offer or what systems they have installed. This will ensure that opportunities for subsequent			✓		

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
		partnering will be enhanced by our ICT decisions, not made more difficult.					
Property and locations	1	We recognise that residents do appreciate the Council's physical presence in the community and that this is important.	✓	✓			
	2	Nevertheless, focussing on back office support in particular, we will review the use of our property portfolio looking to see how revenue reductions and capital receipts can be generated by more effective use of our property portfolio.		✓			
Property and locations	3	As part of the above we will evaluate the redevelopment of our offices to create a better working environment for staff and free up land for capital receipts.		✓		✓	
	4	We will develop an understanding of the menu of services and capabilities that will be delivered from properties located across the borough. This is likely to include: <ul style="list-style-type: none"> - Library services - Children's centres - Generic customer service enquiries - Specific service related enquiries (e.g. parking, social care) - Access to partner and voluntary sector services - Secure touch down points for peripatetic workers. 		✓ ✓ ✓ ✓ ✓ ✓			
Property and locations	5	We will develop a common operating model for Bromley locations. The nature of services delivered from each of these locations will be informed by a detailed understanding of the specific priorities of each area.	✓	✓	✓	✓	

Transformational layer		Principles	Customer contact	Property	ICT	HR	One Way
	6	<p>We recognise that introducing different ways of working will necessarily open up sites which have hitherto been focussed around single services. Key locations to be examined for broader use will include:</p> <ul style="list-style-type: none"> - Children's centres - Libraries - Depots. 		<p>✓</p> <p>✓</p> <p>✓</p>			