

OIP EFFICIENCY PROJECTS

Project Details	Progress to Date	Risks and Issues	Tasks planned	RAG status
Workstream: OIP – Accommodation				
<p>Project Brief</p> <p>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 • Decant space - 60 workstations added to 1st floor St Blaise. Works underway on Palace and Rochester block. • Streets & Greenspaces moved into ASH end April. Transport & highways moved to St Blaise end May • Planning division move over w/end 1 July • Operational group developing integration of multiple receptions – design of new site agreed. • Public Health to share accommodation with ACS • Files being boxed/moved to Storage. • Sustainability team co-ordinating future F&E re-allocation & disposal. • Liaison with depts on future space use underway – indicative plans worked out. 	<p>Main Issues:</p> <ul style="list-style-type: none"> • Detailed plans for future layouts to be agreed with depts. Reorganisations affect planning arrangements – keep under constant review. • Use of storage facilities suddenly very popular! Using document retention policy to ensure proper use and to keep costs down to a minimum. Planning division volumes likely to cause most issues in terms of cost and on site storage • All decant agreed except for Dir ESD – C/Exec to review options 28/6. 	<p>Immediate priorities:</p> <p>Complete decant asap:</p> <ul style="list-style-type: none"> • Resolve location of Dir of ESD for decant period – ASAP to avoid delays in construction works. • Agree future shares of office space in North Block, with departments. 	<p>GREEN</p>

Workstream: OIP – Shared Services				
Project Brief	Progress to Date	Main issues:	Actions Planned	
<p>Investigate opportunity for sharing services, back office support and contracts with other local authorities.</p> <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>	<ul style="list-style-type: none"> Libraries proposals for shared management across Bexley and Bromley agreed and consultation of staff began 5/6 for 6 weeks. Appointment of posts expected to start September 2011 with completion by April 2012 achieving savings of £400k savings in 12/13 Property workshop took place 22/6 with three boroughs around FM and asset management South East London Partnership Group & PWC have produced final report setting out a procurement plan for major contracts across all member boroughs. Shared Occupational Health Physician between Bexley & Bromley likely to go ahead with savings of £20-£25k p.a. Croydon already shared OH Physician with Bexley. Directors of Finance from 3 boroughs meeting quarterly to progress workstreams around asset management, facilities management and shared financial systems Regulatory services initial opportunity appraisal report completed. 	<p>Main issues:</p> <ul style="list-style-type: none"> Conflict/personal of interest with officers charged with developing shared services <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 Conflict of interest around officers leading on joining up their service with another borough which may put their own staff's jobs at risk 	<ul style="list-style-type: none"> Agreement to jointly scope out opportunities for three boroughs around a shared Customer Contact Centre – feedback by September 2011 Future of South East London Partnership Group to be decided as well as a decision around how to take forward PWC Procurement Plan Meeting of three CYP Directors to be chaired by Bromley Chief Executive around opportunities for selling services to schools scheduled 27/6 Next meeting of Shared Services Board with Leaders 8/7 Next Shared Services Board – September 2011 	GREEN

Workstream: OIP – Regulatory Services

Project Brief	Progress to Date	Risks:	Actions Planned	
<p>Investigate opportunity for sharing regulatory services across Bromley / Croydon / Bexley</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>	<ul style="list-style-type: none"> • The Organisational Improvement Team have submitted a project proposal to the Shared Services 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. • 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. • Service leads for all three boroughs have met with the project team and agreed service information requirements • Service information now received back and initial analysis undertaken 	<ul style="list-style-type: none"> • OIP Team are not accepted as being independent by the other boroughs and data gathering is made more difficult • 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. 	<ul style="list-style-type: none"> • Some minor data cleansing is now going on before a meeting to develop the headlines for the report. • A report of the initial high level findings, options and opportunities will be presented to Environment Directors end June. • Feedback from this meeting can be shared at the Leaders' and Chief Executives Shared Services meeting on 8/7 	<p>GREEN</p>

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?</p> <p>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</p> <p>Registrars – mid June Landscape – June 2011 Admissions – TBC</p> <p>Project Owner Duncan Bridgewater/Chris Spellman</p>	<p>Work Completed:</p> <p><u>Registrars</u></p> <ul style="list-style-type: none"> The Migration has been signed off at CFG with a view to migrating this summer. E-bookings training took place 13/05 and system set up. <p><u>Landscapes</u></p> <ul style="list-style-type: none"> Training completed for the CCC staff around Landscapes migration. This area has now been migrated into the CCC. 	<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 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 other projects including web. 	<p>Work Planned</p> <p><u>Registrars</u></p> <ul style="list-style-type: none"> Meeting to take place with Capita, I.S and Registrars on 11/7 to agree go-live date for e-bookings system. Calls being routed through Solidus over 3 week period (till 1/7) before analysis is carried out in advance of migration of calls to CCC <p><u>Admissions</u></p> <ul style="list-style-type: none"> Further work currently being completed looking at processes with the CYP Admissions team. <p><u>Tell Us Once</u></p> <ul style="list-style-type: none"> TUO Training – successfully completed 08/06. Go live date of 16/06 postponed due to IT issues encountered by DWP at national level. Local decision to postpone go-live until September 2011 due to busy summer period for Registrars. 	<p style="text-align: center;">GREEN</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 May 2011</p> <p>Phase 3 July 2011 (Approx)</p> <p>Project Owner Sarah Lyons</p>	<p>Phase 2 – External Rollout</p> <ul style="list-style-type: none"> System is now Live! <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 - July 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 Capita. Issue with the current capacity of the system, we are using the automated agents at their full capacity. Discussion required with Telephonetics and LBB. <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. work around this issue is ongoing Implementation of second phase (end to end) call handling may be delayed by availability of appropriate IS resource 	<p>Future work will include:</p> <p>Phase 2 – External Rollout</p> <ul style="list-style-type: none"> The system is now live to the public! Work is being completed on a daily basis around the content. The system is being developed consistently to improve the accuracy of the data. <p>Phase 3 – Report It</p> <ul style="list-style-type: none"> Further work is being completed on the SDS on developing the criteria required for the system. Once this has been agreed, development work will commence on both the Telephonetics side and LBB. Testing of the system will commence for 2 weeks before an anticipated go live of the system. Testing will commence and go-live date agreed once the E-forms have successfully been implemented. 	<p style="text-align: center;">GREEN</p>
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