West Lancashire Borough Council

Organisational Re-engineering review of Legal and Member Services

By CPC Project Services LLP

Version 9

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cpc

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1.0 Executive Summary

1.1 Introduction

West Lancashire Borough Council (the Council) invited tenders from Consultants on their Organisational Re-Engineering (OR) (Efficiency Reviews) Framework to conduct a OR review on services within Legal and Democracy Services, provided in-house by the Council, under the direction of the Borough Solicitor. The review also included services within the Council's Administrative and Electoral function, which also sits within Legal and Democracy Services.

The Council sought to ensure the effectiveness, efficiency and economical manner of Legal and Member Services through the completion of organisational re-engineering, with recommendations that stay in line with the Council's vision:

'To be a Council to be proud of – delivering services that are Lean, Local and Fair'.

It is within this context that *CPC Project Services* is delighted to present its findings, conclusions and recommendations; after working alongside staff in the above Council services since January 2014.

1.2 Project Purpose

The service areas that were considered suitable for review are covered under 'Project Scope' below.

This project looked to remove waste from existing organisation and processes, through re-design and change, putting the service user at the centre of services. It will be informed by a thorough understanding of system strengths, opportunities and deficits, demonstrating that they contribute to efficiency, effectiveness and to customer satisfaction.

1.3 Project Scope

The following areas of work were identified as appropriate for review and, therefore, clearly within the scope of the project:

Legal Services

A) Client Instructions and Capacity

B) Debt recovery work

C) Commercial Conveyancing

D) Planning Enforcement

E) Prosecutions

F) Information Handling Regimes (with Administration and Electoral Services)

Member Services

  G) Committee Administration Procedures

The Council required the review to understand whether the CoInS software used within Member Services is fit for purpose and has functionality that would support service improvement.

1.4   Background

The Council is committed to an extensive programme of Organisational and Service Reviews, as documented in its existing Business Plan. This Review also fits into that programme and builds upon the work already undertaken by the Council in seeking to satisfy identified Priorities, and to meet its Values and Vision.

Whilst the Review focuses on services that have previously been the subject of various exercises to reduce expenditure, for example organisational down-sizing and Major Service Review, there is still considerable merit in undertaking further work to ascertain their efficiency and effectiveness.

This Organisational Re-engineering review is seen as critical to the Council in the context of increased workloads, increasing volumes of enquiries and various initiatives.

The ability of the service to respond to this; embrace technological advancements; and to more effectively manage its resources will be acute critical success factors.

1.5   Methodology

CPC Project Services has both an established approach to Organisation Re-engineering projects and a degree of flexibility to respond to the unique nature of each. In this context it has taken into account three main areas:

- The required structure and service delivery within the Legal and Members Services;

- Constraints imposed by IT systems within parts of the service;

- Current processes and ways of working to be reviewed and/or improved further.

1.6   Project Sponsor & Leader of the Council Engagement Sessions

At Project Commencement on-site *CPC Project Service's* Partner, Mike Hughes, held initial briefing and engagement meetings with the Borough Solicitor - the Project Sponsor - and the Leader of the Council. These meetings took place in early January 2014.

In addition to these initial meetings, engagement has continued throughout the project with both the Borough Solicitor and the Council's Organisational Re-engineering Manager.

1.7 Service Provider Engagement Sessions – *Voice of the Staff*

Also early in the process were engagement sessions with service staff, but only in Legal Services, as Member Services staff views were captured informally and used to develop the initial 'emergent themes'. The Voice of the staff report for Legal Services is shown at Appendix C to this report.

1.8 Process Mapping - Voice of the Process

The next step was to undertake the process mapping for each of the key processes within each service.

1.9 CoInS review

CPC Project Services were asked to assist the Council in determining its options with regard to the CoInS software being used within committee administration. The existing contract with the suppliers, Northgate Business Services, was due to expire in July 2014 and it was necessary to identify the best option going forward after that date.

A soft-market test was undertaken, with a number of established software suppliers being invited in to pitch their product via a presentation to a select audience, with an opportunity to have operational and technical questions answered.

The outcomes, and a detailed financial and operational cost/benefit analysis of each of the above options, are reported at Appendix A.

1.10 Voice of the Customer Surveys

In Member Services a *Voice of the Customer* survey was coordinated by the Administrative Assistant in Legal Services in association with CPC staff, using a predetermined format likened to the Kano concept and principles.

Questionnaires were issued to all Elected Members and to all Senior Managers within the Council. In total, 23 responses were received and are included in the analysis and the compiled results. This is detailed in the report at Appendix B.

In Legal Services a Voice of the Customer survey was coordinated by the Council's Organisational Re-engineering Manager – in association with CPC staff, using and the same principles. The survey was conducted utilising *Survey Monkey*, which represents a departure from our usual CPC methodology.

Of the questionnaires were issued to all Senior Managers, in total, 41 responses were received and are included in the analysis and the compiled results. This is detailed in the report at Appendix D.

1.11 Service Redesign Sessions

Prior to the actual redesign stages, detailed analysis was made of the steps in the process maps, to identify volumes and time taken, as well as highlighting possible cost savings of 'identified waste'.

Each of the main process maps were then scrutinised to eradicate waste and wherever possible redesigned (landscaped).

A schedule of proposed changes within each service was documented and the cost/benefits analysed. These are detailed in Appendices E & F.

1.12 Reporting

This report pulls together all the findings, conclusions and recommendations and provides a comprehensive account of how the project was undertaken, with a detailed narrative of what led to the establishment of those outcomes.

Those outcomes are provided in detail in sections 4, 5 and 6 of this report.

1.13 Findings

Emergent Themes

As the project progresses it is often possible to identify some of the key issues facing the service(s) being reviewed, and begin to form a view about what perhaps could, or indeed should, be done to address those issues.

It is worth mentioning that both the Member and Legal Services teams participated willingly and enthusiastically in the project, giving their time while maintaining performance under difficult timescales and performance pressures.

This project was no different and, by the end of March, at which point only the Legal Services *Voice of the Customer* exercise remained outstanding from the '*Analyse*' stage, a picture had already started to emerge. This can be summarised by the following tables.

Table 1: Findings - Member Services

Issue	Explanation
9 out of 13 (70%) Voice of the Customer responses indicated that they were delighted with the quality of service provided by the member Services Team	Staff are clearly providing a professional service (and one that Members and Officers want) to their customers notwithstanding reductions in staff numbers.
Quality of reports and compliance with Green Guide supplied by other services (at draft stage)	Member Services staff assisted with informal spot checks to understand whether reports were compliant. The findings from this spot check were that up to 60% of first draft reports submitted to Member Services were not compliant with the 'Green Guide'.
Use of Kalamazoo paper is expensive.	Kalamazoo paper is used for the minute books within Member Services and is approximately three times more expensive than standard paper. This is evidenced in Appendix E to the report (details provided in the Minutes process).
Extensive printing of Agendas	Analysis of documents produced identified that the team issued over 600,000 pieces of paper per annum. This volume of printing results in resource, stationery and postage costs (See Appendix E for further details).
Double handling of documents (e.g. register of interests) – hard and printed electronic copies both filed	Throughout Member Services there is a degree of administrative 'double handling', which includes work on updating Members' timetables, checking of committee reports and the typing of forward plan items (see Appendix E for a more detailed breakdown of this information).

Table 2: Findings – Legal Services

Issue	Explanation
26 (86.7%) out of the 30 who provided a score, indicated that they are satisfied or delighted with the quality of service provided. Meaning that overall there is a very high degree of satisfaction	It is evident (from the results of the Voice of the Customer report) that the customer perception of the Legal service is that 'Must haves' are currently being met to the satisfaction of service users. Further details are provided within Appendix D.
Not all work areas have a formal instruction process – meaning rework around scope and a delay in receipt of full instructions (many incidences of incomplete and inconsistent instructions from clients)	Analysis of 'open' Legal Cases indicated that there is inconsistency in the scope of requirements provided by services. Of the cases reviewed, 30% provided no formal scope, which resulted in additional contact (or failure demand) between Legal and the Client Services.
Perception that Legal Services governance and statutory requirements are an 'obstacle' to progressing items quickly	This was identified within the Customer Irritant section of the Voice of the Customer report (Appendix D)
As part of the Monitoring Officer role Legal Services review draft reports. Because of high incidence of non-compliance with Green Guide at first draft by clients additional time is required	Member Services staff assisted with informal spot checks to understand whether reports were compliant. The findings from this spot check were that up to 60% of draft reports submitted to Member Services were not compliant with the 'Green Guide'.
Extensive use of paper (court bundles, paper files and computer print offs)	Anecdotal evidence was provided by a number Members of the Legal Services team (during the Voice of the Staff process – see Appendix C) that, on occasion, court bundles were printed and filed as evidence for both the Council and **opposing Counsel**. However, we understand this is done on a reciprocal basis. The staff view was that an approach should be made to the Court to explore the possibility of the electronic use of evidence in future.
IKEN system not used to full potential (of current functionality)	The majority of Legal Services staff are not currently using the IKEN system to its full potential. See Appendix F for a more detailed analysis.

Issue	Explanation
Compromising of ability to plan due to constantly changing priorities	The lack of client instruction (and therefore a clearer understanding of client priorities) means that there is a danger that everything received is classed as 'urgent'. See client instruction process details in Appendix F.

IKEN reporting does not currently allow dynamic and comprehensive exception reporting (additional functionality required – and is available). |
| IKEN reporting does not currently offer management information to assist in determining priorities and manage performance | IKEN reporting does not currently allow dynamic and comprehensive exception reporting (additional functionality required – and is available at cost). |
| Lack of capacity (in house) to litigate | As a planned strategy the Principal Solicitor conducts the majority of litigation/Court Hearings on behalf of the Council with additional resource sought from external specialists. Due to client service demand there appears to be a general shortage of capacity within Legal Services to conduct all litigation required by clients within a turnaround time desired by the Client. |

Following on from the initial conversations with staff, the following forms of analysis were completed, to gather empirical evidence about the services being reviewed and the potential for improvement.

This evidence was gathered in the following ways:

1. Through Voice of the Customer surveys for both Legal and Member Services. This gathered information about how the individual services fared against service user (customer) expectations and also provided insight into how service users would like their services to be provided in future. The detailed results of these surveys are shown at Appendices B and D to this report.

2. Through a Voice of the Staff survey completed in written format for Legal Services and verbal format for Member Services. This process allowed staff to individually state their frustrations at the service currently being provided – and to provide opinions into how the service provided could be improved. Details of the finding from this survey are shown at Appendix C to this report.

3. Value Stream Mapping, with time and volume metrics. The respective Legal and member Services Teams all took part in a mapping process which took over 2 months to complete. This process detailed the current (as is) processes, which were then overlaid by time (i.e. how long to complete both a process and the individual tasks within a process) and volume (i.e. how many times is the process, and individual tasks within the process) metrics. Many of these metrics were available from the CoInS and IKEN software systems, but in many instances, CPC worked with (and observed) staff members to develop metrics. These metrics formed the basis of the redesign tables shown within Appendices E, F and G to the report – including time and cost savings arising from the report.

4. Week in the Life of analysis, where members of the respective services provided a week's worth of data about their work activity (recorded in 15 minute intervals). This evidence provided a 'sanity check' of the metrics developed under point 3 (above).

5. Spot checks of reports provided to Member Services, to compare submissions to green guide requirements – with more details provided at Appendix E to the report.

6. Sample checking of Legal cases recorded on the IKEN software, to understand case prioritisation and staff activity against open cases (in order to understand concerns raised by service users (customers) about the time taken to complete cases. Details are shown at Appendices D and F).

This evidence has been collated and reviewed and is the basis upon which all Conclusions and Recommendations within this report have been made. It is important to note that evidence rising from each of these 'methods' are relevant individually, they cannot be taken in isolation, but must be seen as a suite of evidence.

1.14 Conclusions

As a result of this approach, the following conclusions have been determined:

1.14.1 Member Services

1. Staff are clearly providing a professional service (and one that Members and Officers want) to their customers (evidenced by 9 out of 13 Voice of the Customer responses stating that they were delighted with the quality of service provided by the Member Services Team) notwithstanding reductions in staff numbers.

2. Member Services are providing an effective planning, co-ordination and network of support to the democratic and committee administration service and its customers.

3. It is essential that the Council takes steps to address the weaknesses in the functionality, integration and appearance of its CoInS system in its capacity as an internal and external communications tool.

4. Integration of the Council's constitution within CoIns or alternative Committee management systems could result in easy access for stakeholders and for updating by Member Services.

5. With reliability being such an essential ingredient for customers of the service, it is important to continually reaffirm the importance of transparency.

6. Corporate compliance with the Green Guide, and the quality and timeliness of draft reports submitted under its jurisdiction, needs to be applied with greater rigour.

7. Use of Kalamazoo paper, for printing, and double handling of documents (hard and electronic copies) means that consideration needs to be given as to whether these are exaggerating cost and building waste into processes.

8. Greater reliance could be placed upon electronic data handling, and tools provided to enable members and officers to access the electronic databases.

9. Elected Members may wish to adopt better (simpler) electronic access to online information (such as meeting agendas). There is currently access available to Members, but additional training is required – as is a standard (and simple) form of technology to allow the access (e.g. IPADs). If such a choice were made this would aid significant efficiency savings in respect of printing costs (see Appendix E to the report – specifically Agenda, Cabinet and Member Update processes).

10. There are no benchmarking initiatives with sufficient critical mass to be of use to the Council in further improving/developing the service offered to service users.

1.14.2 Legal Services

1. Legal Services are providing an effective and secure service to its customers and the Council as a whole.

2. The results of the Voice of the Customer report indicate that customers' 'Must haves' are currently being met. This is evidenced by the 13.3% of customers who indicated that they are delighted with the quality of service provided, while a further 73.3% indicated that they were satisfied with the service provided. This does not, however, mean that there is no room for continuous improvement.

3. It is evident that adherence to processes across the authority – particularly in relation to the Green Guide – could be improved. It is essential that some form of reaffirmation is undertaken (this has also arisen in the Member Services section, which underlines the significance).

4. Investing in a structured and standardised client instruction process is felt to be essential. At present analysis shows that there is an inconsistency of approach from client Services with instances of insufficient information being provided to Legal Services. This hampers case prioritisation and, by extension, gives rise to challenges in managing customer expectations. This is all reflected in the Voice of the Customer report shown at Appendix D.

5. The precise management of the process that would stem from taking such a step could be determined by the Council. For example, it has already begun to be discussed, by senior staff within the service, as to whether a 'triage' process could be formalised for non-routine matters (i.e. a procedure which prioritises

urgent and non-urgent cases and provides a sign-post to the most appropriate resource to deal with the issue at hand).

6. It is absolutely essential that the service optimises the use of the IKEN system. This should be explored by establishing dialogue with the software providers and clearly understanding what functionality could affordably be utilised, or developed, to address the key issues identified from within the team.

7. The clarity and frequency of communications also needs to be reviewed. Once again, this would be assisted by a more robust instruction framework, which would go a long way toward managing the expectations of customers. However, what may be worth considering is whether the IKEN system, for example, can automatically provide regular feedback to customers – even if that is only a statement of the latest position – and, in so doing, instantly remove the sense that some clients have of limited feedback on matters as they progress . This, combined with a formalised instruction process might also help to address the issues raised by clients.

8. Further work is needed to develop new MIS reports within IKEN. This will allow better management information allowing for improved performance management and re-prioritisation of tasks and priorities where appropriate.

9. Having greater control over the entry of client instructions into the service – by whichever means that is managed - will enable greater productivity.

10. Development of the Iken system might create some additional capacity to allow for the more proactive management of the Legal Services team as a whole. Issues of capacity could be addressed by increasing staffing to replace earlier reductions and thus allow for management time and to reduce turnaround times. Additionally, the temporary resource for information governance and planning work could be made permanent.

11. Addressing the output of appropriate Management Information Systems (MIS) from IKEN would also assist management and support of team members and would allow for improved reprioritisation / reallocation of matters following initial allocation.

12. There appear to be inconsistent views within the team about the level of quality assurance that the service can afford to offer, particularly in times of austerity. Some members of the Legal team believe that enhancing turnaround times may only result in marginal returns for the Council as a whole on some cases. It is also evident that some services are failing to appreciate the statutory, governance and 'propriety' role that the service must provide to the Council. By virtue of the high degree of satisfaction being scored, it would not hurt to remind customers of what the service achieves, what its role is and why, sometimes, it is necessary to proceed with caution. This would help to address some of the comments about negativity and being risk-averse. The form of its delivery would need careful thought: training; newsletters; a formal presentation on the outcomes of this organisational review, would be amongst the ideas that should be considered. This 'promotion' needs to have the backing of senior management within the authority to achieve the impact required.

13. The Council has in place a Retention and Disposal Policy developed with Legal services and now administered by Administration and Electoral Services. This is enhanced by a filing system and the case management system. Notwithstanding this storage space is fast running out, and there are restrictions in terms of resource to review and destroy old files.

14. Whilst Services often use Legal Services to assist them, by asking for Legal intervention in operational matters, and pro-activity is to be encouraged, these matters could be dealt with locally (evidenced from 'spot check' of Legal cases).

15. While it is always useful to look at other practice within related fields (both in and outside of Local Government), research has shown that there are very limited benchmarking initiatives available to the Council – and those that are available have insufficient critical mass to be of use to the Council in further improving/developing the service offered to service users.

16. The reason for internal Legal Services is fairly obvious, providing they are demonstrably economic, efficient and effective. Since they are not budgeting for proprietor profit they need only charge services at cost. And providing they are 'lean' both in systems and staffing and have frequent functional reviews so they are providing only those core, regularly required functions and services which they can economically, efficiently and efficiently provide, they are likely to represent the best solution for local taxpayers. For internal local authority lawyers also give the advantage of being integrated into the central constitutional operations of the authority, have an understanding of its history, political idiosyncrasies and nuances and are continuingly alert to safeguarding their authority's legal welfare.

1.15 Recommendations

The following recommendations have been developed, following analysis of the findings and conclusions drawn, in sections 4 and 5 of this report respectively:

1.15.1 Member Services

1. Continue to maintain effective planning, co-ordination and provision of a network of support to the democratic and committee administration service and its customers.

2. Renew the Northgate (CoInS) system for a minimum one year period, while discussions are had with the supplier to discuss plans to:

   a. maintain support levels in the medium/long term (i.e. to August 2018);

   b. develop functionality; and

   c. Investigate participation in a CoInS user group on a regular basis.

3. Subject to points 2a – 2c (above) being achievable, the CoInS contract be extended for a further 3 years (i.e. to August 2018).

4. Should points 2a – 2c not be achievable, that the Modern.Gov option be adopted as the preferred option with effect from August 2015, subject to sufficient funding being made available.

5. As part of the functionality referred to in 2b, take steps to address the content, accessibility and presentation of the Council's democratic data, including - the integration of that system with the Council's constitution resulting in easy access for stakeholders and updating by Member Servicers Officers.

6. Continue to reaffirm the importance of transparency, so that customers, staff and stakeholders feel reassured of objectivity and transparency; addressing the significance of reliability in the process.

7. Reaffirm the significance of compliance with the Green Guide with the use of the local champions.

8. Review and overhaul the use of printed copy and the use of Kalamazoo-quality paper for minute books, with a view to placing greater credence and reliability upon electronic data-handling.

9. Consider implementing appropriate process-specific improvements identified within the Redesign Schedule attached at Appendix E. Implementation of appropriate changes (with the exception of the service software) can be done as part of the Member Services day to day roles , with support from a short term post of Practice Administrator.

10. Providing Elected Members with IPADs to facilitate easy electronic access to papers and Members choosing electronic access only could potentially save over 613,000 printed sides of paper per annum. Further details are provided in Appendix E to this report.

11. That the financial cost (in terms of both subscription and the opportunity cost of managing benchmarking information) of joining a benchmarking initiative (e.g. CIPFA), outweighs the benefit, due to the lack of critical mass in the Democratic Services area.

1.15.2 Legal Services

1. Approve and adopt the new client instruction process, and associated forms, developed during the redesign stage. Introduce a formalised 'triage' process for non-routine matters where instructions are channelled to the Borough Solicitor, who can scope the Instruction and allocate a priority and timescale for completion of the work.

2. As part of this formalised process, implement an 'Urgent Stream'. This approach will provide the level of flexibility required of a dynamic Legal Service, whilst maintaining a degree of control over priorities. This will require approval from Heads of Service to ensure that not all cases are classified as 'urgent'. Legal Services Triage would also be required to signify agreement before a case is treated as urgent and fast-tracked.

3. Optimise the use of functionality within the IKEN system by clearly understanding what functionality could affordably be utilised, or developed, to address the key issues identified from within the team. Create the short term resource of Practice Administrator to explore and develop the workflow functionality within IKEN to automatically provide regular feedback to customers – even if that is only a statement of the latest position. Organise further training for professional and support staff to enable use of the Iken system to be maximised.

4. Investigate via the short term post of Practice Administrator the opportunity for greater quality management information from within the system. Improved IKEN functionality will allow more informed decision making and better resource/workload management.

5. Addressing the output of appropriate MIS from IKEN would assist in providing management and support of the team members and would allow for the improved reprioritisation / reallocation of matters following initial allocation.

6. Clearly determine the standard to which cases should be worked (to avoid small gains against increased effort). Undertake some degree of service 'promotion' on the back of this review to help staff understand what the Legal Service can 'do for them'. The form of this promotion will need careful thought, with a potential requirement for training; newsletters and a formal presentation on the outcomes of this organisational review. Introduce an annual meeting with Heads of Service when preparing service action plans each year to factor in requirements for Legal Services and identify resources (internal or external).

7. Through the short term post of Practice Administrator review solutions for document storage/retention, given the restrictions in storage space.

8. Reaffirm the significance of compliance with the Green Guide, through staff training and more proactive use of local champions (for example through awareness sessions). .

9. Review via the short term post of Practice Administrator the use of printed copy with a view to placing greater credence and reliability upon electronic data-handling where practicable. Explore the use of (encrypted) handheld devices for Court to enable remote working whilst waiting for case(s) to be called.

10. Implement the process-specific improvements identified within the Redesign Schedule attached at Appendix F with the assistance of a short term post of Practice Administrator and a two year fixed term post of Assistant Solicitor or Trainee Solicitor.

11. Whilst proactive work is essential, appropriate use of Legal services should be encouraged, for example not using Legal Services for simple operational matters. This can be addressed as part of the client instruction process and Triage approach as detailed in Recommendations 1 and 2 (above).

12. That the financial cost (in terms of both subscription and the opportunity cost of managing benchmarking information) of joining a benchmarking initiative (e.g.

CIPFA), outweighs the benefit, due to the lack of critical mass in the Legal Services area.

13. Given that the Council's Legal Service is Lean; the level of service user satisfaction; the high utilisation of staff and the service improvement recommendations herein, there appears to be a clear 'best fit' for the Council – to retain an efficient, effective and Lean in-house Legal services team. This can be added to through external support where specialist, sensitive or infrequently required services are needed, or to add to internal capacity due to workload peaks.

Implementation of these recommendations could be completed internally, using the short term post of Practice Administrator and a two year fixed term post of Trainee or Assistant Solicitor. The objective of implementing these recommendations would be to enable the reductions in staffing from the earlier exercises identified, to be embedded in the context of increasing rather than decreasing workloads. In the current financial climate, permanent increase in staffing to match service demands is not favoured. Once these measures are implemented an assessment of the match of staffing resource to instructions received needs to be undertaken, as if workload cannot be contained/reduced or turnaround times acceptable to Clients met then further consideration will have to be given to re-establishing posts.

2.0 Introduction

West Lancashire Borough Council (the Council) invited tenders from Consultants on their Organisational Re-Engineering (OR) (Efficiency Reviews) Framework to conduct a OR review on services within Legal and Democracy Services, provided in-house by the Council, under the direction of the Borough Solicitor. The review also included services within the Council's Administrative and Electoral function, which also sits within Legal and Democracy Services.

The Council sought to ensure the effectiveness, efficiency and economical manner of Legal and Member Services through the completion of organisational re-engineering, with recommendations that stay in line with the Council's vision:

'To be a Council to be proud of – delivering services that are Lean, Local and Fair'.

Legal Services

The Legal Service provides a wide range of professional, legal, and governance support services to the Council both as a corporate body and to assist delivery of direct services.

There are three tasks of a legal nature which every Council must ensure are competently performed, namely:-

- **Ensuring Propriety** – propriety is concerned not only with identifying actual and potential breaches of the law, but also with their prevention and with the establishment of good procedures throughout the Council, this includes the specific duties of the monitoring officer.

- **Giving Corporate Legal Advice** – the duties go beyond propriety, to include a watching brief over all the Council's affairs. Developments outside as well as inside the Council need to be monitored and Officers and Members advised of the likely impact of legislative changes and of the legal implications of their proposals, whether or not specifically requested to do so. This requires a wide knowledge of the law, so it will always be carried out by Lawyers with unrestricted access to the important management and decision making processes of the council. The Audit Commission states that the advisers must enjoy a relationship of trust with both Members and Officers, particularly with the Chief Executive/Managing Directors.

- **Providing Legal Services** – this is advice to individual Services as well as to the corporate centre, conduct of litigation, drafting of contracts and providing conveyancing services.

Member Services

Member Services provide a wide range of professional support services to the Council in terms of functioning of meetings and governance.

It is within this context that *CPC Project Services* is delighted to present its findings, conclusions and recommendations; after working alongside staff in the above Council services since January 2014.

2.1 Project Purpose

CPC Project Services had been invited to supply the external resource and undertake an Organisational Review of the Council's Legal Services and Member Services functions; making recommendations designed to ensure that the services operate in the most efficient, effective and economic manner.

The precise identification of the service areas that were considered suitable for review are covered under 'Project Scope' below.

This project looked to remove waste from existing organisation and processes, through re-design and change, putting the service user at the centre of services. It will be informed by a thorough understanding of system strengths, opportunities and deficits, demonstrating that they contribute to efficiency, effectiveness and to customer satisfaction.

2.2 Project Scope

CPC Project Services were provided with significant time access to staff resources employed within the services under review. Meetings with the Project Sponsor, the Borough Solicitor, and other senior staff were afforded, plus engagement with the Leader of the Council, as well as the ongoing support of the Council's OR Manager.

It was understood that many refinements and improvements to service delivery had already been made in recent years. These include moving routine and preparatory work into the client services, together with the reduction of external costs by recruitment of in-house expertise.

It is appreciated that the Legal Service is subject to external regulation, e.g. in terms of the Solicitors Regulation Authority and regimes such as money laundering, in addition to the usual rigorous governance requirements of the Council. The Service has in place an IKEN case management system, which allows time recording, work flow processes, file management and management reporting.

In Member Services, the Council has in place Northgate Public Service's CoInS Software, which includes production of electronic agendas, reports and minutes and published details of Councillors, Parishes and MPs*.*

The following areas of work were identified as appropriate for review and, therefore, clearly within the scope of the project:

A) Client Instructions and Capacity

This to include consideration of access arrangements for the service, e.g. phone and email contact and personal visits/meetings (particularly without prior appointment).

B) Debt recovery work

This is carried out for many Council client services, and instructions to take action normally come via One Connect Ltd/BTLS Ltd.

C) Commercial Conveyancing

Recognising that the Council has a significant commercial property portfolio as well as a programme for the disposal of surplus assets.

D) Planning Enforcement

It was acknowledged that Planning Services has recently been the subject of an organisational re- engineering review and that this work needs to dovetail with the relevant process changes.

E) Prosecutions

Legal Services are engaged to cover a variety of prosecutions from across the Council's regulatory functions. Client management needed to be considered to ensure officers are properly deployed in the legal process and not management of investigations.

F) Information Handling Regimes (with Administration and Electoral Services)

This work area is handled within the Borough Solicitor's Services with assistance from other Council and external resources.

G) Committee Administration Procedures

The processes for convening meetings, preparation and delivery of reports (and the method for sign-off of reports) agendas, minute preparation is to be reviewed with a view to e-enabling the process to the maximum extent.

Additionally, the Council required the review to understand whetherthe CoInS software used within Member Services is fit for purpose and has functionality that would support service improvement.

2.3 Timescales

Following Contract Award in the autumn of 2013, *CPC Project Services* engaged with officers of the Council throughout the period January to July 2014.

2.4   Background

The Council is committed to an extensive programme of Organisational and Service Reviews, as evidenced in its existing Business Plan. This Review fits into that programme and builds upon the work already undertaken by the Council in seeking to satisfy identified Priorities, and to meet its Values and Vision.

Whilst the Review focuses on services that have previously been the subject of various exercises to reduce expenditure, namely, an organisational down-sizing of 10%, major service review exercises and on-going savings initiatives, there is considerable merit in undertaking work to ascertain their efficiency and effectiveness.   These initiatives resulted in a significant reduction in staffing resource, with the loss of 16 posts or part posts from the establishment across Legal and Member Services (9 full time and 7 part time and part posts) and a saving in salary costs of £300k since 2008.

The exercises referred to resulted from a requirement to find savings with a desire to focus resources on frontline services; together with an assumed reduction in service demand due to the new financial context (which, as yet, remains unrealised). As a result, prioritisation together with recognition that this would increase turnaround times in Legal and Member Services was accepted.

The positive outcomes already achieved by the services include:

- Routine work of Legal Services – recovery of large litigation costs and conveyancing fees. It should be noted that the practice is that fees and costs recovered are paid directly to the client service and not net off against the headline cost of legal services;

- Successful defences against High Court challenges to Council decisions;

- Section 106 instruction maintenance – With the large increase in the number of instructions seen, processes were maintained and regulated;

- Promoting and taking forward Section 106 recovery and service charges;

- Information handling regimes – continuous support and commitment was given to this area, accommodating increased legislative requirements;

- Professional development – Relevant courses were provided for staff as well as reducing levels of expenditure in this area;

- Exploring the integration of the public and private sector – the Council has implemented a training scheme offered to trainee solicitors from private firms, in exchange for their services at nil cost;

- Continuous work with the Parish Council Charter; and

- Member Development – Members are offered one-to-one interviews, whereby they can request training to suit their needs and aspirations.

Both Legal and Member Services remain under significant workload pressures, examples of increased demand include the expansion in Housing work over recent years due to the introduction of "self-financing", delivery of changes across the Council through Major Service Review exercises which require due diligence, procurement and contractual advice and conveyancing work. As referred to earlier, no reduction in service demand has resulted despite "austerity". Organisational Downsizing and Major Service Review resulted in significant staff reductions. This means that, during the period of this review, the services involved are already doing 'more with less'. Budgets have similarly been reduced e.g. with a saving of in excess of £20,000 in the cost of legal research tools and increased sharing of these with "client" services.

This Organisational Re-engineering review is seen as critical to the Council in the context of increased workloads, increasing volumes of enquiries, various initiatives e.g. increased numbers of prosecutions for fly-tipping, and a greater need for technological advances, which could further improve areas like commercial conveyancing and planning enforcement. Significant new service demands are also being added, e.g. changes brought about by the Government's transparency agenda and localism legislation, individual election registration arrangements, more stringent accountability in elections processes, SIRO arrangements for information governance and procurement workload.

The ability of the service to respond to this; embrace technological advancements and to more effectively manage its resource will be one of the key critical success factors.

3.0 Methodology

CPC Project Services has both an established approach to Organisation Re-engineering projects and a degree of flexibility to respond to the unique nature of each. In this context it has taken into account three main areas:

- The required structure and service delivery within the Legal and Members Services;

- Constraints imposed by IT systems within parts of the service;

- Current processes and ways of working to be reviewed and/or improved further.

3.1 Approach

We have outlined here the CPC approach to completing Organisational Re-engineering (OR) reviews, through our unique **VALUE** model. The model applies to all types of OR reviews including those that use tools and techniques associated with Lean, Systems Thinking and Business Process Re-engineering.

Figure 1: Value Model
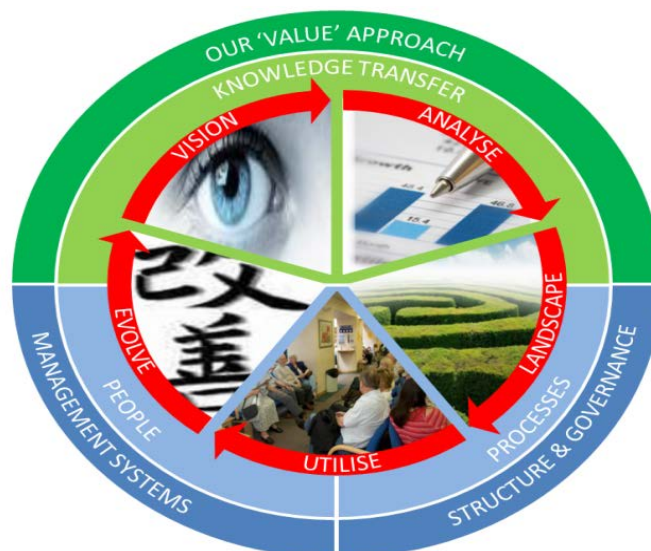
These separate phases are described, in outline below:

- **Vision** – work, think and engage with the client to establish requirements and define how to work together – captured in a project initiation document (PID). This stage sets out the detailed project approach, identifies the associated stakeholders and establishes the project governance.

- **Analyse** – working with the client, our consultants review all working practices, policies, procedures and service demand levels, to establish the baseline 'As Is' processes and associated metrics. The information gathered at this stage forms the basis of the organisational redesign and new ways of working.

- **Landscape** – using our OR tool-kit and experience, we worked with the client to redesign (landscape) processes (the 'to be') - by undertaking service reviews; so that new and more effective ways of working are identified.

- **Utilise** – we will set out the proposed service efficiencies and improvements, recorded in report format, providing evidenced conclusions and recommendations.

- **Evolve** – we will leave the client with a culture of continuous improvement through training, coaching development and capacity building that runs throughout our involvement.

We believe that our **VALUE** approach has been very effective for the Council, as the methodology is designed to provide the flexibility, referred to above, and adjust to the unique needs of the client. This is evidenced by the specific approach undertaken in this project, as detailed below.

3.2   Project Sponsor & Leader of the Council Engagement Sessions

At Project Commencement on-site *CPC Project Service's* Partner, Mike Hughes, held initial briefing and engagement meetings with the Borough Solicitor - the Project Sponsor - and the Leader of the Council. These meetings took place in early January 2014 and provided each party with a clearer insight into what was expected and what methodology was to be utilised in delivering the outcomes required. This forms part of the _Vision_ stage of the process.

In addition to these initial meetings, engagement has continued throughout the project either with the Borough Solicitor or the Council's Organisational Re-engineering Manager.

3.3   Service Provider Engagement Sessions – *Voice of the Staff*

Also early in the process were engagement sessions with service providers, in both Member Services and Legal Services. This begins the _Analyse_ stage of the process.

Initially these were done as a group session, whereby consultants on-site were able to explain the purpose of the work being undertaken, and provide some insight into the methodology being deployed. Part of this exercise is designed to offer reassurance to staff about the reasoning behind the approach. These group sessions included a series of 1-2-1 interviews then followed with each of the team members.

For Legal Services only, these 1-2-1 sessions were conducted by following a predetermined format likened to the Kano concept and principles. In Member Services the approach was completed at a verbal level. It was thus possible to identify the principle deficiencies of the service, as viewed by those within the service. This enabled a Voice of the Staff analysis to be constructed, and is included at Appendix C.

3.4 Value Stream Mapping - Voice of the Process

The next stage of the 'analyse' phase was to undertake the process mapping for each of the key processes within each service.

The respective Legal and member Services Teams all took part in a mapping process which took over 2 months to complete. This process detailed the current (as is) processes, which were then overlaid by time (i.e. how long to complete both a process and the individual tasks within a process) and volume (i.e. how many times is the process, and individual tasks within the process) metrics. Many of these metrics were available from the CoInS and IKEN software systems, but in many instances, CPC worked with (and observed) staff members to develop metrics. These metrics formed the basis of the redesign tables shown within Appendices E, F and G to the report – including time and cost savings arising from the report.

The individual Value Stream (Process) Maps were completed:

Member Services:

- Minuting Process
- Agenda Preparation
- Public Speaking @ Planning
- Forward Plan
- Constitution Updates
- Cabinet Process
- Register of Interests
- Call-in Procedure
- Timetabling
- Distribution Lists
- Mayoral Engagements
- Members Update

Legal Services (Focussing on the six areas of work within the scope of the project (see 1.3) :

- Client Instruction & Capacity
- Debt Recovery
- Prosecutions
- Planning Enforcement
- Conveyancing
- Commissioning External Support

- Freedom of Information
- File Process

3.5 CoInS Review

CPC Project Services were asked to assist the Council in determining its options with regard to the CoInS software being used within committee administration. The existing contract with the suppliers, Northgate Business Services, was due to expire in July 2014 and it was necessary to identify the best option going forward after that date.

A soft-market test was undertaken, with a number of established software suppliers being invited in to pitch their product via a presentation to a select audience, with an opportunity to have operational and technical questions answered.

The audience included representatives from the Council's Member Services team, Internal Audit, and IT (OCL), plus CPC Project Services.

The Council's Communications Manager, was not present at these sessions. However, CPC did undertake a consultation exercise with the Council's Communications Manager, which enabled her views to be taken into account in the final analysis.

At the same time, Northgate BS was asked to outline whether they were able to satisfy the operational improvements that the Council had identified.

The outcomes, and a detailed financial and operational cost/benefit analysis of each of the options, are reported at Appendix A.

3.6 Voice of the Customer Surveys

This constitutes the final part of the *Analyse* stage of the process.

In Member Services a *Voice of the Customer* survey was coordinated by the office of the Leader of the Council and the Assistant Member Services Manager – in association with CPC staff, using a predetermined format likened to the Kano concept and principles.

Questionnaires were issued to all Elected Members and to all Senior Managers within the Council. In total, 23 responses were received and are included in the analysis and the compiled results. This is detailed in the report at Appendix B.

In Legal Services a Voice of the Customer survey was coordinated by the Council's Organisational Re-engineering Manager – in association with CPC staff, using and the same principles. The survey was conducted utilising *Survey Monkey*, which represents a departure from our usual CPC methodology.

Of the questionnaires were issued to all Senior Managers, in total, 41 responses were received and are included in the analysis and the compiled results. This is detailed in the report at Appendix D.

3.7 Service Redesign Sessions

This constitutes the _Landscape_ stage of the process.

Prior to the actual redesign stages, detailed analysis was made of the steps in the process maps, to identify volumes and time taken, as well as highlighting possible cost savings of 'identified waste'.

Member Services

Each of the 12 process maps detailed in 3.4 above were then scrutinised to eradicate waste and wherever possible redesigned (re-landscaped). These sessions were involved the operational staff who most closely undertake the work.

Legal Services

Each of the 8 main process maps detailed in 3.4 above were then scrutinised to eradicate waste and wherever possible redesigned (re-landscaped). Once again, these sessions involved the operational staff who most closely undertake the work.

A schedule of proposed changes within each service were documented and the cost/benefits analysed. Whilst there are a number of general conclusions and recommendations, found in sections 5 and 6 later, there are some very specific changes to the individual processes that are advised.

These changes (for both services) are detailed in Appendices E & F.

3.8 Reporting

This constitutes the _Utilise_ stage of the process. This report which pulls together all the findings, conclusions and recommendations and provides a comprehensive account of how the project was undertaken, with a detailed narrative of what led to the establishment of those outcomes.

Those outcomes are provided in detail in sections 4, 5 and 6 of this report.

4.0 Findings

4.1 Emergent Themes

As the project progresses it is often possible to identify some of the key issues facing the service(s) being reviewed, and begin to form a view about what perhaps could, or indeed should, be done to address those issues.

It is worth mentioning that both the Member and Legal Services teams participated willingly and enthusiastically in the project, giving their time while maintaining performance under difficult timescales and performance pressures.

This project was no different and, by the end of March, at which point only the Legal Services *Voice of the Customer* exercise remained outstanding from the '*Analyse'* stage, a picture had already started to emerge. This can be summarised by the earlier tables:

Table 1 Findings - Member Services, at paragraph 1.13 above

Table 2 Findings - Legal Services, at paragraph 1.13 above

4.2 Voice of the Staff Outcomes

4.2.1 *Member Services*

The feedback from Member Services staff was undertaken in a group setting and focussed on how the service is currently operated, staff 'irritants' and 'wants'. While the staff were generally very happy in their work, the emerging themes were:

- An aspiration to build and manage their professional networks, which would be beneficial to the service;

- Automation of CoInS was a priority for the service, as the current release required an element of re-work (in putting together agendas), which was deemed to be unnecessary, as well as time consuming.

- Much of the contact with members was to provide basic meeting information that was included in the agendas already issued (this was not a staff irritant, merely a statement of fact).

These issues are addressed in the findings of this report.

4.2.2 Legal Services

The key themes from the *Voice of the Staff* exercise are shown in Table 3 below, illustrating the staff view about the service and what they think needs addressing to enable the service to better deliver what customers would like:

Table 3: Legal Services

Must Haves	Wants
• IKEN system needs to be used to the full potential of its functionality; • More compatible systems leading to greater integration throughout the organisation; • PLC: can other users be licensed, which might enable clients to undertake some of their own research.	• Would prefer to be freed up from some court work to more effectively manage the team; • More dynamic leadership within the team; • Can a manager demonstrate greater support? • Retain the temporary resource for data protection and planning work; • Ascertain how long the 'Right-to-Buy' documents need to be kept; • Utilise the knowledge-base within the team more effectively; • 'Promotion' of the service could be enhanced.

In addition to the above, when asked for some specific details about their views on the service that the team provides, and in particular their main irritants, there were a number of 'issues identified'.

These have been aligned with the 'Musts' and 'Wants' from the table above and the following conclusions can be drawn:

Resources – apart from a general sense that there is an element of insufficient use of electronic capability (for example, printing off emails for files) and the lack of printer/scanning/copying capacity on the floor, which causes 'jams' when urgent tasks clash; the principle issue was the inability to fully utilise IKEN and other system functionality and integration.

Capacity – whilst there was an element of inconsistency in the examples used to illustrate this issue, it was evident that appropriate use of staffing resource was a frustration and led to a sense that everyone was too busy; examples included sitting around in court – this is likely to be outside of the Council's control; the co-ordination of shredding for the building takes the Managing Clerk away from his principle role, impacting on the service; collecting/delivering post/paper for the copier eats into time resource; and being told something is urgent and then data sits on a desk for a period of time awaiting collection only heightens the frustration.

Clarity and consistency of process – whilst the Green Guide is a very complex document it was suggested that Legal Services end up having to quality check the reports emanating from report authors , eating into the service's time resource; being asked to attend meetings merely as a backstop and copied into emails for similar reasons has the same effect; and clients not empathising with the legal role, e.g. feeling the legal process is an obstacle to quick action rather than looking after corporate propriety only serves to frustrate. Other examples of process not helping included incoming post not being delivered until midday, leading to 'waste' calls coming in from solicitors querying items that had not yet reached the team; some service managers not responding to data requests timeously, e.g. Supply of witness statements.

Management – there was some observations of the management style and support. Specific comments included managers changing staff priorities to meet client demands, not appreciating how long tasks actually take and too much reactivity all of which is felt is causing planning issues for staff.

Client Instruction – it became very evident that not all work areas have a formal instruction process, which can lead to operational difficulties. For example, cases being passed to Legal Services too early in the piece, without clarification as to the amount of work required, with third parties, being told 'it is with legal', when the reality is slightly different; and conflicts caused by being multi-instructed by clients, all demanding urgency.

Data Handling – The Council has in place Retention and Disposal Policy developed within Legal Services and now administered by Admin & Electoral Services. This is enhanced by a filing system and the case management system. Notwithstanding this storage space is fast running out, and there are restrictions in terms of resource to review/destroy old files.

While these staff views are important within this report, they should not be taken in isolation, but should be taken in context within the suite of evidence underpinning the report (e.g. Voice of the Customer findings and Metrics from the Value Stream Mapping exercises).

4.3 Voice of the Customer Outcomes

4.3.1 Legal and Member Services

The key themes from the *Voice of the Customer* exercises are shown in Tables 4 - Member Services and 5 - Legal Services below and illustrate the basic customer expectations, the things that customers would like to see/have and also the initiatives/actions that, if taken, would exceed all current expectations (and wow them):

Table 4: Member Services

Must Haves	Wants	Wows
It should be noted that the items marked thus (across all 3 columns) included a combined response of 7 service heads. The numbers stated are the numbers (including a combined response) of customers who mentioned the specific 'must have' item in their top 4 priorities. Reliability 12* Timeliness 9* Consistency 9* Good Customer Service 10* Ownership of Query 6* Treated with Respect 7* Friendliness 5 Acknowledgement 8 Good Communication 10* Good Advice/Guidance 12* Accessible 7* Trust 8* Impartial Advice/Guidance 7 Professional 2*	• Better internet service • Easy to use software • Officers to pass queries onward and not refer back to councillor to pass on, or ignore the query • Feedback where appropriate • To have officers designated to named wards • Speedier responses • Would like faster turnaround times for non-priority items but appreciate this is not currently possible with current resourcing • Perhaps COINs could be a bit easier to navigate • Quicker circulation of draft minutes on occasions would be helpful • Simply to maintain the existing excellent service • I feel that Member Services still provide a good level of service but it is not as good as it previously was primarily due to staffing reductions that have been made in recent years. As it	• They could do more horizon scanning and send articles they have seen from e.g. MJ to the relevant member but we have financial constraints • Speedy, efficient service • Get everything 100% perfect every time!! • Comprehensive member training programme tailored to the needs of each service area • More help in organising meetings • A schedule of up and coming reports for all committees, DSU, BPWG etc., with progress readily accessible on CoInS* • A bring forward action list, particularly for longer-term (non-urgent) items* • The service is already 'wow'!

Must Haves	Wants	Wows
	is extremely unlikely that these reductions will be reversed then I think it will be difficult to significantly improve this service. • Improve CoInS – size of screen/window plus access to documents.*	

4.3.2 Legal Services

Table 5: Legal Services

Must Haves	Wants	Wows
Please note that the numbers stated are the numbers of customers who mentioned the specific 'must have' item in their top 4 priorities. Reliability 23 Timeliness 22 Consistency 10 Good Customer Service 4 Ownership of Query 14 Acknowledgement/Good Communication 11 Good Advice/Guidance 29 Trust 9 Impartial Advice/Guidance 6	• …I think a professional service area should try and exude calm control and professionalism. • Provide help, accurate and reliable constructive advice. • Think outside the box of limited established practices of the past. • Accept that you sometimes can't dump all the risk. • Acknowledgement of receipt of case papers submitted to Legal Services. • Agreed timescales/milestones and updates on cases	• Carry on being supportive and providing sound advice as they already do. • Provide updates/advice on current legislative changes, without us seeking the advice. • Offer up to date constructive advice. • Positive outlook and constructive helpful contribution. • Start with an attitude of being able to resolve issues/negotiate an acceptable route around them. • A Service Level Agreement between (my

Must Haves	Wants	Wows
	submitted.	Service) and Legal Services.
	• Early notification of any extra detail required over and above papers originally submitted.	• Have one person detailed to a particular case.
	• Whilst the quality of advice has to be the number one aim I feel having enough resource available for making responses in a timely manner is very important.	• …provide a high quality customer led service.
		• Increased input/advice on legal documents distributed externally.
	• Improved interaction between Services.	• Agree service standards with their clients.
	• With welfare reform and a significant improvement in the economy, the service will see greater demands on its time and early consideration needs to be given as how those demands will be met.	• An acknowledgement of the initial enquiry, regular updates if necessary and a clear idea of timescale and that timescale being met (or at least an explanation of why not and a new agreed timescale).
	• I want the service to be able to respond to my queries in a timely way so that it does not cause backlogs for myself while waiting for advice back.	• More joint working with regard to the production of contracts and documents.
		• Not sit on the fence so much and provide a way of achieving what is needed for the business.
	• Increase turn round times for non-priority items but appreciate this is a resources issue….	• Short, sharp concise response received in a timely manner.
		• Set minimum timescales for dealing with cases and meet these timescales in the majority of cases.
	• Ownership of query. The subject area by nature is technical.	• Request for feedback.
		• Legal should provide me with an answer to my query, not a list of

Must Haves	Wants	Wows
	• More input to website.	options.
	• Legal helpdesk?	• Speed up.
	• Better communication with clear timescales for responses.	• Feedback on Prosecution files and whether anything more could/should be done.
	• Clear and concise Instruction. It's sometimes hard to decipher the information provided and leaves room for interpretation.	• On site legal advice. • Positive and proactive attitude.
	• Quicker turnaround times and straight forward answers to service queries.	• Answer my queries when asked. • Give me a recommendation and justification for that course of action.
	• Just occasionally the speed of response is less quick… where this happens, an update on progress would be appreciated.	• Due to demands placed on that service, some lower priority enquiries can be overlooked. So a more accurate acknowledgement and structured feedback process would be advantageous.
	• Clear advice expressed in language I can understand, offering clear views, even if those views must be caveated.	• Agree to find a resolution for you.
	• It would be great if you felt that the solicitor was trying to find a solution for you. Often I feel that hurdles are put in the way.	• A same day response/regular updates/timely responses to emails.
	• Legal Services giving more positive help to services to find ways of solving problems rather than finding problems and pitfalls.	• By responding…(clearly)…in a reliable and timely manner where it is clear they've taken ownership of the query and sought to provide the best possible service to us.

Must Haves	Wants	Wows
	• Perhaps being a bit more flexible in advice and realistic - sometimes we are too risk averse. • Perhaps could do more of their own advocacy, rather than getting barristers in. • Recommendations for action rather than a range of options.	

It is worth noting that with a number of returns coming from colleagues within Services, it was possible to analyse that there was no correlation between the returns coming back from the same Service. This means that the validity of the data is sound, as there was no evidence to suggest that there were any 'clashes' involving personalities, or favouritism, resulting in one service either being treated better or worse than any other.

In addition to the above, when asked for some specific details about their views on the services, and in particular their main irritants, there were some other issues identified.

While these customer views are important in relation to both Legal and Member Services within this report, they should not be taken in isolation, but should be taken in context within the suite of evidence underpinning the report (e.g. Voice of the Staff findings and Metrics from the Value Stream Mapping exercises).

4.3.3 Member Services

In the case of Member Services, it is important to understand that, in the main, the points have been raised more as a 'risk', as opposed to them actually materialising as an issue. Those that were identified as significant have been aligned with the 'Musts' from Table 4 above and the following conclusions can be drawn:

Clarity and consistency of process – it was suggested that the constitutional system which the Council has in place to legally operate with - having the Council and executive functions and the requirements for overview and scrutiny - are complex, and can result in a lack of clarity and inconsistency unless well-marshalled.

Staffing – it was recognised that the reduction in the staffing resource had contributed to a risk of poorer customer service and that too many part-time staff could lead to discontinuity.

Support Network – it was suggested that the reduction in resources can lead to a weaker support network and reliability. For example, since staffing levels had reduced, making contact with officers on first call has been replaced with requests to e-mail the question or query.

Communication – perhaps best illustrated by reference to the Council Information System: CoInS. Whilst the size of the window/screens may be resolved technically, accessibility to the system remains a concern, for both internal and external customers.

Integrity – it is evident that the quality of the advice provided by Member Services remains a significant factor. Combined with the 'complexity' and 'reliability' referred to above, the integrity of the Council's governance is, rightly so, a high priority.

4.3.4 Legal Services

In the case of Legal Services, comments have been corralled into a number of grouped headings, which effectively summarise the views being expressed, and the following conclusions can be drawn:

Process – there were only a few comments that pertained to processes. For example, it was suggested that far too long is spent on very minor matters; that it would be helpful to have more robust legal/constitutional advice at some committees; and that there are physical document transfer problems between Services (although it was recognised that this was not the fault of the legal service). These should be acknowledged in any redesign.

Resources – the issues here largely related to, what could be described as, capacity and response times; e.g. it was suggested that 'the lack of resources to support this area of the service…causes delays and backlogs'; that there is an 'over use of expensive barristers advice'; and that 'whilst I find the advice received good, the time it takes to get that advice impacts on my ability to do my job in the timescales I am required to do it in'. The strength of opinion here suggests that these comments have to be addressed in any redesign.

Culture – the issues here largely boiled down to, what could be described as, being negative rather than constructive; too inward-looking; and too risk averse. With the latter it was acknowledged that this might be out of necessity; however, it was suggested that e.g. 'sometimes advice (is) destructive rather than constructive'; 'on occasions the Service is too cautious (and) shows a lack of political awareness when making a judgement on whether or not to proceed with a prosecution'; '(has a) negative attitude to what another service area has been tasked with'. Whilst it might be that the customers are not fully understanding of the nature of the Legal Services function, it should not be denied that these comments be considered in any redesign work.

Communication – the issues here largely boiled down to, what could be described as, being too 'legalistic', not offering a resolution; and a lack of feedback; e.g. it was suggested that 'sometimes advice is very legalistic and not always clear to the lay person'; 'a request for advice often results in a greater burden, rather than ways that

help resolve & move the issue on'; 'I need to ensure I make routine contact to ensure an enquiry is being progressed'. The strength of opinion here suggests that these comments ought to be reflected in any redesign.

Integrity – the issues here largely boiled down to, what could be described as, inconsistency and a lack of ownership; e.g. it was suggested that 'decisions are often changed once a lot of time and effort have been put into projects'; that 'the lack of consistent information regarding contracts' presents difficulties and that 'there has been a lack of ownership of a case'. These would need to be contemplated in any redesign.

4.4 *Voice of the Process* Outcomes

The outcomes here are derived from the work that was done to map each of the key processes as part of the *Analyse* stage, enhanced through the Redesign process at the *Landscape* stage.

The original mapping helped to identify where the potential wastes were in each of the processes. The outcomes from the Voice of the Customer exercises, in particular, can then be utilised in revisiting the maps and redesigning; thus ensuring that the only waste removed is that which increases the effectiveness of the process or adds value, without compromising strengths, or what customers have identified to be important to their level of satisfaction.

Given the number of processes that were mapped and redesigned across both services, it is impractical to go through each one here. However, the Suggested Redesign Schedules, at Appendix E and F, provides all the detail about what has been identified as potential removable waste and an analysis of precisely what that could save the Council in either time or money; the value that would be added.

Suffice it to say, though, that a few key issues can be attributed to being identified from this process, although it will be noted that there are some consistencies compared to what came out of the previous exercises reported above.

4.4.1 *Member Services*

Printing

There remains a reliance on hard-copy printing/multiple printing that may not be necessary, and one instance of printing on high quality paper that would not seem necessary.

Reports

The organisation should ensure a greater compliance with its own Green Guide. Much of this also relates to Legal Services, but non-compliance is resulting in Legal and Democratic Services having more work to do than the professional Member Services and Legal role necessitates. This applies to both the quality of the content of the reports, title and depositing within the system in a timely manner and having

the reports available in accordance with the published timetable. All of this involves waste.

CoInS

The redesign sessions only served to illustrate how beneficial it would be to have the system functionality enhanced, which is discussed in detail in the report at Appendix A. Exploring the opportunity to link with Outlook, to consistently diarise events across all committees and hold all documents that the service requires, in a more user-friendly way would have massive advantages.

4.4.2 *Legal Services*

Client Instruction

As this forms the foundation of many of the processes in Legal Services, upon review of 30 sample ('open') cases held within the Legal team (on the IKEN system), it very quickly became evident that a more comprehensive formalisation of this aspect was going to be essential in creating an opportunity to add the value previously discussed. The evidence from the completed sample check of cases that over 60% of cases held had no real 'terms of reference' (i.e. the instruction, if any existed, was not clear). Whilst some concern was expressed that the flexibility within the service is an essential element of customer satisfaction – borne out by the Voice of the Customer exercise, to a degree – some of the irritants expressed by customers, discussed in 4.3 above, will be addressed by implementing a more focussed and comprehensive Client Instruction protocol. Those irritants include a lack of feedback and a slow response, both of which can be clarified at the outset and, thus, expectations managed better.

IKEN

We have already considered the significance of fully utilising the functionality within IKEN. The redesign sessions only served to illustrate how beneficial it would be to have the system hold a more comprehensive set of template documents, to diarise events and create reminders, to manage cases and provide feedback to clients and, ultimately, provide better and more useful management information as just a few examples of rudimentary improvements that would have massive advantages.

Automation/Electronic Based

This aspect clearly links into the improved functionality of IKEN to automate as much as is possible and streamline the service through helping staff within the service. However, it is also worth covering here the heavy reliance on paper. The cost of this is highlighted in the Redesign schedules at Appendices E&F but, as a general principle, the organisation needs to optimise the use of electronic data. Whilst the core system can assist in this, and the provision of suitable tools and devices, such as EDM and tablets, can support this, the culture needs to be appropriately developed.

Client Responsibility

The remaining key issue from the Legal Services *Voice of the Process* was the frequency with which the team members are required to either input data to client core software systems or to undertake an action that would be better served being done by the clients themselves. An example of the latter is the raising of purchase orders and paying invoices where an external resource has been commissioned for the client. An example of the former is in the Debt Recovery process, where a member of Legal Services is expected to access client core systems and input data about progress or developments on specific cases. Both of these are illustrations of waste and it is clear that Legal Services can enhance its service by not having this responsibility. However, we are aware that it is not appropriate as part of this review to shunt work to client services, therefore tasks should only be taken back by the client service where there is no detriment to them. It would also have the added benefit of them receiving some feedback as the process progresses, thus addressing one of the *Voice of the Customer* irritants into the bargain.

All of the findings from the above exercises are what leads us to draw the following conclusions in section 6, and make the recommendations in section 7.

5.0 Other areas

5.1 Outsourcing of Legal Services

CPC have explored, at a high level, the options for different Legal Services models (including outsourcing).

Any decision made by the Council to this end (whether it is to close, reduce, re-organise, outsource, mutualise or privatise a service or function) has legal and practical implications, both externally for the authority's 'customers' and internally for staff.

No such decision is straightforward, depending on the local requirements and should also involve an analysis of whether the existing Legal Service:

- Meets service user needs;
- Has the ability to keep the current staffing fully utilised; and
- Is cost effective (i.e. there is no waste within the service).

There is also a consideration of the significant opportunity cost to the Local Authority in operating a 'client' function for any outsource arrangement – and it is widely acknowledged that in-house teams must retain some independence from their organisations in order to act as an effective 'control function'.

There are innovative projects across the country with legal departments teaming up to share services. Others have become players in the wider market, pitching for places on local authority framework agreements, going head to head with private practice for work and ploughing profits back into their authority.

- A joint venture launched last year recently by Harrow and Barnet Public Law (HBPL), which is currently waiting to hear if the Solicitors Regulation Authority will license it as the first local authority alternative business structure (ABS).
- North West Leicestershire District Council is the first legal department to join CapacityGRID, which allows local authorities to provide transactional services to each other regardless of location. This approach aims to reduce the net cost of legal services for existing clients within the local authority by subsidising the service with income earned from other public sector clients.

Other approaches range from sharing services with neighbouring authorities to full-blown outsourcing, leaving behind only commissioning, compliance and monitoring officer functions.

However, the Law Society has recently stated that centralising legal teams can add value to the rest of the Local Authority. It has stated that there are many benefits, including efficiency, quick response times, knowledge sharing and leverage of resources and the removal of an 'anxiety' among service users that they may be losing dedicated legal support.

5.2 Benchmarking of Legal and Member Services

As part of the review, CPC were required to understand whether any benchmarking initiatives existed within the Local Government community (or broader Public/Private sectors) for Legal and member services.

To fulfil this requirement, CPC researched benchmarking arrangements for Local Authorities and identified that, over the past 2 years; CIPFA had attempted to establish benchmarking clubs across a range of Local Authority services. These services required a subscription of £330 per annum, per service. The cost to West Lancashire Borough Council of operating these services would amount to £990 per annum, as Debt Recovery is treated by CIPFA as separate to legal Services.

In terms of the benchmarking offering, the following services were included:

Legal Services

The CIPFA Legal Services benchmarking club collects staffing (central & local) and cost data for the Legal Services function in order to derive the number of charged hours and the cost per charged hour.

Data is collected in the following areas:

- caseload by type of work
- care proceedings
- work for/by other Local Authorities
- work for other bodies
- charging rates Staff composition

Once this information is collected, CIPFA then compare the legal cost and FTE per 1,000 population of the authority and per £1,000 gross revenue turnover for the authority.

Member Services

In this area, the CIPFA benchmarking club aims to collect staffing, cost and activity data for the following defined activities:

- Committee support
- Schools Appeals
- Member support
- Civic Mayor's Office
- Overview & Scrutiny.

Once collected, CIPFA then compare activity together with reporting costs as £1,000 per 1,000 population or per member as appropriate.

During the research, it became clear that, while CIPFA had significant buy in for 'transactional' services, such as Council Tax and Housing Benefit administration, the take up for Legal and Democratic Services was poor. This was mainly due to the lack of confidence of senior Legal officers countrywide, that the benchmarking arrangements were sufficiently robust to add value to the service.

6.0 Conclusions

The following conclusions have been determined as a result of the findings coming out of the *Analyse* and *Landscape* stages of *CPC Project Services* VALUE Model:

6.1 Member Services

1. Staff are clearly providing a professional service (and one that Members and Officers want) to their customers (evidenced by 9 out of 13 Voice of the Customer responses stating that they were delighted with the quality of service provided by the Member Services Team) notwithstanding reductions in staff numbers.

2. Member Services are providing an effective planning, co-ordination and network of support to the democratic and committee administration service and its customers.

3. It is essential that the Council takes steps to address the weaknesses in the functionality, integration and appearance of its CoInS system in its capacity as an internal and external communications tool.

4. Integration of the Council's constitution within Colns or alternative Committee management systems could result in easy access for stakeholders and for updating by Member Services.

5. With reliability being such an essential ingredient for customers of the service, it is important to continually reaffirm the importance of transparency.

6. Corporate compliance with the Green Guide, and the quality and timeliness of draft reports submitted under its jurisdiction, needs to be applied with greater rigour.

7. Use of Kalamazoo paper, for printing, and double handling of documents (hard and electronic copies) means that consideration needs to be given as to whether these are exaggerating cost and building waste into processes.

8. Greater reliance could be placed upon electronic data handling, and tools provided to enable members and officers to access the electronic databases.

9. Elected Members may wish to adopt better (simpler) electronic access to online information (such as meeting agendas). There is currently access available to Members, but additional training is required – as is a standard (and simple) form of technology to allow the access (e.g. IPADs). If such a choice were made this would aid significant efficiency savings in respect of printing costs (see Appendix E to the report – specifically Agenda, Cabinet and Member Update processes).

10. There are no benchmarking initiatives with sufficient critical mass to be of use to the Council in further improving/developing the service offered to service users.

6.2 Legal Services

1. Legal Services are providing an effective and secure service to its customers and the Council as a whole.

2. The results of the Voice of the Customer report indicate that customers' 'Must haves' are currently being met. This is evidenced by the 13.3% of customers who indicated that they are delighted with the quality of service provided, while a further 73.3% indicated that they were satisfied with the service provided.This does not, however, mean that there is no room for continuous improvement.

3. It is evident that adherence to processes across the authority – particularly in relation to the Green Guide – could be improved. It is essential that some form of reaffirmation is undertaken (this has also arisen in the Member Services section, which underlines the significance).

4. Investing in a structured and standardised client instruction process is felt to be essential. At present analysis shows that there is an inconsistency of approach from client Services with instances of insufficient information being provided to Legal Services. This hampers case prioritisation and, by extension, gives rise to challenges in managing customer expectations. This is all reflected in the Voice of the Customer report shown at Appendix D.

5. The precise management of the process that would stem from taking such a step could be determined by the Council. For example, it has already begun to be discussed, by senior staff within the service, as to whether the 'triage' process (i.e. a procedure which prioritises urgent and non-urgent cases and provides a sign-post to the most appropriate resource to deal with the issue at hand)could be formalised for non-routine matters.

6. It is absolutely essential that the service optimises the use of the IKEN system. This should be explored by establishing dialogue with the software providers and clearly understanding what functionality could affordably be utilised, or developed, to address the key issues identified from within the team.

7. The clarity and frequency of communications also needs to be reviewed. Once again, this would be assisted by a more robust instruction framework, which would go a long way toward managing the expectations of customers. However, what may be worth considering is whether the IKEN system, for example, can automatically provide regular feedback to customers – even if that is only a statement of the latest position – and, in so doing, instantly remove the sense that some clients have of limited feedback on matters as they progress . This, combined with a formalised instruction process might also help to address the issues raised by clients.

8. Further work is needed to develop new MIS reports within IKEN. This will allow better management information allowing for improved performance management and re-prioritisation of tasks and priorities where appropriate.

9. Having greater control over the entry of client instructions into the service – by whichever means that is managed - will enable greater productivity.

10. Development of the Iken system might create some additional capacity to allow for the more proactive management of the Legal Services team as a whole. Issues of capacity could be addressed by increasing staffing to replace earlier reductions and thus allow for management time and to reduce turnaround times. Additionally, the temporary resource for information governance and planning work could be made permanent.

11. Addressing the output of appropriate Management Information Systems (MIS) from IKEN would also assist management and support of team members and would allow for improved reprioritisation / reallocation of matters following initial allocation.

12. There appear to be inconsistent views within the team about the level of quality assurance that the service can afford to offer, particularly in times of austerity. Some members of the Legal team believe that enhancing turnaround times may only result in marginal returns for the Council as a whole on some cases. It is also evident that some services are failing to appreciate the statutory, governance and 'propriety' role that the service must provide to the Council. By virtue of the high degree of satisfaction being scored, it would not hurt to remind customers of what the service achieves, what its role is and why, sometimes, it is necessary to proceed with caution. This would help to address some of the comments about negativity and being risk-averse. The form of its delivery would need careful thought: training; newsletters; a formal presentation on the outcomes of this organisational review, would be amongst the ideas that should be considered. This 'promotion' needs to have the backing of senior management within the authority to achieve the impact required.

13. The Council has in place a Retention and Disposal Policy developed with Legal services and now administered by Administration and Electoral Services. This is enhanced by a filing system and the case management system. Notwithstanding this storage space is fast running out, and there are restrictions in terms of resource to review and destroy old files.

14. Whilst Services often use Legal Services to assist them, by asking for Legal intervention in operational matters, and pro-activity is to be encouraged, these matters could be dealt with locally (evidenced from 'spot check' of Legal cases).

15. There are no benchmarking initiatives with sufficient critical mass to be of use to the Council in further improving/developing the service offered to service users.

16. The reason for internal Legal Services is fairly obvious, providing they are demonstrably economic, efficient and effective. Since they are not budgeting for proprietor profit they need only charge services at cost. And providing they are 'lean' both in systems and staffing and have frequent functional reviews so they

are providing only those core, regularly required functions and services which they can economically, efficiently and efficiently provide, they are likely to represent the best solution for local taxpayers. For internal local authority lawyers also give the advantage of being integrated into the central constitutional operations of the authority, have an understanding of its history, political idiosyncrasies and nuances and are continuingly alert to safeguarding their authority's legal welfare.

7.0 Recommendations

The following recommendations have been developed, following analysis of the findings and conclusions drawn, in sections 4 and 6 respectively above:

7.1 Member Services

1. Continue to maintain effective planning, co-ordination and provision of a network of support to the democratic and committee administration service and its customers.

2. Renew the Northgate (CoInS) system for a minimum one year period, while discussions are had with the supplier to discuss plans to:

    a. maintain support levels in the medium/long term (i.e. to August 2018);

    b. develop functionality; and

    c. Investigate participation in a CoInS user group on a regular basis.

3. Subject to points 2a – 2c (above) being achievable, the CoInS contract be extended for a further 3 years (i.e. to August 2018).

4. Should points 2a – 2c not be achievable, that the Modern.Gov option be adopted as the preferred option with effect from August 2015, subject to sufficient funding being made available.

5. As part of the functionality referred to in 2b, take steps to address the content, accessibility and presentation of the Council's democratic data, including - the integration of that system with the Council's constitution resulting in easy access for stakeholders and updating by Member Servicers Officers.

6. Continue to reaffirm the importance of transparency, so that customers, staff and stakeholders feel reassured of objectivity and transparency; addressing the significance of reliability in the process.

7. Reaffirm the significance of compliance with the Green Guide with the use of the local champions.

8. Review and overhaul the use of printed copy and the use of Kalamazoo-quality paper for minute books, with a view to placing greater credence and reliability upon electronic data-handling.

9. Consider implementing appropriate process-specific improvements identified within the Redesign Schedule attached at Appendix E. Implementation of appropriate changes (with the exception of the service software) can be done as part of the Member Services day to day roles , with support from a short term post of Practice Administrator.

10. Providing Elected Members with IPADs to facilitate easy electronic access to papers and Members choosing electronic access only could potentially save over 613,000 printed sides of paper per annum. Further details are provided in Appendix E to this report.

11. That the financial cost (in terms of both subscription and the opportunity cost of managing benchmarking information) of joining a benchmarking initiative (e.g. CIPFA), outweighs the benefit, due to the lack of critical mass in the Democratic Services area.

7.2 Legal Services

1. Approve and adopt the new client instruction process, and associated forms, developed during the redesign stage. Introduce a formalised 'triage' process for non-routine matters where instructions are channelled to the Borough Solicitor, who can scope the Instruction and allocate a priority and timescale for completion of the work.

2. As part of this formalised process, implement an 'Urgent Stream'. This approach will provide the level of flexibility required of a dynamic Legal Service, whilst maintaining a degree of control over priorities. This will require approval from Heads of Service to ensure that not all cases are classified as 'urgent'. Legal Services Triage would also be required to signify agreement before a case is treated as urgent and fast-tracked.

3. Optimise the use of functionality within the IKEN system by clearly understanding what functionality could affordably be utilised, or developed, to address the key issues identified from within the team. Create the short term resource of Practice Administrator to explore and develop the workflow functionality within IKEN to automatically provide regular feedback to customers – even if that is only a statement of the latest position. Organise further training for professional and support staff to enable use of the Iken system to be maximised.

4. Investigate via the short term post of Practice Administrator the opportunity for greater quality management information from within the system. Improved IKEN functionality will allow more informed decision making and better resource/workload management.

5. Addressing the output of appropriate MIS from IKEN would assist in providing management and support of the team members and would allow for the improved reprioritisation / reallocation of matters following initial allocation.

6. Clearly determine the standard to which cases should be worked (to avoid small gains against increased effort). Undertake some degree of service 'promotion' on the back of this review to help staff understand what the Legal Service can 'do for them'. The form of this promotion will need careful thought, with a potential requirement for training; newsletters and a formal presentation on the outcomes of this organisational review. Introduce an annual meeting with Heads of Service when preparing service action plans each year to factor in requirements for Legal Services and identify resources (internal or external).

7. Through the short term post of Practice Administrator review solutions for document storage/retention, given the restrictions in storage space.

8. Reaffirm the significance of compliance with the Green Guide, through staff training and more proactive use of local champions (for example through awareness sessions).

9. Review via the short term post of Practice Administrator the use of printed copy with a view to placing greater credence and reliability upon electronic data-handling where practicable. Explore the use of (encrypted) handheld devices for Court to enable remote working whilst waiting for case(s) to be called.

10. Implement the process-specific improvements identified within the Redesign Schedule attached at Appendix F with the assistance of a short term post of Practice Administrator and a two year fixed term post of Assistant Solicitor or Trainee Solicitor.

11. Whilst proactive work is essential, appropriate use of Legal services should be encouraged, for example not using Legal Services for simple operational matters. This can be addressed as part of the client instruction process and Triage approach as detailed in Recommendations 1 and 2 (above).

12. That the financial cost (in terms of both subscription and the opportunity cost of managing benchmarking information) of joining a benchmarking initiative (e.g. CIPFA), outweighs the benefit, due to the lack of critical mass in the Legal Services area.

13. Given that the Council's Legal Service is Lean; the level of service user satisfaction; the high utilisation of staff and the service improvement recommendations herein, there appears to be a clear 'best fit' for the Council – to retain an efficient, effective and Lean in-house Legal services team. This can be added to through external support where specialist, sensitive or infrequently required services are needed, or to add to internal capacity due to workload peaks.

Implementation of these recommendations could be completed internally, using the short term post of Practice Administrator and a two year fixed term post of Trainee or Assistant Solicitor. The objective of implementing these recommendations would be to enable the reductions in staffing from the earlier exercises identified, to be embedded in the context of increasing rather than decreasing workloads. In the current financial climate, permanent increase in staffing to match service demands is not favoured. Once these measures are implemented an assessment of the

match of staffing resource to instructions received needs to be undertaken, as if workload cannot be contained/reduced or turnaround times acceptable to Clients met then further consideration will have to be given to re-establishing posts.

West Lancashire Borough Council

Member Services

CoInS Review and Option Appraisal

CPC Project Services LLP

Mike Hughes

February 2014

Contents

Tables

1.0   Introduction and Background

On 25th June 2013, the Members Services team raised a Business Enquiry with OCL to request assistance to look at alternative systems for the management and administration of Member Services, including production of electronic agendas, reports and minutes and published details of Councillors, Parishes and MPs – all things which are produced by the incumbent software (CoInS) produced by Northgate Public Services.

The Council Information System was purchased in 2004 from Anite plc, which was later acquired by Northgate Public Services in 2008 and rebranded to Northgate Information Solutions UK Limited in 2009. In 2009 a five year contract was negotiated which ran from 1 August 2009 to 31 July 2014, which means that CoInS is due to expire on 1 August 2014. Any new contract will need to run from 1 August 2014.

The Council's over-arching requirement is to understand whether it is using the most appropriate and cost effective system. The requirement in more detail is:

- To ensure that the new system has maximum (practical) functionality – with the existing CoInS system being the baseline and the minimum standard of functionality accepted;
- To ensure that any system chosen is cost effective to run over a four year period; and
- To ensure that any system is fully supported for a four year period.

2.0   Methodology

In order to fully assess the suitability of the existing/any new computer system for Member Services, the following steps were taken:

1. Identify Investment Objectives and Critical Success Factors;
2. Identify a long list of options (suppliers);
3. Filter long list of options to short list (using advantages and disadvantages);
4. Identify SWOT for each short-listed option;
5. Identify ALL costs for each short-listed option;
   - Software and licensing costs;

- o Implementation costs (including consultancy/project management and migration costs);
- o Any hardware costs;
- o Annual support costs (over a four year period);
- o Training costs;
- o Transitional costs (e.g. storage on Northgate); and
- o Any resource costs from OCL.
6. Appraise short listed options - using the NPV approach, over a 4 year period (and using a discount factor of 3.5% as per HM Treasury 'Green Book');
7. Receive demonstrations from all of the short-listed options and complete a qualitative assessment; and
8. Identify preferred option.

The preferred option has then been recommended in this paper.

3.0   Investment Objectives

For this process, the following Investment Objectives were developed with the Member Services team:

1. To maximise functionality with an aim of streamlining the administration of Member Services;
2. To ensure the cost effectiveness of the Member Services system;
3. To ensure that the member Services system is fully supported by the software supplier for a full 4 year period;
4. To ensure that the skill-sets required to (internally) support the Members Services system are available/held by OCL.

4.0   Critical Success Factors

Similarly, Critical Success Factors were developed with the Member Services team, using HM Treasury guidance (from the 'Green Book' on the approach).

The Critical Success Factors (CSFs) are as follows:

- The option must satisfy all of the Investment Objectives and associated business needs determined for the initiative.

- The option must be the best fit with the demands for skills of the business.

CSF2: Potential Value for Money (VFM)

- The option must maximise return on the required investment in terms of economy, efficiency and effectiveness.

- The option must minimise associated risks.

CSF3: Potential Achievability

- The option needs to be accepted by system users and system supporters

- There must be the management capacity, skills and vision to deliver the change

- Appropriate governance and management arrangements need to be deployed.

CSF4: Potential Affordability

- The required capital investment is available.

- The financial and non-financial benefits must more than repay the investment.

5.0   Long List of options

The long list of options is:

1. Do Minimum (i.e. resign to use the existing CoInS system for a period of 4 years)
2. Procure and install Modern.gov software
3. Procure and install Astech software (CMIS);
4. Procure and install Web-labs software;
5. Procure and install IDOX software
6. Procure and install Xpress software
7. Procure and install Consilia Ltd software

Table 1 - Options

Reference:	Option 1 Do Minimum	Option 2 Modern.Gov software	Option 3 Astech (CMIS) software	Option 4 Web-labs software	Option 5 Idox software	Option 6 Xpress software	Option 7 Consilia Ltd software
Investment Objectives							
1. To maximise functionality with an aim of streamlining the administration of Member Services	?	✓	✓	?	✗	✗	✗
2. To ensure the cost effectiveness of the Member Services system	✓	?	?	?	?	?	?
3. To ensure that the member Services system is fully supported by the software supplier for a full 4 year period	?	✓	✓	✓	?	?	?
4. To ensure that the skill-sets required to (internally) support the Members Services system are available/held by OCL	✓	✓	✓	✓	✓	✓	✓
Critical Success Factors							
Business Need	✓	✓	✓	✓	✗	✗	✗
Potential VFM	✓	?	?	?	?	?	?
Potential achievability	✓	✓	✓	✓	✓	✓	✓

Affordability	✓	?	?	?	?	?	?
	Preferred	**Possible**	**Possible**	**Possible**	**Discounted**	**Discounted**	**Discounted**

6.0 Short list of options and SWOT analysis

Table 2 – SWOT Analysis Option 1

Option 1 – Do Minimum (retain Northgate)	
Strengths	**Weaknesses**
• Familiarity • Business continuity • Cost • Reliability • Less risk (we know it works) • Tried and tested product • Good working relationship with supplier	• Falling user base • No user group in North West • Limited functionality • System prone to 'quirky' faults – which always follows upgrades
Opportunities	**Threats**
• To spend capital on other priorities • To complete a full market test of other suppliers and software	• Ongoing support for the system is not guaranteed • Falling user sites may exacerbate this

Table 3 – SWOT Analysis Option 2

Option 2 – Procure and install Modern.gov software	
Strengths	**Weaknesses**
• Optimised functionality • Supplier staff knowledgeable and experienced in the service area • Strong user groups (including North West) • Staff 'preferred' option	• Cost • Feedback from other users that work-flow functionality is difficult to implement • 6 month lead in for data migration
Opportunities	**Threats**
• Improved system functionality will release staff time to be more proactive with members	• Lack of system knowledge may impact on performance in the short term

| • Builds better networking opportunity | • Supplier customer base in growing too quickly – meaning that lead in times may increase and supplier becomes less responsive |
| | • Accuracy of migrated data |

Table 4 – SWOT Analysis Option 3

Option 3- Procure and implement Astech Software (CMIS)	
Strengths	**Weaknesses**
• Improved functionality • Easiest system to use (staff feedback) • Strong customer base • Strong user group ethos • Feedback from other users is that system is easiest to use in the market	• Cost • Too much like current COINS • No user group in the North West
Opportunities	**Threats**
• Improved system functionality will release staff time to be more proactive with members • Builds better networking opportunity	• Lack of system knowledge may impact on performance in the short term • Supplier customer base in growing too quickly – meaning that lead in times may increase and supplier becomes less responsive • Accuracy of migrated data

Table 5 - SWOT Analysis Option 4

Option 4 – Procure and install Web-labs software	
Strengths	**Weaknesses**
• Functionality is good, but limited in parts • High quality staff	• Cost • Significant functionality yet to be developed • No bespoke user group • Add on modules (i.e. online documents) cost more and is less efficient • Not a 'drag and drop' system (same as COINS)
Opportunities	**Threats**
• To design a system that best suits the Council	• Limited support to develop system

• To add on electronic voting module	• Lack of system knowledge may impact on performance in the short term • Accuracy of migrated data

7.0 Investment Appraisal

The investment appraisal for each of the short-listed items is shown below. The table shows the specific costs for each short-listed item, on both an undiscounted and Net Present Value basis (over 5 years).

Table 6 – Investment Appraisal Option 1

Option 1 – Do Minimum (retain Northgate)		
	Undiscounted (£)	**Net Present Value (£)**
Software, Licenses and Implementation	£0	£0
Annual Support	£5,654	£5,654
Transition Costs (OCL)	£1,700	£1,700
Total costs	**£7,354**	**£7,354**

Table 7 – Investment Appraisal Option 2

Option 2 – Procure and install Modern.gov software		
	Undiscounted (£)	**Net Present Value (£)**
Software, Licenses and Implementation	£12,500	£12,500
Annual Support	£26,000	£23,875
Transition Costs (OCL)	£6,740	£6,740
Total costs	**£45,240**	**£43,115**

Table 8 – Investment Appraisal Option 3

Option 3 - Procure and implement Astech Software (CMIS)		
	Undiscounted (£)	**Net Present Value (£)**
Software, Licenses and Implementation	£12,500	£12,500
Annual Support	£36,480	£33,355
Transition Costs (OCL)	£6,740	£6,740
Total costs	**£55,720**	**£52,595**

Table 9 - Investment Appraisal Option 4

Option 4 – Procure and install Web-labs software		
	Undiscounted (£)	**Net Present Value (£)**
Software, Licenses and Implementation	£15,000	£15,000
Annual Support	£16,000	£14,692
Transition Costs (OCL)	£6,740	£6,740
Total costs	**£37,740**	**£36,432**

Summary of Investment appraisal

Table 10 – Option Rankings

Option	Ranking
Option 1 – Do Minimum (retain Northgate)	1
Option 2 – Procure and install Modern.gov software	3
Option 3 - Procure and implement Astech Software (CMIS)	4
Option 4 – Procure and install Web-labs software	2

8.0   Qualitative Appraisal

In addition to the financial investment appraisal, it was deemed prudent to complete a qualitative assessment of the various options, using demonstrations from the short-listed suppliers (options) as a baseline for comparison.

As part of this process, the Member Services team agreed both the categories of assessment and weighting:

- Functionality (40% weighting)
- Ease of installation and data migration (10% weighting)
- Fit with LA ICT strategy (10% weighting)
- Cost (20% weighting)
- Ease of support (10% weighting)
- Track record (10% weighting)

Table 11 - Qualitative Assessment

COINS Option Appraisal scores											
Assessment group	**Rank**	**Weight**	**Maximum Score**	**Workshop Scores**				**Weighted Scores**			
				COINS	**Modern Gov**	**CMIS**	**Web Labs**	**COINS**	**Modern Gov**	**CMIS**	**Web Labs**
Functionality		40	20	12.00	16.00	11.00	14.00	480	640	440	560
Ease of installation		10	20	19.00	13.00	11.00	14.00	190	130	110	140
Fit with ICT strategy		10	20	19.00	16.00	12.00	15.00	190	160	120	150
Cost		20	20	19.00	11.00	17.00	14.00	380	220	323	154
Ease of support		10	20	19.00	15.00	11.00	14.00	190	300	209	210
Track record		10	20	14.00	17.00	12.00	13.00	140	170	120	130
TOTAL		100		102	88	74	84	1570	1620	1322	1344
Rankings								**2**	**1**	**4**	**3**

The outcome of the qualitative appraisal shows that Option 2 (Procure and install the Modern.Gov software) is the preferred option for the system users. However, the COINS system came a close second in the qualitative process, out-scoring the two other potential suppliers.

9.0 Summary of Appraisals

The results of the investment appraisal are outlined below. Option 1 has the best aggregate score, followed by Option 2 and then Options 4 and 3 respectively.

The overall conclusion from this analysis is that Option 1 (Do Minimum – retain Northgate) offers the best mix of economic value and qualitative benefits and is therefore the preferred option.

Table 12 - Investment Appraisal

Evaluation Results	Option 1 Do Minimum (Retain Northgate)	Option 2 Procure and install Modern.Gov software	Option 3 Procure and install Astech software (CMIS)	Option 4 Procure and install Web Labs software
Investment Appraisal	1	3	4	2
Qualitative Appraisal	2	1	4	3
Overall Ranking	**1**	**2**	**4**	**3**

10.0 Recommendations

Following the Investment and qualitative appraisals, it is recommended that

1. The Northgate (CoInS) system is renewed for a minimum one year period, while discussions are had with the supplier to discuss plans to:
    a. maintain support levels in the medium/long term (i.e. to August 2018);
    b. develop functionality; and
    c. Investigate participation in a CoInS user group on a regular basis.
2. Subject to points 1a – 1c being achievable, the CoInS contract be extended for a further 3 years (i.e. to August 2018).
3. Should points 1a – 1c should not be achievable, that the Modern.Gov option be adopted as the preferred option with effect from August 2015, subject to sufficient funding being made available.

Appendix B

West Lancashire Borough Council

Member Services

Voice of the Customer Exercise

CPC Project Services LLP

Mike Hughes

March 2014

Contents

1.0   Introduction and Background

As a fundamental part of CPC's Lean methodology, the Voice of the Customer is an exercise that is completed during the analysis phase of the VALUE model.

In this instance, the Elected Members and Departmental Service Heads of West Lancashire Council are the customers.

The purpose of this timing and approach is to understand what the customer values in a product/ service and what they don't. In undertaking this survey in parallel with the comprehensive value stream mapping exercise(s), we are better able to understand what can be categorised as waste, before we consider options for future redesign.

The idea of the consultation exercise is to understand the customers 'Musts', 'Wants' and 'Wows' in a service offering, to in turn understand what the service should provide as a bare minimum, what the customers really require from a 'good' service and what small additions may provide **the customer with an excellent service (or, as the other side of the same coin) be very expensive for little additional benefit to the organisation.**

The ultimate purpose is to understand customer issues. This is an adaptation of the Kano approach, which is explained in more detail below.

2.0   The Kano Concept

Kano's model (Appendix A) explains that for some customers, customer satisfaction is dramatically increased with only a small improvement in performance, while for others, satisfaction is only increased by a small amount even when the product performance is greatly improved.

If the level of customer satisfaction is plotted on a vertical axis (X), and the degree of performance/quality of service that the product achieves on the horizontal axis (y), different types of customer needs can be shown to cause widely different responses.

Kano's Four Beliefs

It is not a new idea to begin the process of designing a product or service with the needs and expectations of the customer in mind. However, Kano's work goes far beyond just drawing up a list of "Customer Requirements" and trying to meet or exceed as many of them as possible. His analysis is based on four key beliefs:

1. That unspoken expectations of customers, are as important to understand as those that are clearly stated. Kano Analysis uncovers these expectations.

2. That for some (not all) customer requirements, the better a service or product performs, the more satisfied a customer feels, and vice versa. This is the "One-Dimensional" Quality that forms the diagonal line in the Kano Diagram. These are the stated and well-understood service or product "specifications" that customers use when comparing services against requirements (or from experience with other service providers).

3. That there are some customer requirements that don't move in a straight line (Basic Values/Musts and Exceeding Values/Wows). The curve in "Must-be" requirements shows that customers don't become more satisfied as the service or product meets their expectations. In this category they only notice (and become dissatisfied) when it does NOT perform. Likewise, in the "Attractive Quality" curve, customers become VERY satisfied when they get something in this category because they did NOT expect this performance at all. They're "delighted". When it's not there, they don't become dissatisfied since they did not expect it in the first place.

4. That you can identify all three types of Customer Requirements (Must-Be, One-Dimensional & Attractive) through a carefully designed survey. In a Kano Method Survey, customers are asked how they feel when a requirement is met and how they feel when that same requirement is NOT met.

While the West Lancashire Borough Council Voice of the Customer exercise is based on Kano principles, it does not follow the Kano methodology exactly, although it does take into account the 'Musts' 'Wants' and 'Wows' from the 'customers' of the Member Services Section at West Lancashire Borough Council.

This survey has been coordinated by an administrative officer in association with CPC staff.

3.0   The Sample

Who
All Elected Members and all Departmental Service Heads of the Council were surveyed, to ensure a comprehensive response with regard to the services they received (in respect of Member Services' operation and administration).

How
Voice of the Customer questionnaires were issued to all Elected Members on 17th January 2014, with a request for completion and return by 31st January 2014. Questionnaires were sent to all Departmental Service Heads during week commencing 10th February 2014, with a request for completion by 28th February 2014.

A Survey Template utilised for the surveys can be found in Appendix B.

What, When and Where
Ten completed questionnaires were returned by elected members in the allotted time.
Six completed questionnaires were returned by Departmental Service Heads in the allotted time, plus an additional return from a conglomerate of seven service heads in one service; meaning that in total 23 responses are included in the analysis and the results compiled into the following categories.

The Results
The general summary responses are contained overleaf, in a cumulative 'scoring' effect.

It is evident that 'Meeting Dates & Times' are the most common cause for users to contact the service, and may have a causal link to the amount of time spent on dealing with queries, identified in the WILO returns from team members. Consequently, it should be possible to identify a resolution.

It is no surprise that phone and email are the most popular forms of contact; and email should continue to be encouraged, as this allows the service a greater opportunity to plan resource allocation.

It is encouraging to see that 9 out of 13 scores indicated that they are delighted with the quality of service provided. It should also be acknowledged that one of the 'satisfied' scores was actually from the conglomerate response mentioned above. In total, only one respondee was dissatisfied, and even this was referenced about another service entirely! Meaning that overall there is a very high degree of satisfaction.

The Service use indicated can be classified as:

	Service	Count
☐	CoInS (Council Information System)	6
☐	Obtaining Minutes/Decisions	4
☐	Obtaining Agendas/Reports	5
☐	Meeting dates/Times	10
☐	Constitutional/Procedural Advice including Motion/Amendment Preparation	5
☐	Code of Conduct (Declarations of Interest / Register of Interests Form)	2
☐	Support Services (Member Training, IT, stationery, etc.)	5
☐	Grants (Community Chest / Voluntary Bodies etc.)	4
☐	Civic Matters	4
☐	Other (Please state):	3

_____Check dates of briefings/appointment of a 3rd party to an outside body/Members Allowance scheme_____

The Form of the Contact can be summarised as:

In person (i.e. at offices)	5
Email	10
Phone	8
Letter	
Other	1(via 3rd party)

The Overall Satisfaction levels with the Service can be summarised as:

☺	**Delighted**	9
😐	**Satisfied**	3
☹	**Un-satisfied**	1

The more specific responses contained in the surveys have been collated in paragraphs 4.1 and 4.2 below.

4.0   Member Services

4.1   Customer Requirements

The Kano requirements of the 23 Service Users surveyed are set out at paragraph 4.3.1 of the main report.

4.2   Customer Irritants

When asked for more specific details about their experience(s) with Member Services, and in particular their main irritants, there were very few 'issues identified'. It is important to understand that, in the main, the points have been raised more as a 'risk', as opposed to them actually materialising as an issue. Those that were identified as significant have been aligned with the 'Musts' from the table above and the following conclusions drawn are set out in paragraph 4.3.3 of the main report.

5.0 Customer Feedback

5.1 Customer Comments

In any exercise of this nature it is important not to lose sight of the positive feedback from customers and to maintain some balance. In this instance, that positive feedback was common, and includes the following:

- "I am quite satisfied with the service."
- "I am entirely satisfied with the service."
- "I have always found Members Services to be very helpful."
- "I have served as a Councillor for the last x years and Member Services have consistently provided a professional and excellent service."
- "I have always found the staff to be very friendly and helpful."
- "Staff are pleasant to deal with and very committed to their roles and the Council. Helpful to have a corporate resource of this nature with staff who understand how the Council as a whole works, not just simply one service in it."
- "Generally happy with the service."
- "The Member Services have assisted me in the preparation of reports for Council and Cabinet sometimes at very short notice with kindness."

The nature of those comments is general, rather than about specific aspects of the service, so more difficult to identify what *not* to change; indeed it may well indicate that not much needs to change. However, it is essential that any redesign must take care not to weaken the particular strengths of the service.

5.2 Direction of Travel

It is clear from these results the customer perception of the council's service is that the customer's basic level of desired service (in particular, 'Musts' and 'Wants') is generally being met adequately. That does not, however, mean that improvements could not still be made.

Further work would need to be done to understand more fully the Cost v Benefit profile of the 'Wants' and 'Wows' in particular.
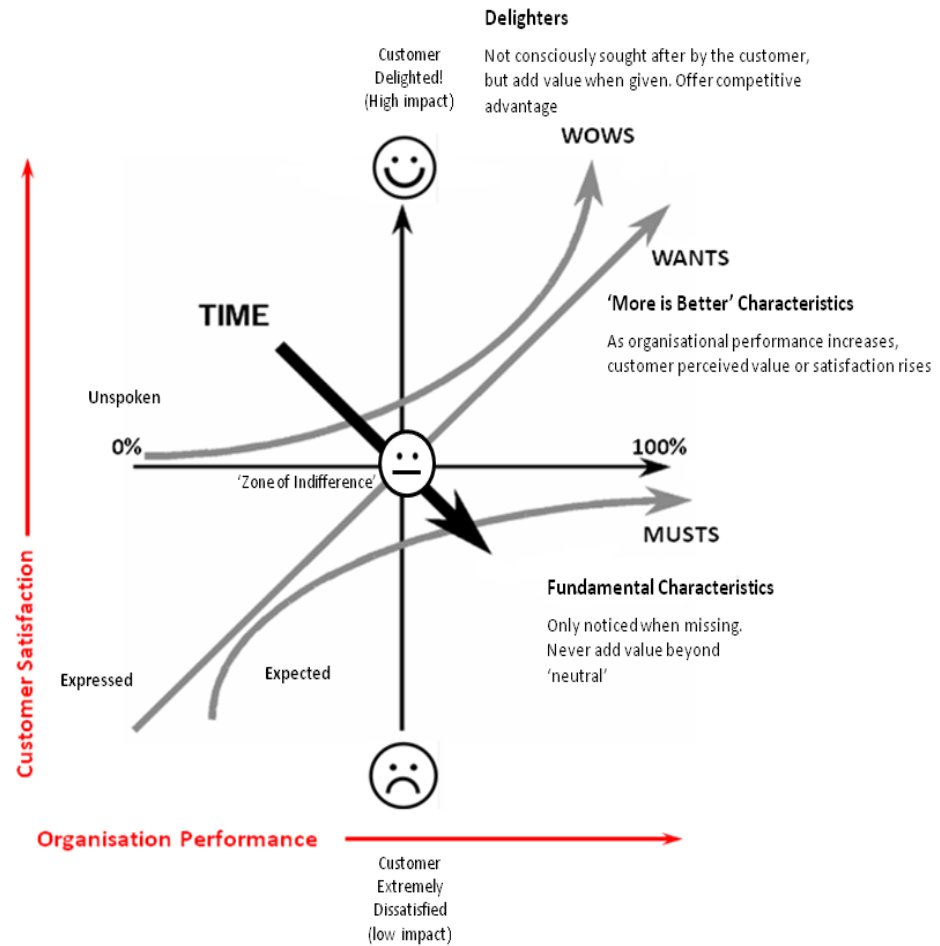
The overall customer feedback does indicate some limited direction to the way aspects of the overall service could be reviewed/redesigned. This can be summarised as follows:

- Continue to maintain effective planning, co-ordination and provision of a network of support to the Council and its customers whilst taking into account earlier reductions in the staffing;

- It is essential that the Council takes steps to address the content, accessibility and presentation of its democratic data; this is a direct reference to the functionality and appearance of its CoInS system in its capacity as an internal and external communications tool;
- Review the integration of that system with the Council's Constitution and governance, to ensure appropriateness and compliance, resulting in effective communication to stakeholders;
- With reliability being so essential and the Council's Constitution being so complex it is important to continually reaffirm the importance of transparency, so that customers, staff and stakeholders feel reassured of objectivity and transparency.

6.0   Appendix A

The Kano Model

7.0   Appendix B
Voice of the Customer Survey

1. Have you had direct contact with Member Services recently? (Approx. The last month)

YES ☐

NO ☐

If so, what was the contact in respect of?

☐   **CoInS (Council Information System)**

☐   **Obtaining Minutes/Decisions**

☐   **Obtaining Agendas/Reports**

☐   **Meeting dates/Times**

☐   **Constitutional/Procedural Advice including Motion/Amendment Preparation**

☐   **Code of Conduct (Declarations of Interest / Register of Interests Form)**

☐   **Support Services (Member Training, IT, stationery, etc.)**

☐   **Grants (Community Chest / Voluntary Bodies etc.)**

☐   **Civic Matters**

☐   **Other (Please state):**

_____

2.   If so, what specifically for?

_____

3.   How did the contact take place?

In person (i.e. at offices)	
Email	
Phone	
Letter	
Other	

4. **What did you think of the overall service?**

☺ **Delighted** ☐

😐 **Satisfied** ☐

☹ **Un-satisfied** ☐

5. **What are your MUSTs – the minimum you expect from the service**

Reliability		Good communication	
Timeliness		Good advice/guidance	
Consistency		Accessible	
Good Customer Service (To Member)		Trust	
Ownership of Query		Impartial advice/guidance	
Treated with Respect		**Others:**	
Friendliness			
Acknowledgement			

Additional Comments:

_____
_____
_____
_____
_____

6. **What are your WANTs – what would we need to do to improve your experience of the Members' Services function?**

_____
_____
_____
_____
_____
_____

7. **What would be your WOWs – what could the Members Services Team do to leave you feeling delighted?**

_____
_____
_____
_____
_____
_____

8. What (if any) are your primary irritants about the service?

Cause of Irritation	How often does this occur?

9. Any other feedback, comments you would like to make?

Thank you for taking part in this survey

Appendix C

West Lancashire Borough Council

Legal Services

Voice of the Staff Exercise

CPC Project Services LLP

Mike Hughes

April 2014

Contents

1.0   Introduction and Background

As a fundamental part of CPC's Lean methodology, the Voice of the Staff is an exercise that is completed during the analysis phase of the VALUE model.

In this instance, the Legal Services Team were the staff involved.

The purpose of this timing and approach is to understand what the staff, employed within the service, feel about the value of their product/service and what concerns them. In undertaking this survey in parallel with the comprehensive value stream mapping exercise(s), we are better able to understand what can be categorised as waste, before we consider options for future redesign.

The idea of the consultation exercise is to try and understand the staff 'Musts', 'Wants' and 'Wows' in a service offering, to in turn understand what the service should provide as a bare minimum, what the staff really feel would constitute a 'good' service and what small additions may provide **the customer with an excellent service (or, as the other side of the same coin) be very expensive for little additional benefit to the organisation.**

The ultimate purpose is to understand the issues being experienced by those working within the service, and to inform understanding of customer issues. This is an adaptation of the Kano approach, which is explained in more detail below.

2.0   The Kano Concept

Kano's model (Appendix A) explains that for some customers, customer satisfaction is dramatically increased with only a small improvement in performance, while for others, satisfaction is only increased by a small amount even when the product performance is greatly improved.

If the level of customer satisfaction is plotted on a vertical axis (X), and the degree of performance/quality of service that the product achieves on the horizontal axis (y), different types of customer needs can be shown to cause widely different responses.

Kano's Four Beliefs

It is not a new idea to begin the process of designing a product or service with the needs and expectations of the customer in mind. However, Kano's work goes far beyond just drawing up a list of "Customer Requirements" and trying to meet or exceed as many of them as possible. His analysis is based on four key beliefs:

1. That unspoken expectations of customers, are as important to understand as those that are clearly stated. Kano Analysis uncovers these expectations.

2. That for some (not all) customer requirements, the better a service or product performs, the more satisfied a customer feels, and vice versa. This is the "One-Dimensional" Quality that forms the diagonal line in the Kano Diagram. These are the stated and well-understood service or product "specifications" that customers use when comparing services against requirements (or from experience with other service providers).

3. That there are some customer requirements that don't move in a straight line (Basic Values/Musts and Exceeding Values/Wows). The curve in "Must-be" requirements shows that customers don't become more satisfied as the service or product meets their expectations. In this category they only notice (and become dissatisfied) when it does NOT perform. Likewise, in the "Attractive Quality" curve, customers become VERY satisfied when they get something in this category because they did NOT expect this performance at all. They're "delighted". When it's not there, they don't become dissatisfied since they did not expect it in the first place.

4. That you can identify all three types of Customer Requirements (Must-Be, One-Dimensional & Attractive) through a carefully designed survey. In a Kano Method Survey, customers are asked how they feel when a requirement is met and how they feel when that same requirement is NOT met.

While the West Lancashire Borough Council Voice of the Staff exercise is based on Kano principles, it does not follow the Kano methodology exactly, although it does where possible take into account the 'Musts' 'Wants' and 'Wows' from the 'staff' of the Legal Services Section at West Lancashire Borough Council.

This 'survey' was conducted by CPC staff in face-to-face interviews with team members in February 2014 and considered aspects of the service provided by the Council.

3.0   The Sample

Who

All members of the permanent Legal Services establishment were surveyed, to ensure as comprehensive coverage and responses as possible (in respect of Legal Services' operation and administration) were obtained about the services they provide.

How

The Voice of the Staff surveys were conducted via personal interview during weeks commencing 3rd and 10th February 2014.

A Survey Template can be found in Appendix B which, whilst the interviews did not follow this script rigidly, provides a flavour for the types of issues discussed in the interviews.

What, When and Where

Nine completed interviews, undertaken at West Lancs. Borough Council Offices at Derby Street, Ormskirk, provide the substance to the outcomes detailed in this report.

The Results

The general summary responses are contained below in sections 4 and 5.

It is evident that there are some clear key irritants, some decisive 'Must Haves' and some general pointers about office organisation. All of which enables some neat summary assessment and fairly clear suggested direction of travel to move the service forward.

4.0 Legal Services

4.1 Staff Requirements

The Kano requirements of the 9 Service members surveyed are set out at paragraph 4.2.2 above.

4.2 Staff Irritants

When asked for some specific details about their views on the service that the team provides, and in particular their main irritants, there were a number of 'issues identified'. Those that were identified have been aligned with the 'Musts' and 'Wants' from the table above and the conclusions drawn are set out at paragraph 4.2.2.

5.0   Customer Feedback

5.1   Customer Comments

In any exercise of this nature it is important not to lose sight of any positive feedback from staff and to maintain some balance. Whilst the structure of the survey was aimed primarily at identifying 'irritants', there was still the following positive feedback:

- "… in addressing issues (such as Client Instruction), we should not lose sight of the bespoke advantages that enable the team to deliver Legal Services+.";
- "…the service is delivering what it needs to and is an experienced team that has been together for several years."

The nature of those comments is general, rather than about specific aspects of the service, so more difficult to identify what not to change. However, it is essential that any redesign must take care not to weaken the particular strengths of the service.

5.2   Direction of Travel

It is clear from these results that the staff feel that a good service is being delivered but, 'could do better' in relation to the use of Iken. The detail provided in paragraph 4.2.2 above provides some good pointers about the aspects of the service that need to be reviewed.

Whilst further work might need to be done to understand more fully the Cost v Benefit profile of all ideas for improvement, and the 'Wants' in particular.

So, the overall staff feedback does indicate some fairly clear direction to the way aspects of the overall service could be reviewed/redesigned. This can be summarised as follows:

- **Resources**; it is absolutely essential that the service optimises the use of the IKEN system. This should be explored by establishing dialogue with the software providers and clearly understanding what functionality could affordably be utilised, or developed, to address the key issues identified from within the team.
- **Capacity**; further work needs to be done to review the utilisation of staff resources within the team, to ensure that it is optimised and appropriate to the service being delivered. This will be informed by the other suggestions listed here.
- **Process & Client Instruction**; it is evident that adherence to processes across the authority – particularly in relation to the Green Guide – is not as it should be; it is essential that some form of reaffirmation is undertaken (this has also arisen in

the MS review, which indicates the significance). Aligned with this is the consideration of designing and introducing a formal Client Instruction, which can help to define the expectations from both parties and lessen the potential for issues around scope and resolution. CPC view this as essential.

- **Management**; there were some clear views expressed that there are opportunities for the team management to be of a more supportive style with clearer priorities. Addressing the output of appropriate MIS from IKEN would also assist in developing a resolution to this issue.

- **Quality Level & Promotion**; there appears to be inconsistent views within the team about the level of quality that the service can afford to offer. This also links into the concept that more could be done to promote the service internally about what customers should expect from the service which, in turn, clearly aligns with the suggestion that a formal client instruction be developed.

- **Data Handling**; as mentioned above, the Council has in place a Retention and Disposal Policy. This is enhanced by a filing system and a case management system. Notwithstanding this storage space is fast running out and there are restrictions in terms of resource to review/destroy old files.

Appendix A

The Kano Model
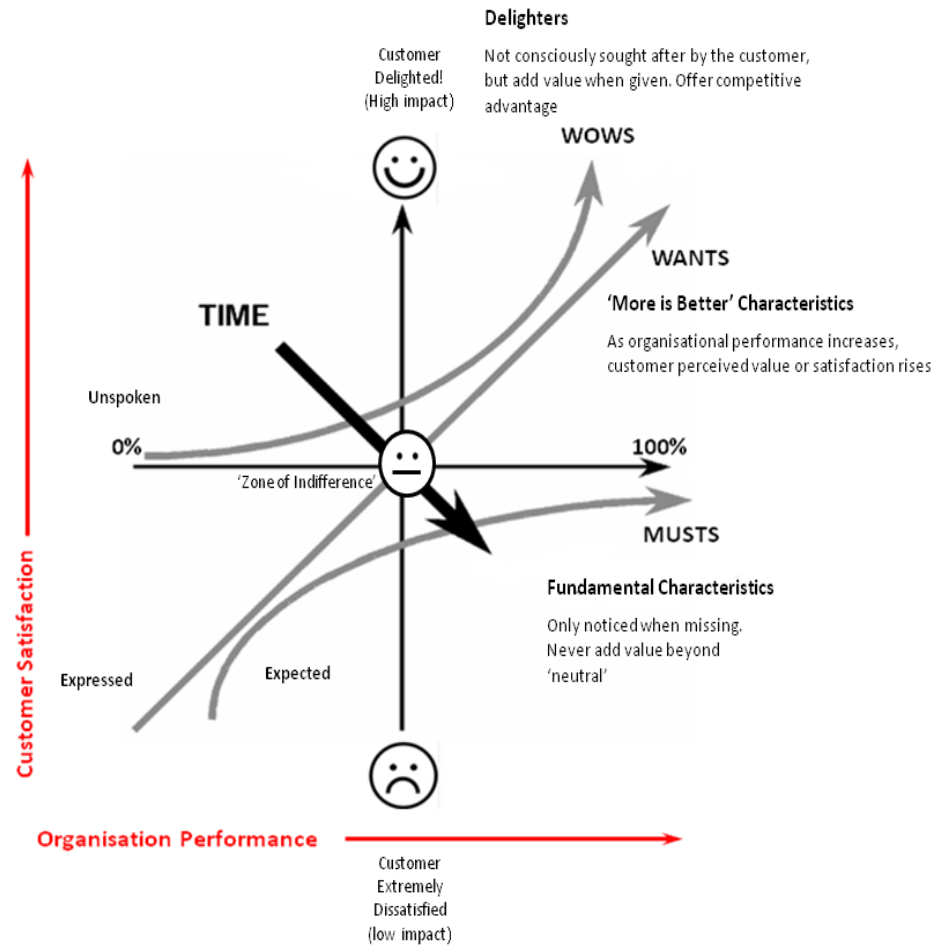
Appendix D

West Lancashire Borough Council

Legal Services

Voice of the Customer Exercise

CPC Project Services LLP

Mike Hughes

May 2014

Contents

1.0   Introduction and Background

As a fundamental part of CPC's Lean methodology, the Voice of the Customer is an exercise that is completed during the analysis phase of the VALUE model.

In this instance, the Departmental Service Heads of West Lancashire Council are the customers.

The purpose of this timing and approach is to understand what the customer values in a product/ service and what they don't.   In undertaking this survey in parallel with the comprehensive value stream mapping exercise(s), we are better able to understand what can be categorised as waste, before we consider options for future redesign.

The idea of the consultation exercise is to understand the customers 'Musts', 'Wants' and 'Wows' in a service offering, to in turn understand what the service should provide as a bare minimum, what the customers really require from a 'good' service and what small additions may provide **the customer with an excellent service (or, as the other side of the same coin) be very expensive for little additional benefit to the organisation.**

The ultimate purpose is to understand customer issues. This is an adaptation of the Kano approach, which is explained in more detail below.

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Kano's model (Appendix A) explains that for some customers, customer satisfaction is dramatically increased with only a small improvement in performance, while for others, satisfaction is only increased by a small amount even when the product performance is greatly improved.

If the level of customer satisfaction is plotted on a vertical axis (X), and the degree of performance/quality of service that the product achieves on the horizontal axis (Y), different types of customer needs can be shown to cause widely different responses.

Kano's Four Beliefs

It is not a new idea to begin the process of designing a product or service with the needs and expectations of the customer in mind. However, Kano's work goes far beyond just drawing up a list of "Customer Requirements" and trying to meet or exceed as many of them as possible. His analysis is based on four key beliefs:

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2. That for some (not all) customer requirements, the better a service or product performs, the more satisfied a customer feels, and vice versa. This is the "One-Dimensional" Quality that forms the diagonal line in the Kano Diagram. These are the stated and well-understood service or product "specifications" that customers use when comparing services against requirements (or from experience with other service providers).

3. That there are some customer requirements that don't move in a straight line (Basic Values/Musts and Exceeding Values/Wows). The curve in "Must-be" requirements shows that customers don't become more satisfied as the service or product meets their expectations. In this category they only notice (and become dissatisfied) when it does NOT perform. Likewise, in the "Attractive Quality" curve, customers become VERY satisfied when they get something in this category because they did NOT expect this performance at all. They're "delighted". When it's not there, they don't become dissatisfied since they did not expect it in the first place.

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While the West Lancashire Borough Council Voice of the Customer exercise is based on Kano principles, it does not follow the Kano methodology exactly, although it does take into account the 'Musts', 'Wants' and 'Wows' from the 'customers' of the Legal Services Section at West Lancashire Borough Council.

This survey has been coordinated by the Organisational Re-engineering Manager at West Lancashire BC – in association with CPC staff.

3.0   The Sample

Who

All Departmental Service Heads of the Council were surveyed, to ensure a comprehensive response with regard to the services they received (in respect of Legal Services' operation and administration).

How

Voice of the Customer questionnaires were issued in the form of a link to 'Survey Monkey' and was sent to all Departmental Service Heads at the beginning of April 2014, with a request for completion by 11th April 2014.

A Survey Template utilised for the surveys can be found in Appendix B.

What, When and Where

58 invitations were issued and, in total, 41 responses were returned within the allotted time and, therefore, included in the following analysis.

The Results

Of those 41 responses, 82.5% (33) indicated that they had had direct contact with the service in the last 3 months, meaning that the results have a high degree of relevance because the responses are 'current'.

The general summary responses are contained overleaf, in a cumulative 'scoring' effect.

It is no surprise that phone and email are the most popular forms of contact; and email should not be discouraged, as this allows the service a greater opportunity to plan resource allocation. However, it must be borne in mind that one of the most significant recommendations is to introduce some form of structured client instruction, the basis of which must be built around personal contact with the client.

It is encouraging to see that 26 (86.7%), out of the 30 who provided a score, indicated that they are satisfied or delighted with the quality of service provided. Meaning that overall there is a very high degree of satisfaction.

The Service use indicated can be classified as:

Service based legal advice (e.g.Planning)	**18 (60.0%)**
Ad hoc legal advice	**12 (40.0%)**
Chasing up a request for legal advice	**5 (16.7%)**
Debt Recovery	**3 (10.0%)**
Commercial Conveyancing	**1 (3.3%)**
Prosecutions	**2 (6.7%)**
Request for legal attendance at meetings	**7 (23.3%)**
Other *	**7 (23.3%)**

* These include too many variables to list here.

The Form of the Instruction, and Scope Agreement, can be summarised as:

In person (prearranged)	**12**
In person (ad-hoc)	**8**
Email	**21**
Phone	**15**
Letter	**1**
Other	**4**

The Overall Satisfaction levels with the Service can be summarised as:

	Delighted	**4** (13.3%)
	Satisfied	**22** (73.3%)
	Un-satisfied	**4** (13.3%)

The more specific responses contained in the surveys have been collated in paragraphs 4.1 and 4.2 below.

4.0 Legal Services

4.1 Customer Requirements

The Kano requirements of the 41 Service Users who responded to the survey are set out at paragraph 4.3.2 of the main report.

4.2 Customer Irritants

When asked for more specific details about their experience(s) with Legal Services, and in particular their main irritants, there were a variety of 'issues identified'. Those comments have been corralled into a number of grouped headings, which effectively summarise the views being expressed, and the conclusions drawn are at paragraph 4.3.4 of the main report.

5.0 Customer Feedback

5.1 Customer Comments

In any exercise of this nature it is important not to lose sight of the positive feedback from customers and to maintain some balance. In this instance, that positive feedback includes the following:

- *"I have never been disappointed in their attitude or their application."*
- *"My overall experience of Legal is generally very positive already."*
- *"The Legal Services Team generally provide an excellent service. Any problems I encounter are generally as a result of the lack of resources rather than the quality of the existing staff resource."*
- *"I feel that the staff are working beyond full capacity and I feel guilty sometimes in adding to their workload."*
- *"Presently have a reasonably good working relationship with legal team."*
- *"Generally a very good service, with knowledgeable responsive staff."*
- *"Staff are always pleasant, accommodating and considerate and advice/legal work is generally of a high standard…the ability to work under pressure and to tight deadlines is evidenced by the Team."*
- *"…they always seem very professional."*
- *"The service I receive is of a high standard…"*
- *"My experience of Legal Services is largely positive and consider it a good section…"*
- *"Service provided by legal services is very good."*

The nature of those comments is general, rather than about specific aspects of the service, so it might be more difficult to identify what not to change; indeed it may well indicate that not too much needs to change. With evidence of a high degree of satisfaction with the service, it is essential that any redesign must take care not to weaken the particular strengths of the service.

5.2 Direction of Travel

It is evident from the scores and results that the customer perception of the council's service is that the customer's most basic level of desired service (in particular, the 'Must haves') is generally being met adequately. However, the views expressed as 'Irritants' - summarised in 4.2 above - indicate that there is scope for improvements still to be made.

Further work would need to be done to understand more fully the Cost v Benefit profile of the 'Wants' and 'Wows', in particular, but the overall customer feedback does indicate some clarity about the way aspects of the overall service could be reviewed and redesigned. This can be summarised as follows:

- Investing in a structured and consistently applied client instruction process is felt to be essential. At present there is no consistency of approach from Services, there is a lack of information in some cases being provided to the legal team, and there is a lack of expectation management. This is all directly leading to comments received about response times, feedback and ownership, all of which would help to be addressed by implementing a more robust instruction framework. (Note: the greyed-out points in paragraph 4.3.2 would also be addressed to a greater or lesser extent by implementing this suggestion.)

- The precise management of the process that would stem from taking such a step could be determined by WLBC. For example, it has already begun to be discussed, by senior staff within the service, as to whether to formalise a 'triage' process. This leads directly onto the next point;

- The use of existing resources could be more effective. Having greater control over the entry of client instructions into the service – by whichever means that is managed - may enable greater professional productivity.

- The clarity and frequency of communications also needs to be reviewed. Once again, this would be assisted by a more robust instruction framework, which would go toward managing the expectations of customers. However, what may be worth considering is whether the IKEN system, for example, can automatically provide regular feedback to customers – even if that is only a statement of the latest position – and, in so doing, instantly remove the sense that some customers have of issues ' falling into a back-hole'. This, combined with a formalised instruction process might also help to create a framework whereby the use of legalese is both minimised and its need understood; and limit the occasions when decisions are changed.

- It is also felt that some form of 'service promotion' ought to be considered. It is evident that some customers are failing to appreciate the 'propriety' role that the service must provide to the council. This 'promotion' needs to have the backing of senior management within the authority to achieve the impact required. By virtue of the high degree of satisfaction being scored, it would not hurt to remind customers of what the service achieves, what its role is and why, sometimes, it is necessary to proceed with caution. This would help to address some of the comments about negativity and being risk-averse. The form of its delivery would need careful thought: training; newsletters; a formal presentation on the outcomes of this organisational review, would be amongst the ideas that should be considered.

6.0 Appendix A

The Kano Model

Appendix E

West Lancashire Borough Council

Member Services

Redesign Table

CPC Project Services LLP

Mike Hughes

October 2014

Process Map	Tasks	Change proposed	Savings
Minutes	3 & 4	Contemporaneous taking of minutes (i.e. In meetings) - Identify whether Northgate can provide this functionality (as per wish list). Modern Gov. option provides this.	No – may be extra cost
	6	Multiple iterations due to amendments re stylistic issues. Communication required to DSH – only amendments to be made are to change a material fact / error in the minute / typo.	Time only – say 50 annual (scheduled) meetings x 5 minutes = **4 hours 10 minutes per annum.**
	8 & 9	Two stage approval (and publish) of minutes on CoInS. Identify whether Northgate can provide this functionality (as per wish list). Modern Gov. option provides this.	No – may be extra cost
	14 & 15	Discontinue use of Kalamazoo paper (once current stock removed). Keep only 1 paper copy.	Yes – cost of Kalamazoo in total (per annum) to be removed. £34.11 per pack 3 packs used per annum + £12.95 delivery = **£115.28** Additional time also saved in terms of printing on Kalamazoo and dealing with approvals and invoice for Kalamazoo **= 1 hour per annum**
	17	Paper issue of Minute book – to be changed to electronic issue of Minute book (email attachments or email links)	Yes – saves printing 5,670 pages per annum (double sided) £17.57 Saves printing time: Assuming 2 second per printed page (double sided) **= 3.15 hours per annum**

Process Map	Tasks	Change proposed	Savings
Agendas	4,	Current process includes inserting meeting date in 5 different locations/documents (CoInS; meetings involving members; room booking; Own electronic diary; Own paper diary). Potential to remove the 'meeting involving members' calendar in outlook and place items in CoIns, however this would mean dates being available for public to see (facility to restrict view is available with Modern gov). Timetable training programme at start of year, with training events based on historic demand (e.g. Planning training)	Time saved in inserting multiple dates and also in checking for available rooms on an ad hoc basis 30 minutes (average) x 50 committee meetings **= 25 hours per annum**
	5 16	Member services issue reminders before scheduled Chairman's Briefings & pre-agenda meetings – if meetings are scheduled discontinue reminder practice, if unscheduled, continue to remind.	Time saved in reminding Members and Officers of meeting commitments **2 minutes x 20 meetings = 40 minutes per annum**
	20	Reports and agenda items submitted late to Member Services – Requires a communication to all parties that the current position is unacceptable and submitting the performance to DSH (i.e. the numbers of reports/items submitted late per cycle).	Time saved in re-working agendas on an iterative basis Average 30 mins x 50meetings = **25 hours per annum**
	8	Duplicate typing of forward plan items (due to CoInS lack of functionality). Identify whether Northgate can provide this functionality (as per wish list). Modern Gov. option provides this.	No – may be extra cost
	9 & 21	Lack of version control and failure by authors to follow green guide (by saving latest version of reports onto the R drive) – Via Heads of Service to ensure that reports are properly version controlled and ONLY saved on the R drive (not by email to member Services)	Time saved in re-working incorrect reports (into Agendas) and time saved 'chasing' authors for latest version of work Average 10 minutes per meeting x 50 meetings = **8 hours per annum**

Process Map	Tasks	Change proposed	Savings
	10	Advice given unnecessarily on basic green guide protocols (without having first read the guide)	Time saved in giving advice that is available within the green guide (n.b. difficult queries about specifics in the green guide are not part of this change). **Included in time savings above**
	11 & 15	Draft and final agendas currently all printed for distribution list – to be issued electronically, subject to the legislative requirement to send out a paper copy of the agenda notice to Members on bodies (LGA 1972	Yes – saves printing 607,882 pages per annum (double sided) **542,2331 x £0.0031p = £1,680.92** Saves cost of issuing 1,221 letters per annum **1221 x £0.33 = £402.93** (NB best case cost included – it is likely that cost per envelope would exceed this as would contain agendas with up to 400 pages per envelope) Cost of paper = £13.26 per bundle (2,500). Use 216.89 bundles for volume **= £2,876** Cost of plastic envelopes for member run £16.34 per 100 Saves printing time and packaging/posting time

Process Map	Tasks	Change proposed	Savings
			50 meetings x average 8.5 minutes = 7hours (Admin) May be a requirement to invest in IPads for all Members **(cost of £300-£400 each)**
	12	Member Services and legal services check all reports for legalities and compliance. Introduce a feedback loop where non-compliant reports (against green guide) are retuned to authors to make the necessary amendments. This will improve quality	Time saved in making amendments to reports and chasing authors where larger amendments are necessary No saving. Additional work
	25	Discontinue use of Kalamazoo paper (see Minutes table – tasks 14 and 15)	Yes – cost of Kalamazoo in total (per annum) to be removed. Additional time also saved in terms of printing on Kalamazoo and dealing with approvals and invoice for Kalamazoo **CARE – DUPLICATE SAVING, already counted in Minutes process**
Process Map	Tasks	Change proposed	Savings
Forward Plan	11 & 12 (under DSH and authors)	Late inclusion for items not previously in Forward plan creates re-work (for MS)	Time saved in discontinuing process 30 minutes x 6 occurrences per annum **= 3 hours per annum**

Process Map	Tasks	Change proposed	Savings
Cabinet	4, 10, 16, 20 & 21	Printing and issuing pre agendas – covered in Agenda process	**CARE – DUPLICATE SAVING, already counted in agenda process**
	4	Often report titles change from the forward plan – communication to authors and DSH to affirm that titles in forward plan cannot be changed. Set up Member Services news-letter for issue to all DSH – including compliance statistics (every cycle – 2 months). Set up annual green guide training for all report authors	Time saved – in not having to re-work titles. Approx. 60 reports per annum (12 per meeting) of which 30% require title changes against the forward plan. Each amendment takes 5 minutes. 18 x 5 minutes = **1.5 hours per annum**
	6	Pre agenda meeting includes reports already discussed at DSH (re-work). Agreement to only take reports that have not been discussed to pre agenda (i.e. either or). Preference is pre-agenda	No time saving, as preference is to have all reports at pre-agenda meeting and none at DSH
Process Map	Tasks	Change proposed	Savings
Constitution	4 & 5	Waiting for approval is WAITING (in Member Services Offices &MD). Set aside a set date and time post Council meeting to introduce flow	No (process) time or cost saving applies, as business value to MS & MD's time. Will reduce cycle time
	7	Restrict the use of paper copies to Operational and Legal staff. Change wording of email (issuing amendments electronically as well as by paper) to say 'please contact Member Services if you wish to continue receiving paper copies'. This change would be contrary to the current wording, which emphasises the need to contact Member Services if recipients wish to stop receiving paper copies	Duplicate as printing cost already identified above. Potential saving of 4 (minimum) or 5. 20 pages x 6 issues x 4 staff 480 pages x £0.0031 = £1.49. No saving in paper, as paper remaining from additional bundles bought) see task 15 in agenda process

Process Map	Tasks	Change proposed	Savings
Register of Interests	4&8	It is envisaged that at a future point these can all be compiled and retained electronically. However, the savings in time and resource will be minimal, therefore suggest no change immediately. Explore the CoInS functionality to ensure will support fully electronic recording – verify the legality of electronic 'signatures' – consult with audit on necessity for paper copies. Meantime, continue to promote electronic completion as a preferred option.	None – may be extra cost

Process Map	Tasks	Change proposed	Savings
Time-tabling	12	Should now include standard training dates for Induction and Planning, Licensing and O&S committees. To remove the need for producing these separately. *(NB This is cross-referenced to Task 4on Agendas.)*	None
	18	At the moment dates are recorded in 5 different places: CoInS/Room Bookings/Meetings involving Members/Outlook calendars for MS/personal diaries. Not everything needs to be in all places but, consider the opportunity to have a direct link between CoInS and Outlook? Is it possible to create a central authority/corporate diary to minimise the risk of double-booking or dates being missed? (Note: The diary in CoInS is operationally valuable, as it generates agendas and minutes within the system) *(NB This is cross-referenced to Task 4, 17 & 22 on Agendas.)*	See Agendas.
	18	Provide 'permissions' for MS staff to be given viewing access for corporate Outlook calendars such as Room Bookings, to save time when scheduling timetables.	None – hours only.

Process Map	Tasks	Change proposed	Savings
Members Updates	1 & 3	Remove the need for a separate Members Update timetable. The information already exists within the individual committee timetables; so, this is a duplication. Officers would need to be disciplined to check those.	None – hours only. 2 hrs annually
	4	Reinforce the need for officers to drop content into R drive, rather than emailing individual MS team members. *(NB This is cross-referenced to Task 9 on Agendas.)*	None – hours only.
	7	Reinforce the need for officers to submit content in line with Green Guide. *(NB This is cross-referenced to Task 10 on Agendas.)*	None – hours only.
	10	Remove need for all hard-copy printing. All can be made available electronically. (Note: elected members are each provided with a printer; therefore, they can choose to print themselves if they wish.) Combine Corporate & Exec O&S Members Updates into one. Planning – 319; • Corporate – 409; • Exec – 17; • L&A – 17; • L&G – 6.	15-18 copies are printed. 768 x £0.0031 **= £2.38** Paper costs = £13,26 x **= £4.07** (Cost included in printing costs referred to above)

Process Map	Tasks	Change proposed	Savings
Public Speaking@ Planning	1, 4 & 9	The communication with those permitted to speak should be administered and controlled by one service perhaps Planning for inclusiveness and a list of speakers provided just prior to the start of the meeting, This would eliminate waste in communication when issues arise e.g. eligibility to speak. E-mails requested from consultees during the original consultation on Planning Applications to enable communication to be undertaken via electronic means as much as possible, rather than hard copy currently, and might encourage greater use of electronic responses. In view of comments made – the organisation perhaps needs to reconsider this whole process to contemplate: • Who (which service) takes responsibility? • Whichever it is decided to administer, a (10-minute) pre-meet should be undertaken to smooth the way forward; • Whether the criteria for public speaking remain appropriate and relevant? • Do the rules for 'engaging' speakers remain valid? • Ensuring that applying the criteria is an independent role; • Can the meeting agenda be flexible to enable those items which have a public speaker to be brought forward more readily? By addressing these issues, the process would be streamlined, roles would be clarified, and the public credibility would be enhanced.	None – hours only. Non quantifiable. Predominantly hours, minimal paper saving. Service improvement.
	6	Produce FAQ's for general queries about how it all works, to negate some of the queries coming forward from members of the public. Links to Item 1&4 above.	None – hours only. Service Improvement

Appendix F

West Lancashire Borough Council

Legal Services

Redesign Table

CPC Project Services LLP

Mike Hughes

October 2014

Process Map	Tasks	Change proposed	Savings
Filing	5	Move from part electronic/part paper based filing system to wholly electronic system with no paper files created or paper records held for new matters .Potential for development of standard document types within IKEN to ensure consistent document classification. Time saved stated here for opening process. Paper and print savings quantified here represent whole system savings. Additional non mapped time saving for all officers on printing paper documents out to place onto the file.	Average time to set up new paper file = 7 minutes per file. Time recording estimate 17.92 hours per annum setting up new paper files. Saving on Paper - Av 825 file per annum @ 200 pages = 165,000 pages A4 per annum at £13.61 per packet (2500) = £898.26 Saving on Printing - 165,000 pages printed at £0.003 = £495 Saving on Stationery Expenditure - approximately £600 per annum including file jackets, dividers, labels.
	6	Electronic files would not require collection. If document requires permanent retention this could be scanned for access and then stored in long term storage off site or in the basement. All other documentation could be disposed of. Scanning process would need to be compliant with British Standard 10008 Evidential Weight and Legal Admissibility of Electronic Information & BIP 0008: UK document management legal admissibility.	Savings on visits to the basement x 15 minutes per visit. 140 visits annum x 15 minutes per visit = 35 hours per annum.
	8	Electronic files could be closed on system by Solicitor as there would be no requirement to take a hard copy to the basement. Small offset of saving for documents that have to be retained in paper form.	Covered in line 6 above.
	10	Where files are currently scanned there is considerable wait time for availability of the device. Could priority be given for scanning access to MFD or timeslot allocated? Alternatively could a continuous feed scanner be purchased for sole use by the service?	Ad hoc wait time unquantifiable. Additional cost.
	15	Additional documentation could be scanned and added to IKEN instead of being taken down in batches to be added to the hard file.	Once per week x 25 mins = 21.7 hours
	15	Potential for dual screens to limit printing so that documents are read on the screen instead	Time spent printing documents per day (whole service) = 45 minutes x 220 days = 165 hours

Process Map	Tasks	Change proposed	Savings
	16	Electronic spreadsheet of paper files on loan to non-fee earning officers would not be required if electronic filing was used as electronic filing would provide simultaneous access to multiple users. External users such as audit could be provided with temporary access as and when required, through the use of a generic login.	Five minutes to log on spreadsheet.
	19	On file destruction duplicate scans of information are added to system as no way to identify what has been attached to IKEN whilst case is open and what hasn't. Moving to electronic filing only would remove the need for the paper to be shredded at the end of the process. Papers are removed from file. Paperclips reused. Labels removed from folder and any other identifying marks. Paperwork is sacked up and taken out on a four week cycle.	Time recording indicates 128.7 hours per annum spent on file closure and destruction. 10 sacks per cycle x 15 minutes per sack. 32.5 hours per annum.
Process Map	Tasks	Change proposed	Savings
Debt Recovery	1	Utilise standardised client instruction form within all services. Client instructions no longer to be taken on the phone or through a general email. Improved Client Instruction process would help reduce waste – at present 70% of instructions are from housing and are comprehensive, the other 30% are not Could electronic copies of documents be made a requirement for provision by client at the start of the process?	Non quantifiable. Will affect whole process as will help to ensure the maximum level of information provided up front.
	3	Automated letter of claim to be produced by IKEN	Time saved = 180 per annum x 10 minutes = 30 hours per annum
	4	Improve/utilise functionality of IKEN to create email to client service to advise of debt to be loaded onto their core system. This would save SM having to go onto each system: users know their system better, are probably already logged into it, SM would not need to be trained and minimises any security risk by access being available outside of the owner service.	Time saved = 180 per annum x 15 minutes = 45 hours per annum.
	5	IKEN automate diary reminder for 14 days.	Time saved = 180per annum x 2 min = 6 hours per annum
	7	Improve/utilise functionality of IKEN to hold template 'Pleadings' to be populated, which would prompt an auto-email to service to update core system. Modify client instruction form to include list of basic documentation required for different types of cases. Provide clear advice to client at point of instruction that once a case is with legal no negotiations should go on outside of that process between client and debtors.	Not yet quantifiable

Process Map	Tasks	Change proposed	Savings
	10	Raising a cheque causes work – explore if the court will accept payment via other means; *caution*: may cause issues with court marrying payment to paperwork. Alternative would avoid risk of missing twice-weekly payment run. At present SM emails Housing to advise of changes, but Revenues & Payments need a form to be filled-in, hard-copy to them, who send an invoice back, just to be filed. Finding two signatories causes significant process delay. Check with audit and BTLS for specifics about why two signatories are required. Could a corporate credit card be used instead of cheque process?	Not yet quantifiable
	14	Judgement request created in IKEN and prepopulated.	Time saved = 175per annum x 5 minutes = 14.5 hours per annum
	15	IKEN automate diary reminder for 28 days	Time saved = 175 per annum x 2 min = 5.8 hours per annum.
	17	Is a separate invoice required every time costs are incurred? could these be added to the account automatically by the Client when receiving the automatic updates.	Not yet quantifiable
	18	Instead of writing to debtor, write to the client to inform judgement received and ask them to confirm what they now want to happen – give a 2-month deadline, otherwise case will be closed. Improve/utilise functionality of IKEN to automate an email reminder to client in 6 weeks warning of impending case expiry.	Time saved = 175per annum x 5 minutes = 14.5 hours per annum
	19	IKEN diarise reminder notification for 7 days after date of first payment.	Time saved = 175 per annum x 2 min = 5.8 hours per annum.
Process Map	Tasks	Change proposed	Savings
Defence against Debt recovery	4	Improve/utilise functionality of IKEN to automatically create a diary date for follow-up in appropriate timescales	Time spent entering dates into IKEN offsets saving in calendar appointments creation.
	7	Although not a significant volume of cases, consider further training for service users to enable a higher proportion of statements to be completed properly.	Covered above.
	8-12	Raising a cheque causes work – explore if the court will accept payment via other means; *caution*: may cause issues with court marrying payment to paperwork. Alternative would avoid risk of missing twice-weekly payment run.	See Item 10 above.

Process Map	Tasks	Change proposed	Savings
	16	Utilise IKEN system for trial bundling process and document pagination.	15 bundles at 4 hours spent printing/copying bundles per annum = 60 hours per annum Additional cost.
	17	Trial bundles could be emailed to barrister and defendants solicitors.	Covered in line 16 above.
Process Map	Tasks	Change proposed	Savings
Prosecutions	1	Develop standardised client instruction form to be used by all Services.

Could electronic document bundles be made a requirement for provision by client at the start of the process? | Non quantifiable. Will affect whole process as will help to ensure the maximum level of information provided up front. |
	7	Client to provide witness availability for next three months as part of task 1.	Included in task 1
	10	Limit the number of copies of Trial Bundles, to ensure minimum wastage on the number of copy documents printed.	To be decided
	Gen	Improve/utilise functionality of IKEN to automatically create draft document templates.	Not yet quantifiable
Process Map	Tasks	Change proposed	Savings
FOI	Gen	Large proportion of FOI's related to BTLS and they need to feedback reasons for refusal to SAaESO officer.

FOI's in relation to BTLS could be processed and response made in their name. | None. |
| | Gen | Co-ordinated responses are responsibility of SAaESO, quite often one service is responsible for the majority of the information and only minor information is required by other services. This could be effectively co-ordinated more efficiently by the primary responder. | None. |
| | Gen | High level of failure demand into LS when information could be found through the guidance found on the intranet.

Training for link officers in use of FOI guidance to allow greater degree of self-serve | Non quantifiable. |
| | Gen | Degree of chase up required to ensure 20 day compliance is achieved. Excel could be held on a shared folder rather than emailed around Link Officers. Automated reminder emails could be sent at agreed intervals to minimise staff time spent on chase ups. | Non quantifiable |

Process Map	Tasks	Change proposed	Savings
Conveyancing	1	Could electronic document bundles be made a requirement for provision by client services at the start of the process? Requirement for client services to collect an email address for the potential tenant and include this in the client instruction.	To be decided
	7	Standard documentation could be created in IKEN, current letters on system require updating. If additional fields on IKEN are created and filled in at file opening stage this would allow for a greater proportion of documents to be prepopulated.	To be decided
	8	If documents created in IKEN formatting should be correct first time every time. If this cannot be achieved further training in how to use MS Word could offset the requirement to send the documentation to typing pool for processing.	Savings for typist offset by time increase in legal.
	10	If letters are not sent to typing then there would be no need for check.	250 matters per annum x 15 minutes per check = 62.5 hours per annum off-set by proof reading of auto-created documents
	11	Only 2-3% come back with issues. Check could be removed.	No time in legal, small time saving in client services.
	14	IKEN to diarise reminder for 10 days. Reminder letter to be auto-created after 10 days and emailed to Solicitor and CC in client. IKEN to diarise second reminder for 10 days. Final reminder letter to be auto-created after a further 10 days and emailed to Solicitor and cc in client. IKEN to diarise file closure for 10 days. Matter closure notification to be auto-created after a further 10 days and emailed to Solicitor and cc in client.	125 reminders per annum x 10 minutes = 20.8 hours 63 final reminders per annum x 10 minutes = 10.5 hours.
	18	Do all copies of documents have to be 'engrossed' before sending? Some clients seem content to sign un-engrossed documents. Is this a proposed departure from tradition, or is it a legal requirement?	Non quantifiable
	26	Client could clarify how tenant would like to execute the lease at the beginning of the process. Could this be included as a field in IKEN and as part of the client instruction form.	Non quantifiable.

Process Map	Tasks	Change proposed	Savings
Client Instruction		Utilise standardised client instruction form within all processes. Each individual instruction form would have a series of required basic documentation (tick list) to prompt client to include in bundle. Any instructions received within these would be rejected back. Client instructions no longer to be taken on the phone or through a general email. Could electronic document bundles be made a requirement for provision by client at the start of the process? Does IKEN have web based functionality whereby an electronic client instruction forms could reside on the intranet and then populate the database? Alternative would be a triage stage at the beginning of the process whereby the client sends the instruction form and the electronic bundle to a named individual who then enters this information onto IKEN before it is electronically work-flowed onto the Solicitors. Standard acknowledgement response to be developed for all processes identifying a standard response time for each type of instruction. This will minimise failure demand progress calls into the section.	Identified as part of each individual process.
Process Map	**Tasks**	**Change proposed**	**Savings**
Commissioning External Resource	6	Rework incurred by having to go back to client to obtain basic information. Introduce improved client instruction forms.	25 per annum x 2 hours = 50 hours
	13,14, 17,18	Originating service should process PO's and pass for payment. Processing of invoices within LS should move back to originating service. Quality check only should occur within LS. Check with S151 officer regarding open ended PO as very difficult to quantify the cost of a case at outset. In the case of trials, it is not always possible to predict accurately the likely cost of engagement, and barristers prefer to invoice as soon as a piece of work has been undertaken and fees incurred. Continually having to raise new PO's builds 'waste' into the processes.	60 per annum 30 min per case = 30 hours 120 invoices per annum x min per invoice = 30 min = 60 hours per annum Wait time and chasing of budget holders = approx. half of 60 cases per annum x 150 min per case = 75 hours.
Process Map	**Tasks**	**Change proposed**	**Savings**
Planning Enforcement	8	If S330 notice not returned reminder process triggered. Could this follow the principles above for development of IKEN e.g. automated reminder, final reminder.	32 cases per annum 10 minutes per case = 5.3 hours per annum

Appendix G

West Lancashire Borough Council

Cost Tables

CPC Project Services LLP

Mike Hughes

October 2014

MEMBER SERVICES

Map	Task ID	Category	Cost
Minutes, Agendas	14,25	Kalamazoo paper	£115.28
Minutes	17	Paper issue of minute book	£17.57
Agendas	11,18	Draft final agenda print	£1,680.92
Agendas	11,18	Draft final agenda issue	£402.93
Agendas	11,18	Draft final agenda paper	£2,876.00
Constitution	7	Restrict use of paper Constitution	£1.49
Members Updates	10	Print members updates	£6.45
Total £ Per Annum			£5,100.64

Map	Task ID	Activity Description	Hours
Minutes	6	Multiple iterations	4.17
Minutes	15	Printing to Kalamazoo	1
Minutes	17	Issue Paper Minute Book	3.15
Agendas	4,17,22	Schedule meeting in Calendars	25
Agendas	5	Meeting Reminder	0.66
Agendas	6	Late item communication	25
Agendas	9	Version control/non compliance to green book	8
Agendas	11,18	Printing draft agendas	7
FWP	11,12	Late inclusion	3
Cabinet	5	Comms to authors Re: Change of title	1.5
Members updates	1	Separate Timetables	2
Total Hours Per Annum			80.48

Legal Services

Map	Task ID	Category	Cost
Filing	All	Paper costs	£898.26
Filing	All	Printing costs	£495.00
Filing	All	Stationary Savings	£600.00
Total £ Per Annum			£1,993.26

Map	Task ID	Activity Description	Hours
Filing	5	Creation of new paper files	17.92
Filing	6	Movement of files to and from basement	35
Filing	15	Additional filing after case closed	21.7
Filing	15b	Ad-hoc staff time spent on file printing	165
Filing	29	Preparing paper file for destruction	32.5
Debt Recovery	3	Iken to automate creation of letter of claim	30
Debt Recovery	4	Iken email to client advising debt to be added to core system	45
Debt Recovery	5	Iken to diarise 14 day reminder	6
Debt Recovery	14	Iken to prepopulate Judgement request	14.5
Debt Recovery	15	Iken to diarise 28 day reminder	5.8
Debt Recovery	18	Iken to automate email reminder to client after 6 weeks warning of impending case expirey	14.5
Debt Recovery	19	Iken to diarise reminder for 7 days after first payment	5.8
Debt Recovery	16	Trial bundle efficiencies	60

Conveyancing	10	If documents updated by Fee earner rather than typists checking not required (offset by time updating docs)	62.5
Conveyancing	14	Iken to diarise 10 day reminder and automate email to client	20.8
Conveyancing	14	Iken to diarise final reminder and automate email to client	10.5
Commissioning	6	Make it explicit on client instruction as to whether there is a requirement to go externally	50
Commissioning	13,14,17,18	Originating department should process PO and pass for payment	30
	13,14,17,19	Processing of invoices move back to originating departement	60
	13,14,17,20	Time spent chasing budget holders	75
Planning Enforcement	8	S330 notice automated response through Iken	5.3
Total Hours Per Annum			767.82

Please note that the times and values provided within this appendix are THEORETICAL and represent the MAXIMUM time/cost savings that could apply, should everything be realisable. Evidence from both services shows that, in particular, the time savings are spread over 4/5 different roles/members of staff and would not be realisable as cash releasing benefits (i.e. there are not posts that can realistically be removed). However, the time savings should be pursued through improved processes, as this will allow for re-investment in the service and an improved and more timely service to customers (particularly in Legal Services).