



ARTICLE NO:

**CORPORATE & ENVIRONMENTAL
OVERVIEW & SCRUTINY
COMMITTEE**

**MEMBERS UPDATE 2016/17
Issue: 1**

Article of: **Borough Transformation Manager and Deputy
Director Housing & Inclusion**

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SUBJECT: ORGANISATIONAL RE-ENGINEERING UPDATE - 2016

Wards affected: Borough wide

1.0 PURPOSE OF ARTICLE

1.1 To update Members on the progress of the now concluded Organisational Re-engineering (OR) programme.

2.0 BACKGROUND

2.1 Members will recall that the Council delivered a strategic programme of OR projects which commenced in 2005 to deliver savings and efficiencies for the authority whilst improving the quality of services in a planned and co-ordinated way.

2.2 The Council launched its Organisational Re-Engineering programme in 2004 and to date has delivered projects within the following areas:-

- Council Tax
- Travel Concessions
- Housing Repairs
- Street Scene (support services)
- Electronic Document Management (EDM)
- Environmental Health
- Private Sector Housing
- Sheltered Housing
- Planning Services
- Housing - Landlord Services
- Legal & Member Services
- Housing – Property Services

- 2.2 Following extensive research and process mapping within these service areas, the reviews presented a series of recommendations around efficiencies and service improvements, for example through ICT development and streamlining of workflows. This series of cash and efficiency reviews was completed in 2015.
- 2.3 Following approval of recommendations by Cabinet, services sought to put various staffing resources in place to ensure that implementation could be achieved alongside existing operational demands.
- 2.4 As referred to within previous reports to Members, OR became an essential tool in helping to deliver savings and efficiencies for the authority in a planned and co-ordinated way. It:-
- Secured cash savings of approximately £4 million and efficiencies worth over £1 million.
 - Promoted greater accessibility for all citizens by migrating services and the associated workload to 'front of house' i.e. to the website; to the Contact Centre; and to the Customer Service Points (CSP), thus improving service delivery from the customers' point of view.
 - Encouraged staff ownership and promoted the work undertaken on innovation/maximising the use of new technology, especially at a time of overall budget reduction.
 - Delivered more streamlined and customer centric services through harnessing the latest technology, thus maximising customer satisfaction levels in line with increasing citizen expectations.
- 2.5 As all service areas that were suitable for OR reviews were completed (subject to existing implementation plans being delivered) and in line with the changing landscape around the digital agenda, the Council has now embarked upon it's 'Digital by Preference' programme which will deliver further cash and efficiency savings with effect from 2017.

3.0 CURRENT POSITION

- 3.1 The positive progress and continued delivery of the implementation plans within the most recent reviews are outlined in this report for the following areas:
- Planning Services
 - Housing – Landlord Services
 - Legal & Member Services
 - Housing – Property Services
- 3.2 The Digital by Preference strategy is now proceeding.

4.0 PROGRESS WITH REVIEWS/IMPLEMENTATION PLANS DETAILED AT SECTION 3.1

- 4.1 Members will appreciate that the implementation work itself has some impact on resources and recommendations are therefore prioritised as appropriate by the service whilst ensuring that momentum on the project delivery is maintained. A summary position is provided below.

4.1.1 Planning Services

▪ Cabinet Report of Recommendations:	17 September 2013
▪ Review conducted by:	OR Manager
▪ Project Implementation/further information:	Planning Support Team Leader
▪ Recommendations agreed by Cabinet:	35
▪ Completed (including those not taken forward following full business case review):	24
▪ In progress:	8
▪ Pending (i.e. dependent on other work, lower priority):	3

Significant work has been undertaken around implementing the recommendations with excellent progress being achieved and the remaining recommendations are dependent upon ICT developments. The Development & Regeneration Services are currently working with BTLS on recommendations for: creating a section under “Your West Lancs” to view the current status and progress of planning applications; reviewing better use of existing IT infrastructure for case and performance management by managers and case officers to eliminate paper based monitoring (3 related recommendations); developing the UNIFORM system to show application progress; and evaluation of an electronic document management system available from the existing back office planning system provider. The service is also developing additional internal monitoring in relation to new process measures.

Examples of improved service delivery for the customer include the introduction of a diary system for customers to book specific times with the case officer to discuss planning issues; extending the methods of electronic payments; and enhancing the information available online. In addition, there has been further development of Electronic Document Management to provide improved operations and extend service delivery, as well as providing a facility for the online tracking of planning applications and better monitoring of cases by improvements to the ICT infrastructure.

4.1.2 Housing – Landlord Services (Voids & Allocations, Estate Management, and Rent & Money Advice)

▪ Cabinet Report of Recommendations:	16 September 2014
▪ Review conducted by:	OR Manager
▪ Project Implementation/further information:	Housing Operations Manager
▪ Recommendations agreed by Cabinet:	37
▪ Completed (including those not taken forward following full business case review):	23
▪ In progress:	10
▪ Pending (i.e. dependent on other work, lower priority):	4

Significant work has been undertaken to implement the recommendations from the review and excellent progress has been made. The experience of moving customers to online housing applications has been positive and was implemented without any issues, supporting the Council’s Digital by Preference approach.

Work continues on the outstanding recommendations and on evaluating those remaining for implementation following a full business case review. The four recommendations that are ‘pending’ have not yet been progressed as they are dependent on other outcomes and staffing resource. For example greater integration of

the CRM with the QL system has not been possible to progress with the existing CRM system. Procurement of a new CRM system is now underway and this will enable this recommendation to be progressed once the functionality of the new system is known. Implementing bookable appointments for housing staff will be looked at in conjunction with the Property Services OR implementation work. It is anticipated that the project will be concluded in line with the 24 months delivery plan although there are also dependencies on third parties for this to be achieved.

In terms of examples of improved service delivery for the customer, these include being able to apply for Council accommodation online 24/7, 365 days a year. The application form and property adverts have also been updated to provide improved information for the customer. The new tenant sign up process and information pack have been improved and tailored to meet the needs of the individual with increased support for new tenants around money and tenancy management. The roll out of mobile working will also take services to the customer in their own home.

4.1.3 Legal & Member Services

▪ Cabinet Report of Recommendations:	17 March 2015
▪ Review conducted by:	CPC Project Services LLP
▪ Project Implementation/further information:	Practice Administrator (specific post for implementation)
▪ Recommendations agreed by Cabinet:	24
▪ Completed (including those not taken forward following full business case review):	13
▪ In progress:	8
▪ Pending (i.e. dependent on other work, lower priority):	3

As part of the recommendations, the post of Practice Administrator was established to implement the OR recommendations and the officer took up post on 23rd September 2015. Implementation of the recommendations is well underway, with significant progress made, e.g. a new client instruction process, developing IKEN workflow functionality; and review of document storage and retention.

Within Legal Services, work is ongoing around process-specific improvements, e.g. court bundling and further development of IKEN workflow functionality.

For Member Services, recommendations currently in flight include the implementation of a replacement system to ColnS (Modern.Gov). Modern.Gov is currently under user acceptance testing by Member Services following the migration of historical agendas, reports and minutes. BT Lancashire Services have been integral to this process of migration and the development of the web interface. Councillor and wider officer training on Modern.Gov will take place in June/July. Significant further progress on other recommendations for relating to the implementation of the new system will be made following the roll out of Modern.gov.

Given the close working nature of Legal Services and Member Services, several of the recommendations for the two service areas overlap and have inter-dependencies. For both service areas, promotion and training around the use of the Green Guide on report writing is scheduled. It is anticipated that work will be concluded by the end of summer 2016, although there are also dependencies on third parties for this to be achieved.

The improved service delivery will enable customers to have an improved facility for accessing Council decisions and reports, and benefit indirectly from more efficient use of the Legal and Member Services support to front line delivery.

4.1.4 Housing – Property Services Response Maintenance and Void Maintenance

▪ Cabinet Report of Recommendations:	16 June 2015
▪ Review conducted by:	OR Manager
▪ Project Implementation/further information:	Special Project Manager (specific post for implementation)
▪ Recommendations agreed by Cabinet:	12
▪ Completed (including those not taken forward following full business case review):	0
▪ In progress:	5
▪ Pending (i.e. dependent on other work, lower priority):	7

Due to resourcing issues within Property Services and in order to ensure the timely delivery of the implementation plan, it was decided to appoint a dedicated officer to ensure implementation was a high priority and enable the identified efficiencies to be realised as soon as possible. A Special Project Manager took up post in March 2016 and work has been on-going on the development of mobile applications for tenants and integration in to QL, the housing management system. Initial work will concentrate on establishing a ‘price per property’ and review of existing contracts. The implementation plan is anticipated to take 12 months.

Some examples of the positive impact on customers will include those derived from mobile working which also generate less paperwork and enable more efficient input and retrieval of information; speedier analysis/processing of data relating to customer satisfaction, and the ability to more quickly respond to issues raised by tenants. In addition, the recommendations of moving to a different approach to service delivery provides the assurance customers need that the optimum contract model for the Council has been adopted in respect of the Repairs and Maintenance service. It will also deliver the best value for money following as well as a better service to customers because of an improved first point of contact offer using modern technology.

5.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

5.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder. The report has no significant links with the Sustainable Community Strategy.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

6.1 The OR programme secured cash savings of approximately £4 million and efficiencies worth over £1 million.

7.0 RISK ASSESSMENT

7.1 The implementation of actions referred to in this report are covered by the scheme of delegation to officers and any necessary changes have been made in the relevant operational risk registers.

Background Documents

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

Equality Impact Assessment

The decision does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required.

Appendices

None