

STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

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ORGANISATIONAL DEVELOPMENT PORTFOLIO HOLDER

IMPROVEMENT AND EFFICIENCY PROGRAMME UPDATE

1. Purpose of Report

- 1.1 To provide the Strategic (Overview and Scrutiny) Committee with an opportunity to review the progress made in delivering the Council's Improvement and Efficiency Strategy.

2. Summary

- 2.1 The Executive approved the implementation of the Improvement and Efficiency Strategy in June 2008. The Strategy supports the Strategic Plan (Priority Nine - Provide great value services that are centred on customer needs) and is designed to bring about improvement in customer experience and how the Council operates its business. The aim being to improve efficiency and effectiveness of service delivery whilst releasing resources for use in other priority areas.
- 2.2 The Programme of work has made substantial progress and this report provides a resume of what individual projects have been completed so far (**Appendix A**) and what work is currently in progress (**Appendix B**). The Programme is updated periodically as circumstances change and as new opportunities arise. As part of the ongoing review the risks associated with the capacity to deliver the Programme are also assessed and managed. This helps to prevent overload in particular areas such as ICT where there is an input into many projects.
- 2.3 **Annex 1** provides a synopsis of the history behind the development of the programme, how we manage the work and the highlights of what has been achieved and what we expect to deliver in the next few months. The Table also details the main areas of learning so far and how we will manage the Programme going forward to the end of the life cycle of the current Strategic Plan (2008/12).

3. Community Benefits

- 3.1 The Programme of work is designed to improve the way in which the Council operates and to deliver benefits in terms of financial returns and improvements that meet and address customer needs. The benefits and outcomes are described in more detail in the appendices and at Annex 1.

4. Recommendation

- 4.1 That the Committee reviews the progress in managing and delivering the Council's Improvement and Efficiency Programme.

5. Financial Implications

- 5.1 The Programme is resourced and managed in a way that expenditure is matched to the business benefits and outcomes expected. A number of projects are expected to deliver financial benefits that outweigh the investment made, as such they make a direct contribution to managing the current financial pressures.

6. Strategic Plan Implications

- 6.1 The Improvement and Efficiency Strategy was approved on the basis that it is the delivery mechanism for priority nine of the Strategic Plan (Provide great value services that are centred on customer needs).

7. Sustainability, Human Rights, and Crime and Community Safety Issues

- 7.1 A number of the projects have implications in terms of equalities and sustainability issues in particular. These are managed at a project level.

8. Risk Management Issues

- 8.1 The high level risks relevant to the Improvement and Efficiency Programme are set out in the table at **Appendix D**.

Background Documents:

Improvement and Efficiency Strategy

Annex 1

Origin of the Strategy and Improvement and Efficiency Programme

The Improvement and Efficiency Strategy was initially approved by Members in June 2008. Its prime purpose is to deliver the Council's improvement agenda and especially those under the top priority to 'Provide great value services that are centred on customer needs'. In the strategy we state the aim as being....

'In our Strategic Plan (2008-2012) we have a priority of "Delivering through improvement – providing great value services centred on customers' needs". This reflects our aim to continuously improve – recognising that we have to constantly challenge the way that we deliver services in terms of cost, productivity and customer satisfaction. New processes, new technology, new opportunities for sharing resources, increasing customer demands - we operate in a dynamic environment and need to have clear plans setting out how we will maximise the benefits for the Council and our community.'

'But we also have to recognise that we are a good Council with a track record of getting better year on year. In the context of high performing, low cost services, the cost of improvement can begin to outweigh the benefits and the better we get the more difficult it will be to improve.'

In deciding how we were best able to manage the programme we decided to split the constituent projects into six priority areas in order that we can optimise capacity and minimise conflict between projects. The six priority areas were identified as:

- **Business Change, Options Appraisal and Shared Service Agenda** – This relates primarily to large scale business change and picks up current activities such as the Leisure Services Options Appraisal and Shared Service on Personnel and Payroll. Activities in this area are likely to be crosscutting and impact at Council level.
- **Financial Management** – This relates to how we manage our resources and ensures we know when we are delivering value for money; it includes those activities which improve our management of finance and therefore will pick up ongoing activities such as how we provide managers with information to manage their businesses and how we underpin that with efficient tools based on our current technology.
- **Process Improvement** – This relates to process improvement at the service and process level, it is intended to pick up and action measures that change process to remove those non value adding tasks. It will also support the application of technology through mapping processes in ways that support better use of technology such as electronic document management. It will also enable the true costs of activities to be identified with greater degrees of certainty.
- **Technological Deployment and Enhancement** – This picks the potential to lever in improvements and efficiencies as a consequence of past and future investment in technology. We have available a sound set of tools which we can deploy to the benefit of internal processes and customer access. The critical success factor is to deploy them in ways that give the greatest benefit and return on investment.
- **Customer Focus and Effective Channel Delivery** – We have a sound understanding of what our customers' needs are and how they wish to be treated. We want to build on the establishment of Lichfield Connects to provide better access to services and in ways that encourage our customers to use the channels that are most efficient. This will, therefore, include greater use of our Customer Relationship Management and an increase in the type and number of service requests that can be delivered at the first point of contact or online through customer self service.
- **Procurement** – We will continue our work on procurement, to ensure that processes are as efficient as possible and that they generate the management data we need to deliver cashable savings through increased economies of scale. We will maximise the potential of national or regional contracts. Knowing what we buy enables us to buy more efficiently and recycle savings to priority areas.

We consider that the principles established in the original strategy remain fit for purpose and

most importantly through the governance arrangements outlined below have delivered a series of outcomes that have benefited our community and provided a high level of efficiencies to the Council as a business.

How we Govern the Programme

The initial programme was approved by Members and delivery commenced through the work programme. To ensure that the Programme is managed effectively progress is reported to Members on an annual basis through detailed reports to Strategic (Overview and Scrutiny) Committee and through reports to Members on progress in delivering the Strategic Plan Action Plan. Members of Strategic (Overview and Scrutiny) Committee also established a Task Group to meet on an ad hoc basis as and when the Task Group Chairman and Strategic Director Organisational Development agreed there was a need¹.

At a management level the Programme Manager provides monthly updates to the Strategic Director Organisational Development. These reports are accompanied by an estimate of the percentage completion for the programme as a whole and the number of projects whose status is not 'green'. The current status of the indicators used is shown with a commentary at **Appendix C**.

As appropriate the Strategic Director Organisational Development provides information to Leadership Team and Portfolio Holders as an update on progress.

What has been achieved so far.....

The table set out at **Appendix A** highlights the work within the programme that has been completed². The highlights in terms of outcomes are identified as:

- A review of disabled facilities grants has improved the process which has reduced the time that customers wait for adaptations and removed duplication from the process applied by the partner agencies.
- The Leisure Options appraisal has been completed and confirmed the choice of delivery model as being fit for purpose.
- The shared service with Tamworth BC on Building Control is successfully operating and delivering a service for both councils at reduced net cost.
- The successful transfer of the Finance systems to Solihull MBC has been completed, providing an enhancement to the system and removing future investment costs for upgrades which typically cost in the region of £60k per instance.
- The Concessionary Travel scheme has been implemented and is bringing benefits to customers in terms of their travel arrangements.
- The project on decriminalisation of parking enforcement was successfully delivered through joint arrangements with partners in Staffordshire.
- The Depot was successful relocated to Burntwood providing enhanced facilities and a platform for the planned improvements in waste collection and recycling.
- Successful shared services are now operational in Personnel/Payroll and for Health and Safety. The shared service for payroll has eliminated the need for significant capital investment (around £200k) and has provided access to a modern system in partnership with Stafford Borough Council. The Health and Safety service with Stafford and Tamworth is working well and delivering efficiencies through the sharing of resources.
- New complaints processes are in place enabling the Council to handle complaints in a streamlined way and maximise the learning to prevent any repeat occurrences.
- ICT projects have been delivered in accordance with the Technology Plan.
- Effective new contracts have been put in place to manage commodity streams such as postage and telephony these have streamlined operational processes and delivered

¹ The Task Group has met on one occasion so far.

² Also includes projects that were closed without going to the expected completion. These occurred for a variety of reasons including changes to corporate priorities and a change in business need or unacceptable level of business risk.

savings.

- New technology has been deployed in procurement to improve control of the tendering process using electronic means. This has reduced business risk and increased opportunity through the ability to widen the market opportunity.
- Effective electronic systems were put in place to manage how we place orders for goods and services. The integration of this system now enhances the management data in relation to finance as managers can see resources committed in real time. This minimises the risks of overspend and provides a valuable resource to manage suppliers and drive down costs.

What remains to be achieved.....

The table set out at **Appendix B** identifies those projects that are yet to reach formal closure. The highlights in terms of the outcomes we expect to achieve are identified as:

- The provision of improved reception facilities at District Council House offering an improved environment for customers who choose to visit us in person.
- The final work to consolidate the benefits of the shared print service with Walsall will be completed.
- Work will continue to manage energy and reduce the carbon footprint of the Council’s activities.
- Work will continue in procurement to utilise data from a spend analysis to find savings through collaborative working with partners.
- Further developments are being made by Lichfield Connects to enhance how we treat customers and to make our internal processes more efficient.
- Continued work on ICT will improve the infrastructure and reduce business risk.
- We will adopt new systems to better understand and profile our customers. This will build on the work completed to provide a centralised resource for community consultation through the Voicelt area of the Council’s website.

Updating the Programme and taking forward the improvement into 2012

The principles underlying the original Strategy are considered to hold true in terms of the six priority areas for improvement and as a consequence it is intended that the programme of work will roll forward with new projects being added to the programme under the appropriate priority area as and when required.

Governance arrangements will remain as described above and will ensure that the lessons learnt identified below are incorporated into how we manage the Programme.

Risk Status

The programme risks are monitored on an ongoing basis and reported routinely to the Strategic Director Organisational Development. A copy of the current risk register is set out at **Appendix D**.

Lessons Learnt

We have learnt much in the first years of implementing the Strategy and have applied/will apply the learning with a view to improving the management of projects using new more robust project documentation, strengthening the programme based approach to manage capacity better and to ensure the various contributors to the programme understand their role in the programme as a whole.

Appendix A - Improvement and Efficiency Strategy Programme Report (Activities Completed)



Community, Housing and Health			
Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
Review of disabled facilities grant processes (I & E 3.08)	Work with various partners to streamline processes and responsibilities to reduce the lead times	Reduced wait for adaptations to be implemented	The streamlining of processes enabled an administrative post to be identified as a saving in the Council's expenditure review 2009. In addition the expenditure review included proposals to deliver Disabled Facilities Grants through a Service Level Approach with partners which will achieve further efficiencies and savings in 2009/10
Culture and Leisure			
Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
Complete the options appraisal in Leisure Services (I & E 1.02)	Reach conclusions following review and make changes as necessary	Confirmation of choice on service delivery option. Investment required: Investment already allocated in study.	Project completed on time and to budget after approximately 18 months of work with a report to Executive. The outcome of the appraisal is to retain the service in house as this was proven to be the most cost effective way of delivering the required levels of service quality. the final report includes an action plan for improvement that will be implemented by the service team
Democratic Development and Legal Services			
Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
Complete the shared service on Building Control	Finalise implementation of shared service and consider wider options with other	Increased economies of scale and increased income to service. Investment required: Investment allocated.	Shared Service live from 1st April 2009

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
(I & E 1.04)	authorities		
Complete the corporate building maintenance contract work (I & E 6.03)	Complete work to put in place Corporate Building maintenance contract	Reduced administration, greater corporate quality control. Investment required: Commitment of devolved maintenance budgets to corporate contract.	Project discontinued and Contractors Panel introduced as an alternative mechanism which achieved the desired outcomes, but allowing for devolved maintenance budgets.

Finance, Revenues and Benefits

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
Business options for Rev and Ben Service (I & E 1.15)	Develop possible joint service improvement with neighbour authority (ESBC)	Structured approach to project and possible joint delivery with benefits to both parties	No business case was identified.
Continue to improve Financial Reporting within the Council (I & E 2.01)	Continue to improve Financial Reporting, Budgeting, Budgetary Management and Control within the Council.	Improved quality of and access to financial information for all stakeholders	Solihull MBC are continuing to develop report writing facilities but work is still on-going because performance issues need to be resolved. However the underlying systems are available and these are being jointly developed as an operational activity.
Improve transparency of financial information at all levels (I & E 2.02)	Improved access to information for managers and employees to release resource and improve accountability	Improved financial reporting and financial management within the Council. Investment required: £30k improving financial reporting. This work will now be conducted in a review of the Solihull IT Shared Service arrangement.	This item should be considered as complete because the topic is being included under the Solihull Shared Service arrangement.
Embed ownership of budgets within the Council by all budget holders (I & E 2.05)	Enhanced service to internal customers enabling greater self service and accountability	Improved services to customers/greater efficiencies/value for money for the Council. BACS project - Payment of Accounts Payable	The BACS project for Accounts Payable is complete and went live April 2008.
Continue to review and improve working	Continue to review and improve working practices/IT systems	Enable eligible citizens to travel for free on all local buses in England.	Concessionary travel scheme in operation and ongoing. Benefits/Sundry Income Team have Corporate Debt

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
practices (Concessionary Fares) (I & E 2.06)	responsibilities to deliver more efficient value for money customer focused performance	Benefits/Sundry Income Team. New National Concessionary Fares Scheme. Investment required: Issue over 13,000 new SMART card bus passes. Administration Grant £61K 2007/2008 for production and issue of SMART cards. £209K for Bus operator costs of new Scheme.	Recovery Policy in draft to go to Cabinet. National Concessionary Fares Scheme embedded
Responsive to changes affecting the Council Finances (I & E 2.07)	Monitoring future changes and corporate needs	Housing Benefits paid direct to private sector tenants. Statement of Accounts containing AGS approved by Audit Committee/Executive. Opportunities for efficiencies and value for money enabling redirection of resources within the Council	Local Housing Allowance Scheme embedded
Taking forward Oracle systems (I & E 2.08)	Actions to ensure best use is made of Oracle and its peripheral systems and to ensure that upgrade/support risks are addressed	Oracle upgraded and functionality enhanced within budget constraints	Shared system project with Solihull MBC (see below)
Explore option to pilot voice based risk assessments in benefits team (I & E 2.10)	Possible use of new technology to risk assess claims using voice analysis	Review of potential benefits and decision as to whether to implement	Decision taken to implement the pilot
Miscellaneous development activities to improve Financial Management (I & E 2.11)	General planned improvements in service delivery	Measurable overall improvement	A number of small scale improvements have been made
Procure and Implement an Asset Management	To procure and purchase an asset management system with	This project has now been discontinued	Revised business requirement has been determined, therefore the project has been closed.

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
System (I & E 2.12)	the aim of providing efficiencies in the management of assets through improved joint working between Property, Finance, Insurance and other functions		
Oracle system - Solihull Shared System (I & E 2.13)	Actions to ensure best use is made of Oracle and its peripheral systems and to ensure that upgrade/support risks are addressed	Oracle system shared with Solihull at agreed cost and with functional enhancements	System went live at the end of September and is running from Solihull with few problems. The project went relatively smoothly and has included an upgrade to the Financial Management System, this saved considerable effort and around £60k of investment. The Council is now ready for future upgrades in partnership with Solihull. Few problems are reported and many users have only noticed superficial changes. Feedback has been neutral from a straw poll conducted in November 2009. The final handover meeting will take place in early December 2009. This will formally close the project and operational matters will be taken forward by Finance who will review benefits achieved early next year. The minor issue outstanding are the removal of legacy hardware from Lichfield and the roll out of self service management reporting at Lichfield

Operational Services

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
Complete work on decriminalisation of parking enforcement (I & E 1.06)	Complete parking enforcement project on time and to budget	Cost effective implementation of off street and on-street parking enforcement. Some new services to be delivered by the Council which will result in improved traffic management. Investment required: To be confirmed when tenders have been evaluated.	Project now live and implemented within agreed timescales and to budget

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
Complete depot relocation (I & E 1.07)	Depot relocated and project successfully closed	A safe and efficient working environment for service delivery.	Relocation complete.
Feasibility of Partnership working for Waste Collection (I & E 1.10)	Investigate potential opportunity with other authorities and plan project if feasible	Achieve efficiencies.	Partnership with Tamworth Borough Council agreed and go live date July 2010
Development of a transfer station with SCC to reduce costs to Depot (I & E 1.12)	Investigate potential for cost reduction by working with SCC on joint transfer station	Achieve efficiencies in reduced fuel costs and wear and tear on vehicles. Investment required: Capital from SCC. None allocated at LDC.	Acceptable plans seen and shared with LDC Planning department. Staffordshire County Council will determine the application. Meetings with Environmental Health and Burntwood Town Council to take place. Station unlikely to be completed until 2011. This may then form another project, but would go through normal initiation procedures at the appropriate time

Organisational Development

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
Strategic review of all services (I & E 1.01)	Strategic review of all services to identify a prioritisation of those services that the authority would consider delivering via shared service arrangements	Clarity of what are and what would not be priorities for shared services, aiding partner selection. Investment required: Time and possible external support to conduct the review.	Service opportunities were reviewed as part of the expenditure review conducted 2008 and 2009. Opportunities being taken forward and as new ones arise, these are being picked up and included in the Strategy
Complete the move to shared personnel and payroll service (I & E 1.03)	Complete the move to shared personnel and payroll service and implement kiosk solution	Access to modern integrated HR system without investment in new system. Introduction through kiosk of paperless management of leave, mileage and expenses etc.	Project completed and shared service fully live
Health & Safety	Cement arrangements with	Generate income and expand knowledge	Shared Service now fully live and operational

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
expansion of shared services (I & E 1.09)	Tamworth BC, finish arrangements with Stafford BC and review other options	base by providing Health and Safety Services to Stafford Borough as well as Tamworth. Investment required: Covered within existing activities.	
Investigate option for shared service on GIS with Stafford Borough (I & E 1.13)	To identify if a business case exists for a shared GIS service with Stafford and implement if agreed as a sound option	Shared service delivering business benefits to both authorities	Initial working together in place on land and property management. Options for a full shared service including single technology system will be taken forward during 2010.
Complete work using Document management system on corporate complaints (I & E 3.01)	Fully embed corporate complaints methodology, standards and ensure lessons are learnt that drive improvement	Improved performance and greater access to information to aid learning. Investment required: Resource in teams.	The use of the document management system was discontinued in favour of delivering an enhanced complaints system using the Covalent performance management system. This system went live at April 2009 and provides a cheaper solution with less business overhead. Dissemination of learning and routine reporting is being configured and the work will now help drive improvement through its close links to customer standards and performance indicators
Realise benefits of Shared HR Service with Stafford Borough (I & E 3.03)	Use new systems/processes to deliver further efficiencies in partnership with Stafford Borough	Reduction in paper flows, less repetition of data handling, build resilience into both HR teams. Investment required: Capital investment required to develop self service Kiosk and other non standard Chris 21 packages.	The project was closed in Jan 2010 to enable the individual strands to be delivered as separate entities. The recommendations being that the kiosk rollout and TMS upgrade be conducted as separate projects with the modules for recruitment and Training being delivered as operational matters
Review means by which customers access services (I & E 3.06)	Review means by which customers access services through understanding the customer journey and targeting the right channel to meet needs efficiently.	Improved organisational processes that make sense to the customer, using channels to maximum efficiency. Investment required: Tools needed for mapping the customer journey, customer segmentation.	Project agreed as closed on 8/1/10. There are now individual work strands to take forward improvement within Lichfield Connects including a new area in relation to taking calls for the Joint Waste service and these will be monitored individually.
Provision of Value for	Deliver VFM support work with	Developing skills and tools at appropriate	Project completed with final briefing to Leadership Team

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
Money Training programme (WMRIEP - CBF 014) (I & E 3.07)	RIEP and 4Ps	levels for the delivery of ongoing efficiency projects. Investment required: Match funding to grants available from RIEP.	October 2009. A project closure report has been produced setting out the benefits
Improvements to Starters/Leavers/Movers Procedures (I & E 3.09)	Processes to manage the changes related to people joining, leaving or changing roles within the authority need to be updated and enhanced to improve efficiency and resilience.	Streamlined process that ensure all interested parties receive prompt advice on moves and changes in employment that also communicates the relevant data they need to process such changes	Systems now available and being rolled on an opportunity by opportunity basis. In the current situation changes are limited as recruitment levels in particular are low
Review and address storage issues by moving to a Storage Area Network (I & E 4.01)	Improve network storage	Increased data storage capacity utilisation. Investment required: Investigation ongoing at current time.	Increased data storage implemented Main file server and email server migrated with no impact on the end users
Implement a converged infrastructure to support video conferencing to the desktop (I & E 4.04)	Identify benefits from video conferencing and implement changes as required	Reduced CO2 emissions from officers attending meetings. Reduced mileage claims and lost officer time from travelling reduced. Increased ability to hot desk and work remotely. Infrastructure capable of supporting medium term demands placed upon it. Investment required: Investigation ongoing at current time.	Wireless network implemented, single supplier for network infrastructure achieved and stable platform for future expansion delivered
Implement mobile working (I & E 4.05)	Improved approach to mobile working	Allow officers in the field to complete job requests. Less travelling and related officer downtime. Investment required: Investigation ongoing at current time.	Blackberry network deployed and base infrastructure in place. Further business cases required to fully utilise the solution

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
Implement requirements of Gov Connects in partnership with Staffs Connects (I & E 4.09)	Implement Goc Connects requirements with Staffs Connects	Secure government to government electronic transfer. Allow links to partner organisations. Investment required: Initial cost being covered by Gov Connects if speedy sign-up.	Secure government to government connection for the electronic transfer of data established
Development of middleware to enhance application interoperability (I & E 4.11)	Develop middleware tools that automate how the applications talk to each other.	Automated delivery of updates between applications to allow for better decision making and reduced administration.	Middleware is now in regular use and additional functions for it to deliver are being investigated
Complete outstanding work in relation to increasing the use of Lichfield Connects as the first point of contact (I & E 5.01)	Ensure outstanding actions in Planning, Env Health and Building Control (inc land charges) completed	Planning and Environmental Health customers services available by single point of contact. Investment required: Some project management support has been allocated.	First line of customer service now established for Planning, Building Control and Env Health within Lichfield Connects
Meet internal and external customer/stakeholder expectations on equality of access (I & E 5.08)	Ensure that services to stakeholders meet customers needs internally or externally in terms of equality and fairness	Service improvement through enhanced knowledge and delivery of Equality Impact Assessments	Project closed as now more an operational issue. Delivery will be via the requirement for services to conduct EIA on their processes and procedures
Implement new Complaints Process and Procedures (I & E 5.09)	To review and improve present arrangements for handling corporate complaints	New system in place which delivers improvement and is owned by each Directorate	Systems now complete and implemented. Further work to be done to raise awareness and complete training. Reports now routinely generated for dissemination to Leadership Team
Implement SMARTPOINT to give improved access on all information related to customers	Means to better inform data and information for CSAs	To have implemented Smartpoint giving an enhanced and more efficient access to data for CSA when dealing with enquiries	The system and enhancement was reviewed. However on investigation it was considered that the cost to develop and implement outweighed the benefits of implementing the system. As such the project was aborted rather than waste additional resource

Action Area	Description	Expected Outcome	Actual Outcome/Benefits Achieved
(I & E 5.10)			
Complete joint working arrangements with SCC at Burntwood Library (I & E 5.11)	Reconfigure service for SCC to deliver services from Burntwood Library.	Enhanced service to the customer included extended hours of operation More efficient ways of working Financial benefit	Implementation has taken place and outcomes achieved.
Upgrade Customer Relationship Management System (CRM) to v12 (I & E 5.12)	Upgrade CRM to v12	Improved features available. (Note this will be delivered through the Staffordshire Connects Partnership which hosts the system for the Staffordshire authorities)	CRM upgraded to v 12
Expand the use of the e-tendering solution (I & E 6.02)	Ensure that e tendering is the only means by which tendering is conducted and reduce tenders in general by accessing available frameworks	Reduced tender costs, greater supplier participation and lower procurement risk. Investment required: None providing system remains supported by the Regional Partnership.	System working effectively, with numerous benefits as identified in closure report
Work with Staffordshire colleagues to share effort and knowledge in the interests of all (I & E 6.06)	To support a network in Staffordshire with the all districts, Stoke, County and the Regional Improvement Partnership thereby maximising opportunities to collaborate	Reduction in procurement cost, consolidated buying power and faster pace of progress through shared workload.	Action completed, routine meetings with Staffordshire colleagues will be ongoing from this point and any activity will be picked up by new items on the strategy
Implement new Post Service (I & e 6.09)	Implementation of ESPO contract with TNT to reduce postal costs and streamline processes	Reduced direct cost of postal services	Project closed. As part of expenditure review 2009, savings on budget of at least £15k have been identified. Further savings will be achieved through changes in the service, but these are now operational issues

Appendix B - Improvement and Efficiency Strategy Programme Report (Ongoing Activities)

Chief Executive				
Progress	Action Area	Description	Expected Outcome	Progress Update
87 %	Complete options review of print services (I & E 1.08)	Implement changes in service to reduce cost	Print service with decreased cost, improved use of resources and strategic decisions on where and how we print. Investment required: Investment allocated. Risk level: Medium - potentially business transformation risks and managing change	Arrangements have now gone live with Walsall, these will be allowed to stabilise prior to the benefits being evaluated
Community, Housing and Health				
Progress	Action Area	Description	Expected Outcome	Progress Update
85 %	Feasibility of partnership working with adjacent councils for private sector housing (I & E 1.14)	To achieve improvements through closer partnership working	Achieve efficiencies and improve performance Risk Level - Low	The opportunities for partnership working with adjacent Councils were investigated. In relation to the enforcement of housing standards separate arrangements have now been made . In respect of private sector renewal the Staffordshire Repair and Home Improvement Partnership has been established. The Partnership has successfully bid for Regional Housing Funding to deliver a programme of loans to homeowners in 6 Staffordshire Local Authority Areas to improve and repair their homes through the Kickstart programme which will be launched on 1st March 2010

Democratic Development and Legal Services

Progress	Action Area	Description	Expected Outcome	Progress Update
64 %	Complete accommodation review and deliver improved reception at Frog Lane (I & E 3.02)	Project to review accommodation needs including changes to reception and creating space for Police and County employees	Improved efficiency through appropriate teams working closely together. Investment required: Resource allocated via D&L. Risk level: Medium - some disruption of business due to any moves and changes	Review terminated when Police relocation put on hold as a consequence of the delay in the Friarsgate development Project scope has been re-defined to cover the reception area only where changes need to take place to deal effectively with confidential enquiries.

Finance, Revenues and Benefits

Progress	Action Area	Description	Expected Outcome	Progress Update
50 %	Complete implementation of BACS system (I & E 2.09)	Automated payment system in place	Systems in place to reduce costs and improve processing times. Revenues and Housing Benefits payments to be made electronically. Risk Level: Medium - potentially business transformation risks in managing change	The code will be sent to Solihull MBC for final proofing during December 2009

Operational Services

Progress	Action Area	Description	Expected Outcome	Progress Update
82 %	Formal project to manage energy at corporate level (I & E 1.11)	Project to reduce consumption, identify savings, reduced carbon footprint in line with Climate Change Strategy	Reduction in consumption, reducing carbon footprint and potential cost savings. Also deliver legal requirements on energy certificates. Investment required: Capital resource allocated already to support activity related to retrofitting solution. Contract in place to manage and disseminate data. Risk level: Low - generally these ideas are well understood, therefore implementation is the key	The Carbon Reduction Strategy is now in draft form and will be used to drive further improvement on energy efficiency. The Officer Group led by the director of Operational Services will maintain this progress

Organisational Development

Progress	Action Area	Description	Expected Outcome	Progress Update
0 %	Review internal forms (I & E 3.04)	Review internal forms and prioritise those to be replaced by e forms or document management	Process improvement in managing information flows Investment required: Resource to conduct review Risk level: Low - Only requires internal resource	Low priority at present given other change projects in progress
17 %	Create project structure and roll out use of Document management system (I & E 3.05)	Create project structure and roll out use of EDRMS for distribution of post on a directorate by directorate basis subject to a sound business case being made on each occasion	Reduction in delay and inefficiency of post opening process Investment required: Resources within teams Risk level: Medium - Potential impact on all areas	Progress is being made in a number of areas and learning from others is helping to facilitate that progress. New and enhanced systems are in place for processes such as Taxi Licensing. the project team plan to seek other opportunities to deploy systems in ways that maximise efficiency
26 %	Develop and implement improved practices for the management of the Council's servers (I & E 4.02)	Improve server management	Reduced physical server estate. Reduced need to purchase new servers for applications. Improved Business Continuity and disaster recovery arrangements. Reduced electricity consumption and CO2 emissions. Investment required: Investigation ongoing at current time. Risk level: Low - will be managed through Serco	This project is currently on hold pending the outcome of the ICT Support Services tender
37 %	Improve focus on collection and analysis of data (Including NI 14) (I & E 5.06)	Improve focus on collection and analysis of data on the customer journey and their satisfaction - this ties into the new national performance indicator NI 14	Streamline processes. Improve customer satisfaction. Implement new government methodology to measure "avoidable contact". Investment required: May need new software tools. Data quality will need to be robust and this will be demanding on staff resources. Risk level: Low - will work with Staffs	NI 14 data continues to be collected, currently implementing data collection through the CRM system for improved accuracy and ease of data handling. The automated McFarlane customer survey system is also being launched by the Connects team to add to the levels of customer feedback captured

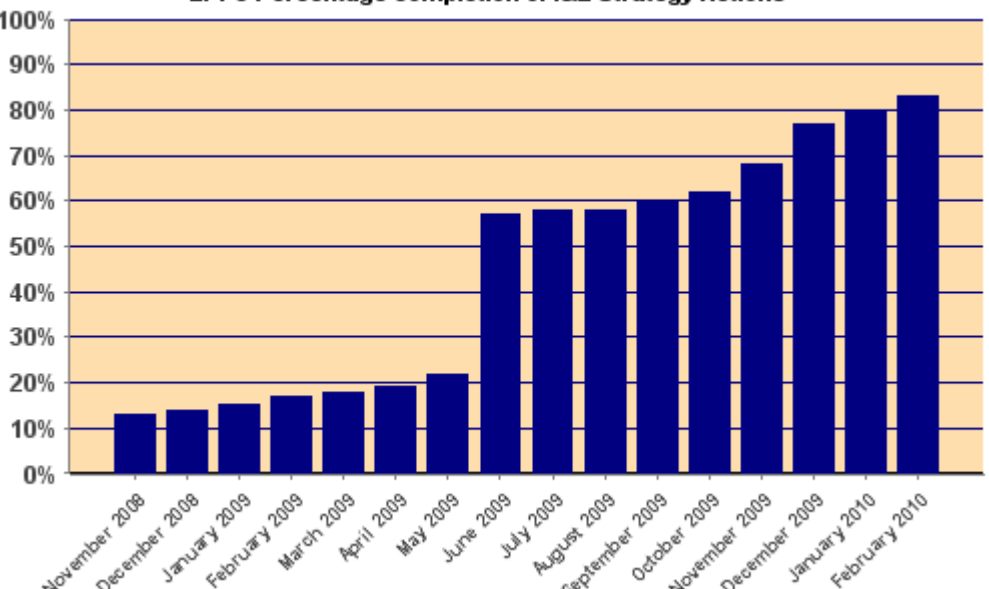
Progress	Action Area	Description	Expected Outcome	Progress Update
			Connects Customer First group	
50 %	Utilise the new data from the oracle systems to channel spending through the most cost effective suppliers (I & E 6.04)	Use data from i-proc system to reduce direct spend	Increased spend through the most cost effective channels, generating cash savings. Investment required: No finance required other than to maintain system. Risk level: Low, once system embedded in	Awaiting availability of the data via oracle reports
55 %	Phase 2: Identify and implement opportunities for further migration of front line services into Lichfield Connects (I & E 5.04)	Build on the clarity of front office to back office structure by migrating other services to front office in a planned way	Increased resolution of service requests at point of contact. Investment required: May be further project management needed. Risk level: Low - will build on existing activities	This project is continuous to improve customer experience and improve service delivery
60 %	ePayments - Complete review of where system should be applied (I & E 5.02)	Review current standing and identify options for expansion	Reducing financial transactions necessary through application of electronic processes. Increasing customer choice. Investment required: Internal review. Risk level: Low - development of existing system	Tender process has started and initial timescales show the implementation should be complete for the 1st July
66 %	Utilise Customer Insight techniques to understand customer preferences (I & E 5.07)	Utilise Customer Insight techniques to understand customer preferences and increase use of most efficient channels for service delivery	Clearly identified targets for migration of customers to the most cost effective channels. More targeted services relating to customer preference. Enhanced utilisation of the website. Investment required: May need new software tools and/or enhancements to existing tools. Risk level: Low - will build on existing knowledge and work with Staffs Connects	Meeting held in December with key users and confirms the appetite for the use of such systems. Procurement of a County wide solution underway via Staffs Connects. Expectation that system becomes available by the Spring

Progress	Action Area	Description	Expected Outcome	Progress Update
70 %	Develop robust policies in relation to physical IT and data assets (I & E 4.07)	Develop and implement robust policies and procedures around the procurement, deployment and security of physical IT and data assets	Clarify behaviours for staff. Provide strong legal basis to work from. Comply with Staffs Connects and Gov Connects requirements. Investment required: Within existing resources. Risk level: Medium - satisfactory control of data is a key issue	Policies are currently in final stages of development
70 %	Review data security across the organisation (I & E 4.08)	Review data security at corporate level	Reduced risk of data loss. Greater public confidence in organisation. Reduce risk of legal action. Investment required: Within existing resources. Risk level: Medium - data security is a fundamental requirement for all systems	Review of physical assets will build the programme of devices that require encryption and reports from the data leakage solution will demonstrate the number of USB sticks that require encryption
71 %	Put in place effective performance management arrangements around customer standards (I & E 5.05)	Review and improve performance management on customer standards	Achieve accreditation for Contact Centre Improved customer satisfaction. Investment required: Within existing resources. Risk level: Low - will be focused on raising employee skills	All our Customer Advisers have now completed NVQ Training
75 %	Review existing ICT support arrangements, determine future direction and implement (I & E 4.10)	Review future options for delivery of service and plan for procurement activity	Required under terms of contract. Investment required: Will require tendering support in region of £75,000. Risk level: High - major exercise to ensure correct support for all the Council's activities	The procurement of support services for ICT is well advanced with a decision due to go before Members in the near future. This will award a contract across three local authorities and one Housing authority
75 %	Use the Procurement Plan to identify opportunities	Procurement Plan to be circulated routinely to officers and members as	Increase in coordinated buying and shared procurement costs. Greater volumes through contracts accessing discount.	Reporting on procurement takes place annually to Members, and regular monitoring is in place. Work will shortly commence to

Progress	Action Area	Description	Expected Outcome	Progress Update
	and reduce tender costs (I & E 6.05)	strategic review document	Investment required: None. Risk level: Low - main constraint resource available through Procurement Officer	work with other partners on joint opportunities.
77 %	Maximise the return from management of central commodity streams (I & E 6.07)	Maximise the return from management of central commodity streams, in particular, telecoms, energy, stationery and postage	Improved systems of working, to lever out further gains in efficiency. Investment required: Time, plus ongoing investment with third party commodity managers. Risk level: Medium - managing relations with recipient services and ensuring they use information to drive change e.g. on energy savings	Work is progressing and the spend analysis that has been conducted will be used to identify priorities for 2010/11
83 %	Complete the integration of Health and Social Care into Lichfield Connects (I & E 1.05)	Integrate Health and Social Care with Lichfield Connects - Front facing (Phase 1)	Joined up service delivery for the customer, better view of customer needs, efficiency and cost benefits resulting from co-location. Investment required: Pre-allocated from the e-government programme, some investment likely from Staffordshire CC who are also providing project support. Risk level: Medium - primarily project set up and stabilisation once live	This is focused on the District delivering the "Blue Badge" scheme for the County Council as far as LDC residents are concerned and is in the final stages of implementation.
90 %	Develop and implement a solution for home and remote working (I & E 4.03)	Develop and implement plans to achieve benefits from remote and mobile working	Remove current dependency on council owned equipment and county Virtual Private Network. Enable greater working flexibility. Reduce need to hold sensitive data in inappropriate ways. Investment required: Investigation ongoing at current time. Risk level: Medium - need to balance service needs with corporate safeguards on data security etc	A system has been implemented that will enable this (Citrix). Work has been taking place in relation to the use of the Leisure Services system across sites.
90 %	Develop application	Improve management and	Improved visibility of applications and	Work is still ongoing to tie this into the new

Progress	Action Area	Description	Expected Outcome	Progress Update
	support and upgrade programme (I & E 4.06)	planning in relation to application support	upgrade paths. Improved financial planning ability. Increased IT decision making ability. Investment required: Will underpin capital programme allocation. Risk level: Low - key issues will be in relation to prioritisation of requirements	ICT Support Services contract
94 %	Complete the implementation of multifunctional print devices (I & E 6.01)	Project with Danwood to consolidate desk top printing, giving improved management of print, lowering direct cost providing enhanced functionality	Use of fewer but better devices eliminating use of single side print, reducing colour usage and providing visible data to help manage consumption. Investment required: New devices at lower overall cost. Risk level: Medium - convincing services of the business case and need to change	Work to complete the project is underway

Appendix C - Improvement and Efficiency Strategy Performance Indicators

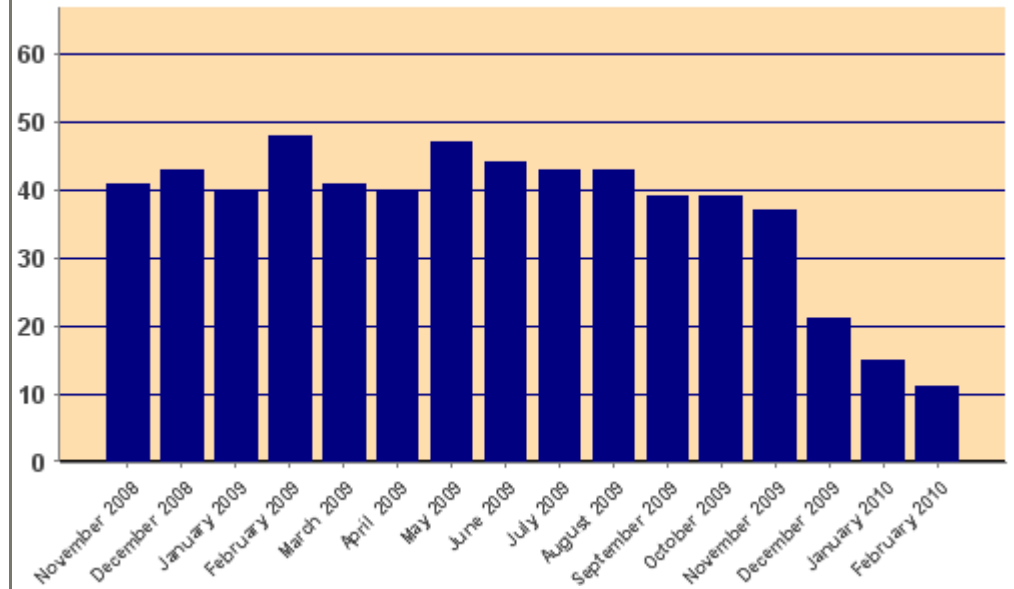
Commentary	Data Trend Chart																																		
<p>We have in place a fairly sophisticated means of tracking progress over the Programme as a whole. Each project or initiative is made up of a number of milestones which are weighted according to their relative importance, as these are completed the percentage completion for those projects rise. This progress is consolidated at Programme level to provide an overall figure which is a sound indicator of the level of progress made and what needs to be done.</p> <p>The progress level now stands at over 80% which is about on track given the initial tranche of work was set for a two year period ending June 2010. The sudden 'jump' in percentage completion in June 2009 reflects the outcome of the annual review and a consolidated effort to secure management updates from the project leads.</p>	<p style="text-align: center;">LPP9 Percentage completion of I&E Strategy Actions</p>  <table border="1"> <caption>LPP9 Percentage completion of I&E Strategy Actions</caption> <thead> <tr> <th>Month</th> <th>Percentage Completion</th> </tr> </thead> <tbody> <tr><td>November 2008</td><td>13%</td></tr> <tr><td>December 2008</td><td>14%</td></tr> <tr><td>January 2009</td><td>15%</td></tr> <tr><td>February 2009</td><td>17%</td></tr> <tr><td>March 2009</td><td>18%</td></tr> <tr><td>April 2009</td><td>19%</td></tr> <tr><td>May 2009</td><td>22%</td></tr> <tr><td>June 2009</td><td>57%</td></tr> <tr><td>July 2009</td><td>58%</td></tr> <tr><td>August 2009</td><td>58%</td></tr> <tr><td>September 2009</td><td>60%</td></tr> <tr><td>October 2009</td><td>62%</td></tr> <tr><td>November 2009</td><td>68%</td></tr> <tr><td>December 2009</td><td>77%</td></tr> <tr><td>January 2010</td><td>80%</td></tr> <tr><td>February 2010</td><td>83%</td></tr> </tbody> </table>	Month	Percentage Completion	November 2008	13%	December 2008	14%	January 2009	15%	February 2009	17%	March 2009	18%	April 2009	19%	May 2009	22%	June 2009	57%	July 2009	58%	August 2009	58%	September 2009	60%	October 2009	62%	November 2009	68%	December 2009	77%	January 2010	80%	February 2010	83%
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Commentary

We have used this indicator to measure the number of projects in the programme that are overdue or becoming in danger of not meeting the timescales initially set. We have seen an improvement in recent months with the number falling quite drastically. This was largely due to a review of the Programme that led to the management data being brought fully up to date, the closure of a number of completed projects and agreements to discontinue other projects that were no longer viable or which could not be delivered for a variety of reasons.


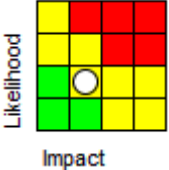

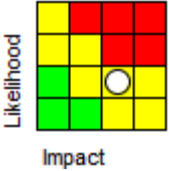

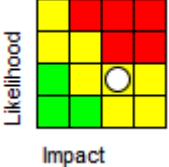
Data Trend Chart


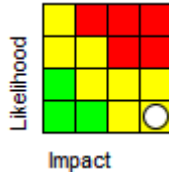

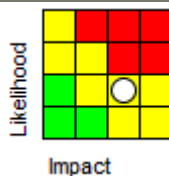
LPP10 Number of I&E Strategy Actions at amber or red




Appendix D - Improvement and Efficiency Strategy Risk Register

Title Improvement and Efficiency Strategy Risk Log

Status	Risk Code & Title	Description	Potential Effect	Internal Controls	Managed By	Impact	Likelihood	Current Rating	Current Risk Matrix	Last Review Date
	The authority commits itself to too many activities at one time. (OD I & E1)	That the authority commits itself to too many activities at one time causing the programme as a whole to fail.	That effort and resources are spread too thinly limiting the overall rate of progress	This will be addressed through the application of sound programme and project management techniques.	Rita Wilson	Medium	Medium	4		08 Feb 2010
	That the strategy fails to deliver the expected level of savings and efficiencies. (OD I & E2)	That activities do not maximise benefit and grasp opportunities.	Reduced rate of improvement and potential impact on meeting budget savings.	This will be managed through ongoing reviews of business cases.	Rita Wilson	Significant	Medium	6		01 Feb 2010
	That the authority has insufficient resource to deliver on the strategy. (OD I & E3)	Lack of financial and physical resources to support activity.	Inability to deliver the programme or projects or that the rate of progress may not be as fast as desirable.	Resources will be allocated on a project by project basis.	Rita Wilson	Significant	Medium	6		01 Feb 2010

Status	Risk Code & Title	Description	Potential Effect	Internal Controls	Managed By	Impact	Likelihood	Current Rating	Current Risk Matrix	Last Review Date
	That the technological platform is not robust enough to support the needs of the organisation. (OD I & E4)	Potential that activities may not be deliverable due to cost, complexity or unavailability of technology the resources needed to support it.	Projects delayed, possible rise in costs or potential that objectives are not achievable.	The platform is considered robust, however, we will monitor the progress made in technological development and seek to fill any gaps that may arise in the infrastructure/capability.	Rita Wilson	High	Low	4		01 Feb 2010
	The people within the organisation are not on board with the need to change. (OD I & E5)	Managers and those needed to deliver the programme potentially do not understand their role and or have other competing pressures.	Delay to the programme or the failure of individual projects.	Sound communications will be maintained and training introduced for key employees as required.	Rita Wilson	Significant	Medium	6		01 Feb 2010

Summary Table

Status	Risk Code & Title	Description	Current Risk Matrix
	Improvement and Efficiency Strategy Risk Log (OD I & E)	The matrix alongside shows the distribution of the five risks on the programme register with a cluster of three risks.	