

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Locality Gateways and integration Programme	Barbara Nicholls	Communities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Adults Children/Families Housing	Prevention/Early Intervention & Demand Reduction		00.1
<b>What is the problem this proposal addresses?</b> Provision of improved information, advice & signposting at local level, creating improved access to services which enable greater independence for as long as possible, as close to home as possible: preventing people entering assessment. Which addresses the Council's need for better control over: <ul style="list-style-type: none"> <li>• Demand/spend;</li> <li>• Reduced failure demand</li> <li>• Improved targeted use of professional/other resources</li> <li>• Better managed admission and discharge through Urgent Care/MDT planning</li> </ul>			
<b>Outcomes</b> <ul style="list-style-type: none"> <li>• New approaches – community social capital and other alternatives to assessment and Council services as default</li> <li>• Identification of gaps in the community and in our knowledge of 'what's out there' and plug them to increase self-support and self-management, economic &amp; social wellbeing and address homelessness as part of a whole view of the client</li> <li>• Build resilience – better health, well-being and self-management across care, health, housing, employment and other wellbeing services</li> <li>• Deploy more integrated/multi-agency resources into prevention and early intervention as close to communities as possible, to improve uptake from hard to reach/vulnerable groups</li> </ul> <b>Benefits:</b> <ul style="list-style-type: none"> <li>• Demand reduction</li> <li>• Cost avoidance</li> <li>• Some potential to reduce overall headcount, if scaled up.</li> <li>• Improved use of Qualified Social Workers for specialist advice only</li> <li>• Integrated working</li> </ul>			
<b>Resources required (pilot stage – estimate of initial and full resources)</b> <ul style="list-style-type: none"> <li>• Programme Manager</li> <li>• Business Analysis Support (ad hoc)</li> </ul>			
<b>How does it work and how long will it take? (Describe pilot and potential full scale up)</b> Redesign first point of contact/front door pathway, creating a 'solutions focused approach' <ul style="list-style-type: none"> <li>• Customer driven</li> <li>• Needs and ambitions resolution focus, not diagnostics</li> <li>• Reduce home visits wherever possible – telephone/local access/supported digital access</li> </ul> Stratify and understand our customers, to improve targeted work to reduce rising demand <ul style="list-style-type: none"> <li>• Personalisation &amp; independence</li> <li>• Appropriate solutions to needs and aspirations</li> <li>• Simple, pragmatic, tangible things, tiered offer</li> <li>• Manage the 'gaps' between information &amp; advice and care &amp; support (prevent people entering assessment)</li> </ul> Reducing/removing Social Work management of low level needs/packages			

- Reducing use of high-cost resources/effort
- Reducing handling time and delay between first contact and outcome
- Reducing cost-to-serve

Enabling direct access to services over the phone or on-line

- 'select and direct'
- ASC Portal and E-Marketplace requirement and implementation

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case – Supporting People

Author – Barbara Nicholls

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Supporting People	Barbara Nicholls	Communities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Adults Children/Families Housing	Prevention/Early Intervention & Demand Reduction		00.1
<b>What is the problem this proposal addresses?</b> Supporting people to remain as independent as possible within their own homes, communities and support networks. Ensuring the short term provision of support where necessary to avoid or mitigate crisis, and where necessary ensure support available to maintain independence. This will address the Council's aims to: <ul style="list-style-type: none"> <li>• Manage down demand, and therefore reduce spend</li> <li>• Ensure and maintain quality across services that provide direct support to residents.</li> <li>• Develop and maintain relationships with housing and social care providers</li> <li>• Use buying power to manage and leverage a consistent market offer.</li> </ul>			
<b>Benefits/outcomes</b> <i>Outcomes</i> <ul style="list-style-type: none"> <li>• Residents living as independently as possible</li> <li>• Dealing with crisis expediently, seeking resolution immediately to avert longer term needs</li> <li>• Building resilience and drawing on social and community networks to create a circle of support.</li> <li>• Maximising use of resources across health, education, housing and social care</li> </ul> <i>Benefits</i> <ul style="list-style-type: none"> <li>• Cost avoidance</li> <li>• Reduced demand on long term support services</li> <li>• Improved cross-working between Adult Social Care, Children's, Housing and external partners</li> </ul>			
<b>Resources required (pilot stage – estimate of initial and full resources)</b> <ul style="list-style-type: none"> <li>• Programme Manager</li> <li>• Business Analysis Support (ad hoc)</li> <li>• Internal resources, including the Joint Commissioning Unit</li> </ul>			
<b>How does it work and how long will it take? (Describe pilot and potential full scale up)</b> Links to Locality Gateway Programme including redesign of front door and Locality Working. Co-production of service redesign with people who have lived experience of services. Key features <ul style="list-style-type: none"> <li>• Understand resident current and likely future need.</li> <li>• Consider and develop care coordinator/navigator role across departments, to deal with all presenting issues</li> <li>• Review of skills mix within services and development of navigator role</li> <li>• Undertaken refresh of market position statement to include Adult Social Care, Children's and Housing and links to local plan</li> <li>• Review of resource requirement for identified gaps, including mapping out requirements for investment leading to cost avoidance/reduction.</li> </ul>			

- Develop service requirements, focussing on services that support people through crisis and back to independence

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case – Homelessness Solutions

Author – Barbara Nicholls

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Homelessness Solutions	Barbara Nicholls	Communities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Adults Children/Families Housing	Prevention/Early Intervention & Demand Reduction		00.1
<p><b>What is the problem this proposal addresses?</b></p> <p>The council is facing unprecedented levels of homelessness in the borough, coupled with new duties introduced around homelessness prevention since 1<sup>st</sup> April 2018. In order to meet these increasing demand, new ways of working and a proactive approach to market management are required to ensure that residents and families are supported to be as resilient as possible, in resolving risks of homelessness, and for there to be sufficient provision of social housing to meet the needs of those residents for whom the council has a housing duty. This includes managing for example HMO landlords (Houses in Multiple Occupation) to ensure quality of provision, with pathways available to ensure triggers of deteriorating health and issues of Anti-Social Behaviour are dealt with early, linking to the localities working/community hub aspirations. There is also a need to support residents who are cash poor, capital rich in ensuring their properties are maintained to an appropriate level to mitigate poor health outcomes due to the condition of their property</p>			
<p><b>Benefits/outcomes</b></p> <p><i>Outcomes</i></p> <ul style="list-style-type: none"> <li>Residents able to sustain their housing regardless of tenure</li> <li>Supporting residents to access services to maximise their income, including benefits where appropriate</li> <li>Complete needs assessment of gaps in service provision, such as medium level hostel support for people with deteriorating / emergent mental health problems affecting their ability to move into and sustain their accommodation. Develop business case for investment as required.</li> <li>Review how we incentivise residents who live in properties that are larger than they need to downsize to smaller properties therefore releasing more back to the council.</li> </ul> <p><i>Benefits</i></p> <ul style="list-style-type: none"> <li>Residents continuing to live independently</li> <li>Cost avoidance</li> <li>Reduced demand on long term support services</li> <li>Improved cross-working between Adult Social Care (including mental health), Children's, Housing and external partners</li> </ul>			
<p><b>Resources required (pilot stage – estimate of initial and full resources)</b></p> <ul style="list-style-type: none"> <li>Programme Manager</li> <li>Business Analyst Support (ad hoc)</li> <li>Internal resources</li> </ul>			

**How does it work and how long will it take? (Describe pilot and potential full scale up)**

Links to Locality Gateway Programme and Locality Working. Co-production of service redesign with people who have lived experience of services. Key features

- Understand resident current and likely future need.
- Develop Discretionary Disable Facilities Grant Policy to enable flexibility in the use of the grant to support vulnerable residents with, for example, essential housing repairs
- Review of resource requirement for identified gaps, including mapping out requirements for investment leading to cost avoidance/reduction.
- Develop service requirements, focussing on services that support people through crisis and back to independence

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case – Community Hubs and Capacity

**Author:** Susie Alexander

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Community Hubs and capacity	Tim Aldridge	Communities Places	Magdalene Royer
Impacted Function	Strategy supported	Investment required	Document version no.
Adults, children's, Libraries, PASC, IT, Voluntary Sector	Transformation Community Resilience		0.1
<b>What is the problem this proposal addresses?</b> Havering has a range of buildings, including Libraries, which are under-utilised which could be multi-purposed to offer services direct to neighbourhoods or local communities. Community hubs, when introduced elsewhere have increased community engagement, supported cohesion and 'ownership' of neighbourhoods by increasing local civic pride, a space for the community to get together and for the voluntary sector, JobCentre+, health and care services, family services etc to offer drop-in and booked sessions to address a range of needs on a sessional basis to people who are often reluctant to travel to main Council buildings and may not seek support until the point of crisis. In some instances, the Community Hubs have been a source of increased revenue, but in general reduce overall demand for Council services and enable communities to help themselves, as Local Government steps away from the provision of non-statutory services.			
<b>Benefits/outcomes</b> Community resilience and personal independence, reducing demand on Council services Greater engagement between the Council and communities to address environmental, physical and health/wellbeing challenges within Communities and reduce demand on Council Services Improved delivery of services; effective and joined up response to residents' needs Enabling communities to shape local solutions to issues, working collaboratively with other services, volunteering and Resident's Association initiatives, etc Integration of services will reduce overall spend and more effectively manage demand Reducing travel costs/increasing productivity from staff through fully agile/remotely based working Reduced footprint of buildings through the compression of services into single local hubs			
<b>Resources required (pilot stage, plus estimate of full resource required)</b> Staff resources/time – indicative 1 x Programme Manager 1-2 days/week from: Libraries Manager, PASC Manager, Housing, Enforcement, Voluntary Sector partners, etc 0.5 days/week for 10 weeks Director of Asset Management (if implemented at scale) 0.5 days/week from Assistant Director for Transformation/Programme Management Office Support			
<b>How does it work and how long will it take?</b> The intention is to pilot one candidate site to develop joint working across Social Care, Housing, Customer Services, Children & Families Services, Libraries and the Voluntary Sector initially, to test the viability of the hypothesis. The programme will work with the Localities Development Programme to evaluate the potential to work with Community Health colleagues to deliver drop ins and clinics where appropriate. It will also consider potential to run booked advice sessions for a range of services and support needs. The pilot will scope potential if scaled up, work with IT and others to adopt digital access points – as			

the Council develops its on-line and automated processes. Development of the business case for the pilot by September will include baselining and a detailed list of services in scope and cash/non-cash benefits. The pilot will then inform an update which will cover scale-up proposals for approval by the end of 2018/19 financial year, with a view to further transformation and benefits realisation over 12-24 months.

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By



## Concept Case – Review of Bereavement Services

Author: Louise Roast

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Review of Bereavement Services	Tim Aldridge	Places	Louise Roast
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Bereavement Services			V1.0
<b>What is the problem this proposal addresses?</b> The services provided by bereavement services are subject to the annual fees and charges uplift. Havering are now among one of the most expensive authorities for burials and cremations.  There is a need to review the services and products provided by Bereavement Services to become more commercial, to compete with other organisations and the changing thinking about funerals and memorials.			
<b>Benefits/outcomes</b> <ul style="list-style-type: none"><li>Increased income streams by reviewing the market rates for funeral services and memorial products</li><li>Sale of new memorial products</li><li>Provision of specific burial plots for residents who would like a different type of grave for religious or cultural reasons</li></ul>			
<b>Resources required (pilot stage – estimate of initial and full resources)</b> Initially a project manager will be required to assess the market and carry out a review of services provided to identify opportunities for new income generation, or increased demand.			
<b>How does it work and how long will it take? (Describe pilot and potential full scale up)</b> The initial review will take approximately 3 months.  The review will look to the market and consult with key stakeholders to determine whether there is scope to increase fees for specific services.  Demand for some services may increase if the fees were decreased, so this should be explored if overall the income generated would exceed current levels.			
<b>Approvals – via Design Authority (PMO and SLT)</b>			
Approval Date		Approved By	

## Concept Case – Building Sustainable Communities

**Author:** Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Building Sustainable Communities	Steve Moore	Connections	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Social Care Environment Customer Access Volunteering	Demand Management		0.1
<p><b>What is the problem this proposal addresses?</b></p> <p>Although Havering has a relatively resilient population, there is still demand that can be managed more effectively if the local population were empowered to do things for themselves. We want to develop engagement with residents, to develop greater focus on co-design and development of community based support, as well as working with residents on managing integration, pride in our Borough and a focus on making neighbourhoods safe, welcoming and attractive. This will include working with voluntary and community groups, to ensure collaboration and partnerships help us to deliver improvement in wellbeing and community cohesion, as our Borough moves into the 2020s.</p> <p>Progress has been made in working more collaboratively, but we want to develop the engagement of our residents in ways which encourage community involvement and improve employment, economy, social inclusion and aspiration for our Borough.</p>			
<p><b>Benefits/outcomes</b></p> <ul style="list-style-type: none"> <li>• Solutions focussed community that is empowered to address issues for themselves</li> <li>• Increased civic pride and self-policing resulting in a behavioural change for residents in respecting others and their environments</li> <li>• Reduced need to engage third sector organisations at cost where the local community are best placed to lead.</li> <li>• Localised, easy accessible information, advice and guidance enabled through locality provision will encourage the community to engage earlier with the council to assist us to become more preventative (e.g. intelligence gathering and sharing to identify future trajectory of demand, manage support at neighbourhood level, financial advice and preventative approach to debt etc)</li> <li>• Local job clubs targeting local long term unemployment through local employment opportunities</li> <li>• Optimisation of our assets through encouraging greater use of council space and facilities</li> </ul>			
<p><b>Resources required (pilot stage – estimate of initial and full resources)</b></p> <p>Dedicated programme management due to the scale of the programme and inter dependencies and possible duplication with other aspects of the transformation programme. Once scoped resources</p>			

will be significant from a communication and messaging perspective but more significantly service redesign.

**How does it work and how long will it take? (Describe pilot and potential full scale up)**

This programme is linked to the localities model, maximising the use of assets, Community Hubs and is heavily dependent of the Business Intelligence and Analytics project. It will involve changing the relationship with our residents so they become more independent. In practice it may result in a review of our assets such as libraries and a change in the way operate which should not be underestimated from a timescale perspective and the amount of resource require to deliver change successfully.

The initial scoping will take 6 months and depending on the scale of change it is envisaged the new arrangements could be in place within 18/24 months dependant on the how this programme links to the others.

This new way of working will require total consensus on approach if it is to be successful and identifying the actual benefits tangibly will be crucial through initial scoping

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept case – Full cost recovery

Author – Julie Oldale

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Full cost recovery approach to fees and charges for all services provided	Jane West	Opportunities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
All services across the council providing services to the public or other third parties that we can charge for.			1.0
<p><b>What is the problem this proposal addresses?</b></p> <p>The council sets its fees and charges each year as part of the budget and council tax setting process. A corporate increase on income tends to be agreed as part of the Medium Term Financial Strategy, with exemptions for those fees and charges that are statutory or controlled. The fees and charges set as part of the 2018/19 budget setting are available on the council's website.</p> <p>This proposal seeks to identify the opportunities to increase income generation and cost recovery within the fees and charges structures.</p> <p>The council has a fees and charges policy which contains 8 principles. These will underpin the review alongside the drive to full cost recovery.</p> <p>This project would review the charging policy, document the customer base for each of the services and look at adopting a full cost recovery methodology for calculating fees and charges for all services.</p>			
<p><b>Benefits/outcomes</b></p> <p>The benefits of the programme overall are:</p> <ul style="list-style-type: none"><li>• A review of existing benchmarking on fees and charges to compare the council to other neighbours.</li><li>• analysis of which fees and charges are statutory and, where there is scope to set the fees and charges locally, what governs those fee levels</li><li>• An understanding of the full costs of each service where fees and charges are made</li><li>• Impact on the fees and charges of moving to full cost recovery</li><li>• Analysis of financial impact of rolling this out</li><li>• Overview of equalities issues of any proposals, highlighting where statutory consultation would be required.</li></ul>			
<p><b>Resources required (pilot stage – estimate of initial and full resources)</b></p> <ul style="list-style-type: none"><li>• The pilot stage would involve scoping of the project</li><li>• What services do we charge for, what is the basis of that charge, and what levels of income are generated?</li><li>• What charges are statutory or controlled?</li></ul>			

- What services could we charge for that we do not currently?

The full project would involve analysis of what is the full costs of these services and what is the impact on the price of moving to full cost recovery.

Much of the information required should come from the services, including an understanding of the customer base and knowledge of the markets we are trading in.

The analysis can be carried out within the Finance team, however to undertake the volume of benchmarking and activity based and unit costing may need additional focused resource within that team to generate the required analysis by the given timescales.

**How does it work and how long will it take? (Describe pilot and potential full scale up)**

The initial scoping piece will take 2 weeks and the financial analysis should take up to 3 months to enable appropriate service engagement and analysis. The review will aim to achieve the outcomes set out by the council's vision and Opportunities and Connections themes in the timescales required. However a shift to full cost recovery on services may require further statutory consultation before changes can be made.

The fees and charges and any relevant policy changes will need to be included in the budget setting reports to cabinet and council.

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case – Contracts Review

**Author:** David Pridmore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Contracts Review	Jane West	Opportunities	David Pridmore
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Contracts	Efficiencies/Market Management	TBC	0.2
<p><b>What is the problem this proposal addresses?</b></p> <p>Contracts and effective Market Management have a significant role to play in delivering best value for the 'Havering Pound' and in re-shaping the relationship with providers.</p> <p>In the medium term, the Council needs to ensure pre procurement and award reports are written from perspective of making savings and therefore the wider Transformation Programme will support the overall change to culture, ensure making savings is embedded in the approach and mindset at the start.</p> <p>Services need to become active in planning ahead early, engaging with market, knowing suppliers, products and services available and any limitations.</p> <p>Practice needs to become focussed on:</p> <ul style="list-style-type: none"><li>• Researching case studies and good practice elsewhere</li><li>• Looking at collaboration opportunities</li><li>• Supplier engagement &amp; asking the market for ideas and innovation</li><li>• Challenging what always done and moving away from 'rolling over' service offers</li><li>• Focus on tight, outcomes based specifications, ensuring we don't over specify and ask for added value.</li></ul>			
<p><b>Benefits/outcomes</b></p> <p>This proposal will:</p> <ul style="list-style-type: none"><li>• Enable the Council to review a number of existing contracts to seek savings and efficiencies to be gained through renegotiation</li><li>• Develop a forward approach to contract and market management</li><li>• Make recommendations for cultural change and focus to ensure a sustainable approach to managing best value, innovation and sufficiency</li><li>• Enable improved partnering between services and contracting/procurement.</li></ul>			
<p><b>Resources required (pilot stage – estimate of initial and full resources)</b></p> <p>There are no additional resources required for the pilot stage.</p> <p>When the number of contracts to be reviewed has been established, an interim negotiator will be required to lead the contract negotiations.</p> <p>Determination of further resourcing to deliver changes to policy, practice and culture will be scoped and a case developed in parallel with the initial 'quick win' opportunity.</p>			

### **How does it work and how long will it take? (Describe pilot and potential full scale up)**

#### **Initial contract review:**

- A list of contracts that look suitable for renegotiation have been sent to SLT for comment.
- A complete scoping exercise will need to be undertaken to ensure the contractors are in a healthy enough position to sustain a price decrease.
- A phased approach will be taken to prioritise the contracts that can potentially offer the most savings. At this point an additional resource will be required to lead the contract negotiation. How long will it take? This will depend on the number of contracts chosen to be reviewed. The second part of the project is to capture the savings from new procurement activity, this will be achieved by sending a copy of the savings identified at checkpoint two, to Finance so they can remove the savings from the services budget.

#### **Medium term:**

- Procurement and award reports written from perspective of making savings
- Change to culture: ensure making savings is embedded in the approach and mindset at the start
- Develop skills to ensure services become active in planning ahead early, engaging with market, knowing suppliers, products and services available and any limitations
- Practice change to become focussed on:
  - Researching case studies and good practice elsewhere
  - Looking at collaboration opportunities
  - Supplier engagement & asking the market for ideas and innovation
  - Challenging what always done and moving away from 'rolling over' service offers
  - Focus on tight, outcomes based specifications, ensuring we don't over specify and ask for added value
  - Apply higher weighting to price in tender
  - Utilise e-auctions more
  - Strip out specifications that have always been used and consider opportunities for social value
  - Extend shared use (eg the Retailery in Havering has been a success with small suppliers sharing the space at reduced costs)

#### **Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case – Recruitment and Retention

**Author:** Susie Alexander

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Recruitment & Retention	Jane West	Opportunities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
HR In-House Services	Transformation/ Organisation Development		0.1
<p><b>What is the problem this proposal addresses?</b></p> <p>Havering, like most of the Public Sector faces challenges with an ageing workforce and skills deficits to meet Digital and Automation ambition. There is a need for a fundamental shift of culture and approach to the delivery of services, which focuses firmly on value for money, building commercial service models and encouraging and enabling innovation and iterative change as a ‘way of working’. The Council needs to:</p> <ul style="list-style-type: none"> <li>Recruit and retain ‘digital natives’ and who can bring a fresh culture to the public sector</li> <li>Attract or promote staff who are committed to delivering a highly aligned, agile organisation</li> <li>Attract and retain staff in key shortage skills areas – professional groups, for example</li> <li>Improve productivity and value for money by recruiting and retaining staff capable of taking on complex, but non-professional activities in non-qualified roles, automating transactional activity and targeting professional activity where it is most needed</li> </ul>			
<p><b>Benefits/outcomes</b></p> <ul style="list-style-type: none"> <li>An appropriately motivated skilled and actively managed workforce of the right size/scale (and with the right balance between permanent and temporary staffing for the nature of work required)</li> <li>Clarity of succession planning and management of exits from the organisation as part of moving toward a performance driven culture</li> <li>Reduced cost of repeat recruitment through improved retention</li> <li>Lower cost, better targeted workforce (right people, right level, right skills)</li> <li>Clarified requirement for provision of affordable accommodation/housing for key professionals</li> <li>A workforce that thinks differently and is engaged/involved and actively drives the development of services, plans, budget management – including agile prototyping, self-managing systems, enabling innovation and ideas – at all levels</li> </ul>			
<p><b>Resources required (pilot stage – estimate of initial and full resources)</b></p> <p>Resources to work with industry experts to design and deliver:</p> <ul style="list-style-type: none"> <li>A forward ambition/requirement statement</li> <li>Options for implementation and quick win opportunities</li> <li>Provide cultural and skills transfer to relevant service managers, including HR to enable innovation and transformation of practice and culture at pace</li> </ul>			
<p><b>How does it work and how long will it take? (Describe pilot and potential full scale up)</b></p> <ul style="list-style-type: none"> <li>Specialist resource to work with the Innovation &amp; Change Board membership and Corporate Leadership Team, develop an agreed forward model of the organisation, performance expectations, plus levels of acceptable risk in recruiting and retaining (and exiting) staff to plan and manage future workforce from an initial scope of work to be agreed with SLT/Innovation &amp; Change Board</li> </ul>			



- Proposals to improve productivity/effective targeting of activity between specialist and general staff
- Assessment of short term options to improve recruitment & retention of the right staff
- Identification of cashable savings to be generated from implementation

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case – Performance Productivity

**Author:** Susie Alexander

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Performance Productivity	Jane West	Opportunities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
HR In-House Services	Transformation/ Organisation Development		0.1
<p><b>What is the problem this proposal addresses?</b></p> <p>Havering, like most of the Public Sector faces challenges with a range of skills deficits. These include:</p> <ul style="list-style-type: none"> <li>• Digital skills</li> <li>• Confidence and competence in the use of a range of essential software</li> <li>• Confidence with numbers and a ‘bottom line focussed’ mindset</li> <li>• Project and programme management skills (particularly Agile and Scrum methods to support self-managing teams, etc)</li> <li>• Solutions focussed approach to customers, workload and challenges (the ability to ‘think differently’)</li> <li>• In addition, there is a need for a fundamental shift of culture and approach to the delivery of services, which focuses firmly on value for money, building commercial service models and encouraging and enabling innovation and iterative change as a ‘way of working’.</li> </ul> <p>The Council needs to deliver new ways of managing people and organisational performance to:</p> <ul style="list-style-type: none"> <li>• Ensure a performance culture, focussed on delivering continuous improvement and best value for money from all services in the most efficient way possible</li> <li>• Deliver significant improvement in productivity, efficiency and performance across all staff</li> <li>• Ensure that staff retained by the organisation are those who are culturally and ‘mindset’ ready to deliver the future Operating model, which will, of necessity, be significantly smaller than it is today. We need to recognise and retain staff who will work with colleagues, partners and communities to realise the best from collaborative working and co-design of services and who have the practical skills and emotional intelligence to drive maximised independence in all service areas and minimise unnecessary contact with Council services.</li> </ul>			
<p><b>Benefits/outcomes</b></p> <ul style="list-style-type: none"> <li>• Increased motivation and productivity from key staff through regular, robust performance management, with associated incentivisation, coaching and performance culture methodologies</li> <li>• Clarity of the opportunities for target staff – progression routes, valuing of different skills and the positive power of ‘disruption’ to the status quo.</li> <li>• Active, managed exit of staff unable or unwilling to make the transformation into new ways of thinking and working and new skills sets – to include re-skilling and positive exit management, wherever practical to ensure we are ‘fit for purpose’ and able to respond to the challenge ahead</li> <li>• Lower cost, better targeted workforce (right people, right level, right skill mix and capabilities)</li> <li>• Effective reward &amp; recognition strategy encourages everyone to ‘go the extra mile’</li> <li>• A ‘can do’ culture as the ‘fabric’ of Havering – focus on solutions not problems</li> <li>• Active engagement and involvement of all staff in the development of services, plans, budget management – including agile prototyping, self-managing systems, enabling innovation and</li> </ul>			

ideas

- A culture of 'thinking outside the box'

**Resources required (pilot stage – estimate of initial and full resources)**

Resources to design and deliver:

- Mapping of current status and proposals for organisational performance improvement at pace
- Evaluation of current culture and practice and opportunities for quick wins
- Options for implementation of a phased workforce transformation programme – culture, skills, capabilities and progression
- Recommendations for developing existing systems or redesign, to enable innovation and transformation of practice and culture at pace

**How does it work and how long will it take? (Describe pilot and potential full scale up)**

- Work with the Innovation & Change Board membership to develop an agreed scope of work for the future workforce and managing improved productivity and performance through reward, recognition and incentives
- Specialist resource to support:
  - A requirement statement, options and a delivery plan for rapid resolution of the issues/opportunities described above
  - Proposals to improve productivity/effective targeting of activity between specialist and general staff
  - Assessment of short term options to improve organisational performance and encourage corporate behaviour, compliance and involvement of staff in a performance culture
  - Identification of cashable savings to be generated from implementation

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case – Commercial

Author: Paul Thorogood

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Commercial	Jane West	Opportunities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Varoious	Various		0.1
<p><b>What is the problem this proposal addresses?</b></p> <p>To support the deliverability of the medium term financial plan, the Council needs to consider how it can generate additional income through commercial activities. This particular approach and programme of work will look at where the Council could 'sell' its service to other organisations and generate income.</p> <p>Ideally the Council would seek to make profit from selling its services, however there will be instances where services may be sold to reduce gross expenditure over the short to medium term due to market conditions or where capacity for the service is provided over a short time limited period only. The workstream looking at fees and charges will need to work alongside the commercial workstream to look at the pricing point for specific services.</p> <p>Given the nature of Council services the majority of opportunities will be to sell to other local authorities, but there may be occasions to sell further services to schools and also small businesses. Given technological advances there is the opportunity that some of these services could be provided remotely and therefore geographical location should not be seen as a limitation.</p> <p>As part of the service review process being undertaken by the wider Transformation Programme each service will need to be considered as to whether it is able to sell its services to another organisation. Services will need to consider whether they are able to sell:</p> <ul style="list-style-type: none"><li>• A service, where the Council is seen as being a high performance, high quality service and we enter commercial agreements with other organisations to provide services. Where this is an option, the service will need to consider whether it has sufficient capacity to provide the service or whether, depending on the Council's attitude to risk, it introduces additional capacity specifically aimed at selling. This will need to be considered alongside the robotics and automation workstream as this may free up internal capacity which could be sold to others.</li><li>• A solution, where there Council has collateral and owns the rights to the solution that it can sell to others. This may be an area where if the Council invests in robotics and automation technology it will be able to sell these to other Councils will similar processes and systems.</li><li>• An ad hoc service where the Council may have short term capacity which is can sell on a piecemeal basis. An area likely to fall into this space will be strategic services where we could consider providing a consultancy service to another organisation to provide strategy development services.</li></ul> <p>Consideration alongside these options will need to be given to the market conditions and therefore the Council's marketing strategy. If the focus for selling is initially focussed to other local authorities</p>			

then we will need Senior Officers to engage with the counter parts in other Councils to promote the services being offered and to form collaborative partnership working.

#### **Benefits/outcomes**

These are yet to be determined however they will need to be considered on a service by service basis. As outline above, the Council will need to consider how it prices services in a structured and commercial way whilst considering any exposure to the Council which may arise due to risk of poor service quality.

The advantage of selling our spare capacity where possible is that it will temporarily hold back any cost of redundancy which the Council may face in the short term.

#### **Resources required (pilot stage – estimate of initial and full resources)**

The service reviews are already being done, however two specific resources materialise from this proposal:

1. A commercial accountant who is able to model the cost of services and consider the pricing point that we would go to the market to sell our services, however this could be the same resources who undertakes the review of specific fees and charges.
2. Marketing and communications resources, to ensure that the product the Council has to sell is positioned correctly and we maximise sales opportunity.

Ad hoc resources will be required in other areas to ensure that legally the Council is able to sell specific services, format draft contract documentation, ensure insurance arrangements are in place and so forth. These costs however should be recovered where possible through the income stream.

#### **How does it work and how long will it take? (Describe pilot and potential full scale up)**

There will be areas where the initial focus of work can begin following work with the Senior Leadership Team but should ideally be worked through on a service by service basis as part of the service review.

Initial work taken to develop a core finance model, marketing materials and case studies and legal contracts can be done initially at a broad level to form a 'plug and play' model to minimise the time taken between a service to be sold is identified and being in a position to sell it. This core work and principles should be the focus for the next 12 weeks.

#### **Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case – Service Redesign and Commissioning

Author - Jane West

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Service Redesign and Commissioning	Jane West	Opportunities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Potentially all council services			0.1
<b>What is the problem this proposal addresses?</b>  Other councils have transformed and saved money by looking at alternative service delivery models to the status quo. A systematic review of the council's range of service delivery models has not previously been undertaken. The alternative delivery models to be considered include:- <ul style="list-style-type: none"><li>• Outsourcing services currently provided in-house</li><li>• Potential Joint Venture models</li><li>• In-sourcing of services already outsourced</li><li>• Further sharing of services with other organisations</li><li>• Transfer of services to council-owned companies or community interest companies</li></ul> All services across the council will be reviewed over a three year period. This will include benchmarking services against those provided by other councils. CIPFA will be contracted to provide challenge as a part of the process.			
<b>Benefits/outcomes</b>  <b>Reduced costs and improved quality through:</b> <ul style="list-style-type: none"><li>• Tighter specification of services reducing volume and matching quality to priorities.</li><li>• Possibly scoping some low priority services out ie stopping some services.</li><li>• Benefits from investment from partner organisations.</li><li>• Economies of scale and increased access to expertise where partners (local authorities, other public sector partners or private sector organisations) can combine services with those they provide to other organisations.</li></ul>			
<b>Resources required (pilot stage – estimate of initial and full resources)</b>  An additional resource has been taken on for the Contract Review programme and this person may be able to scope this area as well. The aim would be to have a first year programme scoped by 1 September 2018. Resource requirements could then be assessed. Service areas would be expected to undertake the bulk of the work with an element of external challenge.			

**How does it work and how long will it take? (Describe pilot and potential full scale up)**

There needs to be an agreed prioritisation of service areas to be reviewed. Timescales would need to be agreed and resourcing allocated. Immediate areas that have emerged as likely candidates for review include:-

1. The Joint Commissioning Unit which is looking at the potential to spin out as an Employee Mutual
2. Customer Services, including Revenues and Benefits are working with another partner
3. Highways maintenance which needs to be reviewed in the context of a potential increase in the scale of the programme
4. Refuse collection, street cleansing and grounds maintenance
5. Office security, office cleaning and other facilities management services
6. Planning and Building Control Services – potentially outsource, enter a Joint Venture or spin out as a small business
7. Youth Services – consider working with other partners to modernise the offer
8. Review the potential to share Public Health services across other councils
9. Review the potential to share the Emergency Planning service with other councils.

There are potentially double counts in terms of savings in relation to this programme and other savings already put forward by services eg outsourcing of Public Realm (2020/21 - £500k) and review of cleaning and grounds maintenance (2019/20 £450k). It may be better to increase the savings target for the Service Redesign and Commissioning Programme to incorporate these savings.

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case – Managing Traffic Flows

**Author:** Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Managing Traffic Flows	<b>Steve Moore</b>	<b>Connections/ Places</b>	<b>TBC</b>
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Regeneration Housing Economic Dev Parking	<b>Income generation</b>		0.1
<b>What is the problem this proposal addresses?</b> <ul style="list-style-type: none"> <li>Reducing congestion in town centres by providing improved information about available parking spaces in town centres.</li> <li>We also intend to work to ensure there is sufficient resident parking availability by better managing commuter parking and improve the speed and efficiency of administration of permits</li> <li>Currently parking tariffs are inconsistent across the Borough, we will review this to ensure parking is better managed and appropriately time limited in key areas of pressure</li> <li>We will continue to find ways to improve traffic flow and transport around the Borough for both environmental reasons and convenience to our residents</li> </ul>			
<b>Benefits/outcomes</b> <ul style="list-style-type: none"> <li>Improvements to congestion in town centres as a direct result of on street/app information with positive impact on air quality</li> <li>Protecting and increasing parking capacity for residents and addressing community tensions due to parking</li> <li>Increased revenue through the issuing of permits</li> <li>Local economic benefits as a result of transient parking that will also attract other businesses to the area, increasing business rate retention</li> <li>Improved customer experience of applying and receiving permits ( Virtual permits)</li> <li>One tariff parking rates will simplify the offer and may increase revenue dependant on the scale of charge levied</li> </ul>			
<b>Resources required (pilot stage – estimate of initial and full resources)</b> <p>Project management to carry out the reviews and develop a full business case with proposals.</p>			
<b>How does it work and how long will it take? (Describe pilot and potential full scale up)</b> <p>The review needs to be completed and the business case approved to identify the projects to be take forward, but indicative timescales are as follows:</p> <ul style="list-style-type: none"> <li>Increased roll out of Controlled Parking Zones (CPZ)- 12 months consultation and</li> </ul>			



implementation

- Increased enforcement (in house) - 6 months
- Increased enforcement (externalise) - 18 months
- Verge conversion - 12 months
- Virtual permits - 12 months
- Improved information system/app - 18 months
- Changes to tariffs - 6 months

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case

Author: Ron Belgrave

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager								
Review of Passenger Transport	Barbara Nicholls	Communities Connections	TBC								
Impacted Function	Strategy supported	Investment required	Document version no.								
Adults Education – Schools oneSource – Passenger Transport Services	School and Post-16 Travel Assistance Policy		v0.1								
<p><b>What is the problem this proposal addresses?</b></p> <p>Recent increases in both the numbers of pupils with Special Educational Needs and Disabilities requiring transport and increases in the distances that they travel, have led to a rise in costs for some local authorities. The Passenger Transport Service (PTS) provides transport solutions for a wide range of customers including home to school transport (children with special needs), educational school trips and adult service users. For some of these users, other means of transport may be more appropriate.</p> <p>PTS costs are driven by user numbers, as well as by service efficiency and the PTS has already expanded to deliver efficiencies by providing services to other organisations. This review will consider all these aspects of the service.</p>											
<p><b>Benefits/outcomes:</b></p> <p>This review would explore the delivery of:</p> <ul style="list-style-type: none"> <li>• a contribution to savings</li> <li>• a more rounded and holistic approach to transport services for adults and children across the borough</li> <li>• in line with some other councils, a reduction in costs by increasing financial contributions from users or by withdrawing service where other forms of transport are more appropriate</li> <li>• an increase in income through offering further transport services to other organisations</li> <li>• minimal adverse equality impacts</li> </ul>											
<p><b>Resources required</b> (<i>pilot stage – estimate of initial and full resources</i>):</p> <p>1 x Project Manager (4 months initial assessment).</p>											
<p><b>How does it work and how long will it take?</b> (<i>describe pilot and potential full scale up</i>)</p> <p>Data collation – 2 weeks.</p> <p>Scoping of which services (Children’s and Adults’) should be included in the project – 1 month.</p> <p>Modelling of service alternatives – 1 month.</p> <p>Internal consultation – 2 weeks.</p> <p>Proposals report – 1 month.</p>											
<p><b>Approvals – via Design Authority (PMO and SLT)</b></p> <table border="1"> <tr> <th>Approval Date</th><th>Approved By</th></tr> <tr> <td> </td><td> </td></tr> <tr> <td> </td><td> </td></tr> <tr> <td> </td><td> </td></tr> </table>				Approval Date	Approved By						
Approval Date	Approved By										



## Concept Case – Smart Infrastructure

**Author:** Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Smart infrastructure	<b>Steve Moore</b>	<b>Connections/ Places</b>	<b>TBC</b>
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Regeneration Housing Highways ICT Fleet Management	<b>Demand management through increased resilience / Income generation</b>		0.1
<b>What is the problem this proposal addresses?</b> <ul style="list-style-type: none"> <li>Improving access to high speed broadband</li> <li>Active highway management and maintenance through the use of smart technology</li> <li>A more active, partnered approach to Anti-Social Behaviour and crime</li> <li>Improved energy management through the use of smart meters, making better use of technology to manage street lighting, signage, planning compliance</li> <li>We will also evaluate opportunities to work across Boroughs, with partners in the public and private sector to ensure that new building projects consider the use of smart technology to manage repairs and maintenance, support our waste management plans and help us to realise ambitions for greater self-management and independence for older and disabled residents</li> </ul>			
<b>Benefits/outcomes</b> <ul style="list-style-type: none"> <li>Improved accessibility for customers accessing services on-line</li> <li>Improvements in how we target highways maintenance works in a more proactive way</li> <li>Ensuring key worker capacity meets the needs of a growing population</li> <li>Proactive approach to Anti-Social Behaviour and crime through increased intelligence</li> <li>Carbon reduction and improved energy efficiency of buildings that reduces the cost burdens of our population helping to address fuel poverty</li> <li>Increased revenue through energy and advertising income</li> </ul>			
<b>Resources required (pilot stage – estimate of initial and full resources)</b> <p>Project management to carry out the reviews and develop a full business case with proposals.</p>			
<b>How does it work and how long will it take? (Describe pilot and potential full scale up)</b> <p>Many of the benefits will be as a direct result of our housing regeneration programme which is phased over 10 years so it is difficult to predict when the benefits will be realised.</p> <p>The immediate benefits are:</p> <ul style="list-style-type: none"> <li>Borough wide wi-fi</li> </ul>			

- Trialling kinetic paving in high footfall areas
- Exploring opportunities for vehicle mounted carriageway inspection technology
- Maximising income through advertising.

It is therefore recommended that these four are taken forward at this stage as pilots and that the regeneration-linked benefits are built into the design of the schemes.

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By

## Concept Case - Drones

**Author:** Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager								
Drones	Steve Moore	Connections	TBC								
Impacted Function	Strategy/Theme supported	Investment required	Document version no.								
Regeneration Housing Planning enforcement CCTV Building Control Private Sector Landlord Licensing	Income generation/ Demand management		0.1								
<b>What is the problem this proposal addresses?</b>  We would like to explore options around using drone technology to make inspection and enforcement processes more effective. There are a number of Councils that are using drones to complement existing planning, enforcement and Community Safety processes and we would like to explore the use of this technology.											
<b>Benefits/outcomes</b> <ul style="list-style-type: none"> <li>• Understand the legal implications around use of drones for enforcement and inspection</li> <li>• Proactive planning enforcement will increase the level of compliance and income through prosecutions</li> <li>• Thermal imaging drones will enable the council to identify illegal outbuilding and target rogue landlords</li> <li>• Reduction in the need for officer site visits in respect of planning applications</li> </ul>											
<b>Resources required (pilot stage – estimate of initial and full resources)</b>  Specialist resource is required to investigate and identify the level of opportunity, training and logistics to deliver successfully, identify any constraints and research the legalities of what we are permitted to do with drones as a Council.											
<b>How does it work and how long will it take? (Describe pilot and potential full scale up)</b>  It is envisaged that it would take approximately 3 months to scope the work. It is difficult to accurately predict the timescales as this is a new area for the council, 3 months to pilot and a further 6 months to scale up.											
<b>Approvals – via Design Authority (PMO and SLT)</b> <table border="1" data-bbox="189 1951 1401 2101"> <tr> <th>Approval Date</th><th>Approved By</th></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </table>				Approval Date	Approved By						
Approval Date	Approved By										

## Concept Case – Asset Optimisation

Author: Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Asset Optimisation	Tim Aldridge	Places	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Across Council & other partners; Public Owned Buildings	Places		001
<b>What is the problem this proposal addresses?</b>  Across the borough there is a prolific number of public service buildings many of which are owned and operated by the Council. Building rationalisation has yet to be carried out and therefore it is highly likely that current costs associated with the maintenance and operation of these building does not maximise value for money.  In addition numerous front door services are scattered across the Borough which makes the current offer confusing and disjointed from a residents perspective. This results in multiple contact points and a lack of right first time advice or service.			
<b>Benefits/outcomes</b> <ul style="list-style-type: none"><li>• Public Building rationalisation to deliver cost savings (not all council owned) both revenue and capital</li><li>• One stop shop, front door strategy for service users to streamline our engagement with the public and improve the overall experience for our residents.</li><li>• Breaks down the silo culture in the organisation and encourages not only a one council approach but more importantly a one borough approach working alongside our partners.</li><li>• Maximising the utilisation of council owned space to increase revenue streams</li></ul>			
<b>Resources required (pilot stage – estimate of initial and full resources)</b>  Project / Programme management to produce an outline business case to include the following workstreams: <ol style="list-style-type: none"><li>1. Office Asset rationalisation</li><li>2. One Public Estate</li><li>3. Maximising income from assets</li></ol> <b>Note: this work will need to cross over with the Community Hubs work and Locality Working that are aligned to Communities Theme. Consideration for Programme Management across these should be factored in to the scoping of all related activity.</b>			

**How does it work and how long will it take? (Describe pilot and potential full scale up)**

It estimated that this programme in its entirety would take up to four years to deliver; this phase will be to identify an approach for the project, what would be required to deliver outline savings and efficiencies, viability, resources and top level activities would be required to move the project in to ignition phase.

The initial phase “the scoping phase” will include recruiting a full time Project Manager who will scope the full package of work that would be required to produce an outline business case that will detail the approach.

The scope of this work is significant and will impact to the day-to-day operations of the council and how we deliver services to our residents.

**Approvals – via Design Authority (PMO and SLT)**

Approval Date	Approved By



## Concept Case – Bretons

Author – Reedah El-Saie

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Bretons	Tim Aldridge	Places Opportunities	Reedah El-Saie
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Environment Leisure, Youth Servs.	Cultural Strategy		0.1
<b>What is the problem this proposal addresses?</b> The grade II listed Bretons Manor House, Tudor Barn and walled gardens are on the 'At Risk' register with English Heritage. There are also a number of outbuildings, allotments, lake and 67 acres of parkland, which have been deteriorating for the last three decades along with a history of anti-social behaviour around the Manor House and Willoughby Drive. Despite limited amenities, the site gets over 50,000 visits pa but results in a net cost to the council of approximately £150K pa (including grounds maintenance portals, staff and security)			
<b>Benefits/outcomes -</b> A community focused, commercially sustainable business model whilst retaining (and enhancing), the current usage of the site and a repurposed use of buildings/land/site to create increased income through the potential of : <ol style="list-style-type: none"><li><b>Culture &amp; Heritage</b><ol style="list-style-type: none"><li><b>Manor House:</b> restored Manor House and wedding/venue hire hub, removal of risk around deterioration of the building</li><li><b>Tudor Barn:</b> restored Tudor barn converted into a wedding venue/ function room.</li><li><b>Great Hall:</b> purpose built large capacity venue for weddings, music concert and events.</li><li><b>Victorian Barn:</b> restored Victorian barn converted into museum &amp; art gallery.</li><li><b>Courtyard café:</b> restored outbuildings and courtyard café.</li></ol></li><li><b>Creative Industries Cluster &amp; preschool learning</b><ol style="list-style-type: none"><li>'Youth led' creative industries cluster with 40 creative workspaces and preschool</li><li>20 artists studios spaces</li></ol></li><li><b>Sports &amp; leisure Cluster</b><ol style="list-style-type: none"><li>Football Hub</li><li>Olympic Heritage Sports</li><li>Community leisure rooms</li></ol></li></ol>			
<b>Resources required - (pilot stage – estimate of initial and full resources)</b> Current: 1 x project manager (part-time)  Future: A team of people will be required and this will be built into the business model. Applications for grant funding have been, or are being submitted to fund this work.			
<b>How does it work and how long will it take? (describe pilot and potential full scale up)</b> A Master Plan will be drafted for the site and a number of options presented the development of the site. A number of funding bids have been applied for to assist in funding this project.  The project can be scaled up or down depending on the funding available.			

## Concept Case – Bretons

Author – Reedah El-Saie

### Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

## Concept Case – Process Review and Automation

Author: Sarah Bryant

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Process Review and Automation	Jane West	Opportunities	Sarah Bryant
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
All transactional services	Performance and productivity		1.0
<b>What is the problem this proposal addresses?</b> There are a number of projects across the council that need to be reviewed to ensure they are delivering the necessary process review and automation outlined in the Council's vision.  The programme comprises 7 projects including: <ul style="list-style-type: none"><li>• Digital and automation</li><li>• Robotics</li><li>• Customer Relationship Management System replacement</li><li>• Digital post room</li><li>• Financial recovery operations</li><li>• Reporting processes and reconciliations</li><li>• Management accounting improvements</li></ul>			
<b>Benefits/outcomes</b> The benefits of the programme overall are: <ul style="list-style-type: none"><li>• Cashable savings</li><li>• Improvement of customer experience</li><li>• Streamlined and improvement in processes</li><li>• Enhanced systems and information management</li><li>• Services more efficient</li><li>• Performance improved</li></ul>			
<b>Resources required (pilot stage – estimate of initial and full resources)</b> 1 project manager for 4 months			
<b>How does it work and how long will it take? (Describe pilot and potential full scale up)</b> This initial piece of work is 4 months to audit the projects within the Process Review and Automation programme and ensure that the project scope for each project is appropriate and the deliverables will achieve the outcomes set out by the Council's vision and Opportunities and Connections themes in the timescales required.			
<b>Approvals – via Design Authority (PMO and SLT)</b>			
Approval Date		Approved By	

## Concept Case – Business Intelligence and Analytics

**Author:** Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Business Intelligence and analytics	<b>Steve Moore</b>	<b>Connections</b>	<b>TBC</b>
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Council wide	<b>Demand Management</b>		0.1
<b>What is the problem this proposal addresses?</b>			
<p>The council has a wealth of data and information. By maximising the use of the data warehouse, this intelligence could be shared across council departments, where appropriate, to maximise opportunities to understand demand and refine processes. For example if someone moves out of the borough, they should only need to tell the council once and this information will be passed to multiple departments to update a range of systems and services.</p>			
<b>Benefits/outcomes</b>			
<ul style="list-style-type: none"><li>• Intelligence will be available to enable council services to target the right people and put resources where they are most needed.</li><li>• Use of data will improve our ability to target and identify residents eligibility for support or discounts and to support us to identify and reduce fraud</li><li>• Algorithms will enable us to operate in a more preventative way and reduce the level and length of demand through early intervention particularly in Social Care and Housing Demand</li><li>• Understand and analysing this data will also support improved planning for future demand</li></ul>			
<b>Resources required (pilot stage – estimate of initial and full resources)</b>			
<ul style="list-style-type: none"><li>• At this stage, the only resources required are project management to liaise with the Business Intelligence team and support from ICT.</li><li>• It is important that the departments identify their key areas of demand so the algorithms can be set up correctly</li></ul>			
<b>How does it work and how long will it take? (Describe pilot and potential full scale up)</b>			
<p>The project is on-going and with the right buy-in significant progress can be made within 6 months to enable services to target resources more effectively.</p>			
<b>Approvals – via Design Authority (PMO and SLT)</b>			
Approval Date		Approved By	