

# **Business Improvement Programme**

**Progress Update: 2**

**Licensing and Business Support**

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Business Improvement Programme Update  
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## **1 Background**

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### **1.1. Work Stream Summary**

The table below details the seven streams of work supporting the transformation of the Licensing and Business Support service.

<b>Front Office Optimisation</b>	The front office optimisation stream will enable customers to access the Licensing service through the internet, the contact centre and the five customer service centres through effective redesign of processes and using the Council's CRM, LAGAN. This stream will be fundamental in taking on processes to release capacity in the Licensing team
<b>Back Office Process Improvements</b>	The back office stream will look at the remaining processes in the back office and how these can be developed alongside new ICT platforms. This stream seeks to enhance how the team undertake the processing of licence applications, the processes surrounding enforcement and identifying areas where services in the Council can work closer to provide a joined up service.
<b>ICT Platforms and Enablers</b>	The Licensing service currently lacks a suitable ICT system platform to enable the team to deliver its mandatory activities. This stream concentrates on initiating new ICT platforms but also taking this further with the delivery of a mobile working solution, e-consultation and self service.
<b>Business Support Team Re-alignment</b>	The Business Support Team works strategically across the Environmental Health team providing administrative support. This stream will look at how this resource can be best used to serve the Council and its residents by providing value outcomes. There will be changes in roles and responsibilities which will be key to enabling the new Licensing service provision and enabling Environmental Health to work pro-actively.
<b>Partnership Working and Income Generation</b>	The Licensing team works with a number of external bodies. Some of these are consultees under the Licensing act; others are around enforcement and proactive activities. This stream looks to enhance this partnership further but also investigate possibilities of working with shared services with other local authorities and taking forward opportunities to generate further income to enable the service to operate with a balanced budget.
<b>Financial Management</b>	The financial management stream will support the programme and the streams throughout the implementation and review period. This stream will be actively involved in understanding current budgets, the realignment of budgets, working towards Licensing operating with a balanced budget and the realisations of cashable savings.
<b>Organisation Development</b>	This stream will support the recommendations and decisions made through policies and processes surrounding creation and deletion of posts and mobile working.

### **1.2. Work Stream Progress**

The information given below provides a high level overview of the progress of the Business Improvement Programme and the seven work streams as of March 3<sup>rd</sup> 2010.

#### **Back Office Redesign**

- Taxi and hackney
- Private Hire and Hackney carriage have been redesigned and costed. The majority of the process has been implemented in the back and front office. Additional

opportunities identified which need further time and effort have been added to the service team plan and timescales are in the process of being agreed between Licensing and Performance.

- The processes have been designed to enable the back office to receive a higher percentage of clean applications meaning a quicker turnaround on process time for customer and less applications retained within the team in a pending state.
- New plates and stickers for vehicles have been sourced to enable production inhouse. This will mean there will no be duplication in visits to the office from customer, no temporary plates and branded plates and side stickers displaying vehicle details and a unique identification barcode which will be used for mobile enforcement. This has reduced costs on both procurement and process time.
- Charity and Small Lottery processes commence redesign w/c 1<sup>st</sup> March again for an end to end review. Already it has been identified the process can be significantly simplified. This process must be complete and live for 1<sup>st</sup> April to coincide with the new staff structure.
- Data cleansing of paper files is underway. Hackney Carriage and Private Hire for vehicles, operators and drivers has been completed. These are now ready for data migration into the new ICT system.
- Licensing have now been trained on internet maintenance to continue development of new pages after their initial creation by the BI team in line with the new customer CRM processes.

## **Issue**

- The licensing team is working at 50% capacity due to maternity leave. The staff structure will address this issue however in the mean time the team are daily prioritising their activities to deliver the business and support the transformation programme.

## **Front Office Optimisation**

- Hackney Carriage and Private Hire is now live in the customer contact centre with a new line for licensing created, 656876.
- In line with the customer contact centre, new web pages have been written and launched which mirror the contact centre processes. This ensures consistency in information and means that should one channel be updated, the other channel will automatically reflect this.
- The processes have been configured in the CRM and capture information in a way that will allow the licensing team to gather information about their customers. For example they would be able to see who had requested application forms and to predict when these may be received.
- New forms and documents (for taxi only) have been completed after eight attempts. These are now in line with corporate guidelines to support the customer in their application and ensure the relevant information is taken to enable licensing to make a decision about the grant. These are being launched individually as and when completed by Graphic Design.

- The next process to migrate to the customer contact centre will be the Charities and Small Lotteries process as part of the overall process redesign. These processes currently sit with Environmental Health's Business Support Team and Licensing.

### **Business Support Team**

The Business Support Team task review is complete and identified fifty nine individual tasks supporting Environmental Health in a number of ways. The way forward has been identified jointly between Anita Brennan and Adam Colby with the aim to deliver for the 1<sup>st</sup> April 2010.

- As a result of the review, the Business Support Team will no longer exist and the creation of two new posts will be in place with the remainder migrated to the Contact Centre to support the additional processes migrated from Licensing.
- Consultation period finished on 15<sup>th</sup> February with the outcomes responded to. As of 1<sup>st</sup> April 2010, this team will no longer exist.
- Migration plans, training and upskilling have been identified and put in place for those officers that will absorb the remaining tasks from the disbanded team.

### **Issue**

- The culture of Environmental Health is very different to some of the other services reviewed. This has meant a significant amount of effort required to support individuals through this process.

### **Organisational Development**

The HR team have provided advice with regard to recommendations being put forward. The review included a redesign and realignment of the staff structure to accommodate the new ways of working.

- Consultation finished with the relevant members of staff in Licensing and Business Support on 12<sup>th</sup> February 2010
- The managers and BI Team had one week to finalise decision based on the outcome.
- 22<sup>nd</sup> February all staff were advised the structure would be going ahead as per the recommendation to BISC, CMT and General Purposes Committee, and put at risk.
- A job event was held for the at risk employees offering them opportunities to talk about the new roles as a result of the structural changes on 24<sup>th</sup> February
- Job adverts for new roles were advertised from 23<sup>rd</sup> February until 8<sup>th</sup> March.
- Selection for interview commences 8<sup>th</sup> March with interviews and work assessments (where applicable) commence 15<sup>th</sup> March. Appointment/notice will be made w/c 21<sup>st</sup> March.
- Subject to appointment the structure will commence 1<sup>st</sup> April 2010.

### **Issue**

- If any staff are unsuccessful then the redundancy process will commence. If this is the case then roles will need to be advertised externally. This could mean the structure could go live later than planned due to avoiding running parallel salaries.

### **ICT: Platforms and Enablers**

- The new operating system for Licensing, Lalpac Classic has been successfully installed and is successfully working in the live environment for the purpose of data migration.
- Data migration has commenced on the data that has been cleansed for Hackney Carriage and Private Hire. Personal Licences are also cleansed and ready to follow. Data cleansing has commenced on Premises Licences.
- New letters and licence templates are still in the design stage. These will incorporate the unique barcode for the purpose of fraud prevention and the mobile reader solution.
- The ICT project manager will commence work with Lalpac on the next stage, Enterprise, which is the module that enables the e-consultation, self service and mobile working.

### **Issue**

- The Lalpac Enterprise will not work until such a time all data has been cleansed and migrated and the new working processes are in place.

### **Partnership Working and Income Generation**

- Income generation opportunities have been identified. One will be through increased/realigned fees. The new processes implemented will enable accurate charging helping the licensing team move towards a balanced budget.
- Additional opportunities have been identified through the sale of training and exams in collaboration with the BIIAB. Breckland Council is now accredited to run such courses. In April, Stephanie Butcher and Adam Colby will be meeting another authority who already exploits this income channel to understand how to do this.
- Although this is a key stream, it is one of the latter streams therefore significant effort is diverted into the priority areas until such a time as the capacity is released.
- The 15<sup>th</sup> March will see the first workshop with the Police and Breckland's Licensing Team for identifying areas for improvement for partnership working initiatives.

### **Finance**

Finance have provided support throughout the programme including:

- Sourcing of funds for the ICT solution
- Costs and budget information for the team enabling contributing to the costed process models
- Aids in putting together a model for calculating fees correctly based on service costs and oncost to work towards balanced budget
- Understanding financial system and processes for the Environmental Health team.
- Reallocation of salary for alignment of new salaries

Finance will have further involvement when the income generation stream fully commences.

## Summary

In summary the programme is running to timescale and within budget. The next major milestone for the programme is the appointment of the new posts and implementation of the structure. This date should be finalised based on the appointment outcomes w/c 21<sup>st</sup> March.

## Appendix

The diagram below gives a high level overview of the progress to date for the Licensing and Business Support: Business Improvement Programme. The majority of the activities are an independent project linked to the overall programmes aims and objectives.

The pink indicates areas that are complete, green in progress and white are yet to start.

