

Licensing and Business Support

Project Exception Report

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1.1. Executive Summary

In October 2009 a transformation programme for the Licensing and Business Support function commenced with a number of streams. The programme aimed to complete by October 2010. This report details the deviation from this completion date, the original business case and presents a recommendation for the future of the programme.

1.2. Programme Aim and Objectives

Aim

- Transform the Licensing and Business Support service by October 2010

Objectives

- Improve access to service
- Increase customer satisfaction
- Streamline processes
- Reduce risk to the authority and members of the public through effective management of the service
- To actively contribute to the Councils aim of safe communities
- To create a platform to offer partnership working with the aim to generate income towards a balanced budget

1.3. Description of the cause of the deviation

The Licensing and Business Support transformation programme was due to complete in October 2010 with the expected benefits identified as part of the business case starting to be realised. Through the use of Business Process Re-design and improve ICT structure these benefits were to be in the form of released capacity which would be diverted to:

- income generation through the provision and sale of BIIAB training and examination
- improved governance of collection and management of outstanding fees
- improved enforcement and educational work minimising risk to the authority and ensuring trading inline with licensing legislation
- seek opportunities where the service could be shared or operated as a partnership
- avoidance of increased establishment

Having reviewed the programme against the initial business case, those expected benefits are not being achieved.

See appendix 1 for workstream status

Cause of deviation

During the transformation programme, the project team have been challenged with the availability of the licensing team to support and aide in the development of the service. In

some instances the project team have implemented and increased the scope of deliverables to ensure the programme has moved forward. Below high lights the capacity released through those areas already making use of new ICT and processes offset with the operational issues.

Days per Annum

- Total days saving in time to the Licensing team: 65
- Total days saving to the business: 222
- Total days lost in sickness in time to the licensing team: 239
- Total days lost in through empty posts within Licensing: 152
- Total days backfilled: 110
- Total benefit offset with sickness and empty posts within Licensing: -216
- Total days benefit to the business in days saving: -58

See appendix 2 for Benefits Assessment in Days per Annum

1.4. Consequences of the deviation

The deviation has resulted in the following.

- Delays in the overall delivery of the programme
- Delays in delivery of milestones within the programme
- Inability to complete some of the workstreams
 - ICT: Self Service, Mobile Working, E-consultation and Public Registers
 - Front Office Optimisation for Gambling and Street Trading
 - Income generation and exploration of a shared service/partnership
- The benefits have offset sickness/attendance
- Capacity has not been released therefore resource has not been deployed to those areas where the benefits are to be found
- The Council will remain non compliant with two EU directions
 - public register of licence holders online
 - Ability for online applicant and purchase of licences

1.5. Available options

1. Do nothing

Accept the issues with the Licensing team in anticipation these may improve. Determine who will be responsible for the outstanding deliverables within the programme and who will implement these.

2. Close the project

Close the programme and formally complete a project closure document.

This will not meet the programmes original aim and objectives and the business case on which it was started.

3. Close the project and migrate outstanding deliverables to STPs

Migrate the outstanding deliverables into Service Team Plans. These can be revisited at a such a time resource permit this to be finalised. In some instances the remainder deliverables could be completed in isolation by the team should the team be static in it's resource.

The expected benefits could still be realised.

1.6. Effect of each option on the business case

1. Do Nothing

- It would be unlikely the benefits would be achieved as there would be no formal monitoring in place.
- Certain aspects of the programme may continue to be delivered but in an unstructured, non measured way with no clear owner.
- The operational issues within the Licensing team would still impact on the ability to deliver the aspects requiring completion
- This would not allow the programme to address all the aims and objectives
- The team will operate with a budget deficit with the purchase of the new ICT
- The Council will be non complaint with two EU directives

2. Close the project

- A project closure document would formally identify the issues and risk that came to light during the programme and how these could have been mitigated.
- This would not allow the programme to address all the aims and objectives.
- There would be a number of outstanding elements that would need to be addressed and determined whether these would be removed, postponed or continued with.
- The team will operate with a budget deficit with the purchase of the new ICT
- The Council will be non complaint with two EU directives

3. Close the project and migrate outstanding deliverables to STPs

- A project closure document would formally identify the issues and risk that came to light during the programme and how these could have been mitigated.
- Detail the outstanding actions and deliverables with the associated benefit.
- Details those areas where milestones have achieved the expected benefits
- Determine those activities that should migrate into STPs and the associated owners to avoid loss of any key activities and benefits
- Monitor outcomes through Performance Clinics until such a time as the action is implemented and the benefits realised in the form ensuring the budget issues are addressed.
- The Council will be non complaint with two EU directives.

1.7. Recommendation

- The implementation of option 3 – Close the programme and migrate those outstanding deliverables in to Service Team Plans

1.8. Reason

- The implementation of option 3 would ensure that the objectives and outstanding deliverables of the programme are not lost
- It would continue to see the service improve and take ownership of the remainder deliverables as the platforms are now in place to support these
- It would move the ownership of the deliverables and issues into the associated owners within the Service Team Plans
- It would enable the outstanding deliverables to be managed through the Performance Management System and Performance Clinics

1.9. For Consideration

- Compilation of outstanding deliverables with the associated benefits and risk in line with the original aim and objectives
- Determination of the owners and stakeholders of the outstanding deliverables
- What can be realistically achieved and what will deliver the greatest return for the least effort?

1.10. Appendices

Appendix 1 – Work Stream Progress Status

Front Office Optimisation	86%
Back Office Process Improvements	85%
ICT Platforms and Enablers	73%
Business Support Team Re-alignment	100%
Partnership Working and Income Generation	0%
Financial Management Support	100%
Organisation Development Support	100%

Additional areas that are not work streams but associated to the programme

Data Cleansing (Preparation of records for migration)	100%
Data Migration (Paper records to electronic)	86%
Data Migration (Removal of paper records)	72%
Income Generation/Sourcing	60%

Appendix 2 – Benefits Assessment in Days per Annum

Days per annum

Process	Licensing	Customer Services	Business Support Team	Other**	Total to Business
Taxi	50	-1	47	23	119
Charity Collections	-13	-1	25	0.5	11.5
Licensing Act	28	-2	47	19	92
Gambling					
Street Trading					
Total Savings	65	-4	119	42.5	222.5
Sickness	-239				-239
Empty Post	-152				-152
Temp Staff	110				110
Total Operation Loss	-281				-281
Offset with Sickness	-216	-4	119	42.5	-58.5

** Finance, Central Admin, Post Room