
Report To:	Policy & Resources Committee	Date :	31 March 2009
Report By:	Corporate Director Improvement & Performance	Report No :	ICT/001/0309/GRM
Contact Officer:	Gordon McLoughlin	Contact No:	01475 712787
Subject:	Modernisation & Efficiency Programme - Progress Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide members with an update on progress made with implementing the Council's Modernisation and Efficiency Programme.

2.0 SUMMARY

- 2.1 The Policy & Resources Committee, on 23 September 2008, agreed to consolidate the remaining activities from Phase 1 of the Modernisation and Efficiency Programme with the VCA Project and Customer Service Review to form Phase 2 of the Programme.

- 2.2 Phase 2 of the Council's Modernisation & Efficiency Programme includes:-

- Design Mandate for the Council's new Operating Model
- Integrated HR/Payroll System
- E-Planning
- Provision of a Corporate GIS solution
- Introduction of a Corporate Asset Management system
- Deployment of a Corporate Electronic Documents and Records Management system (EDRM)
- E-Procurement
- Mobile & Flexible working

- 2.3 Progress to date includes:-

- Excellent progress being made with the first draft of the new Operating Model for the Council. Detailed Design is now complete for the first release of Customer Management and Operational Support.
- Good progress being made with the configuration of the HR/Payroll System in preparation for the first payroll run in July '09. Initial training for staff has been organised in March.
- Good progress being made with the recording of Benefit Claim files scheduled to go live on the EDRM system in April.
- The tender for back scanning of Benefit Claim files for inclusion in the EDRM system has been issued.
- The core property asset management data has now been loaded onto the Asset Management System.

- 2.4 Consideration is currently underway on the deployment of additional resources funded from the recently approved M&E Phase 2 budget allocation. An update on the utilisation of the £1m allocated from reserves will be provided to the next Committee meeting.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Committee consider and comment on the good progress being made with the implementation of the Council's Modernisation & Efficiency Programme.
- 3.2 That Committee approve the revised funding profile for the Modernisation & Efficiency Programme as detailed in Appendix 2.
- 3.3 That a further progress report on Phase 2 of the Modernisation & Efficiency Programme is submitted to the next meeting of the Committee.
- 3.4 That the utilisation of the additional £1m allocated from reserves will be reported to the next meeting of the Committee.

Paul Wallace
Corporate Director
Improvement & Performance

4.0 BACKGROUND

- 4.1 On 3 April 2007 the Policy & Strategy Committee approved the creation of a Modernisation & Efficiency Programme for Inverclyde Council.

On 23 September 2007, the Policy & Resources Committee approved the content of Phase 1 of the Programme.

The Committee also approved the Programme Governance Framework that would be used to manage this Programme.

- 4.2 The Policy & Resources Committee on 23 September 2008 approved the scope of the second phase of the Council's Modernisation & Efficiency Programme.

5.0 PROGRESS

5.1 The Modernisation & Efficiency Programme (Phase 2)

The Modernisation & Efficiency Programme (Phase 2) includes:-

- Design Mandate for the Council's new Operating Model
- Integrated HR/Payroll System
- E-Planning
- Provision of a Corporate GIS solution
- Introduction of a Corporate Asset Management system
- Deployment of a Corporate Electronic Documents and Records Management System
- E-Procurement
- Mobile & Flexible working

5.2 Highlights since the last Committee meeting are :-

- Excellent progress being made with the first draft of the new Operating Model for the Council. Detailed Design is now complete for the first release of Customer Management and Operational Support.
- Good progress being made with the configuration of the HR/Payroll System in preparation for the first payroll run in July '09. Initial training for staff has been organised in March.
- Good progress being made with the recording of Benefit Claim files scheduled to go live on the EDRM system in April.
- The tender for back scanning of Benefit Claim files for inclusion in the EDRM system has been issued.
- The core property asset management data has now been loaded onto the Asset Management System.

Appendix 1 gives a brief update on each of the Phase 2 activities.

5.3 Design Mandate for the Council's new Operating Model

Progress made since the last Committee includes:-

- The consolidation of information used to inform the definition and implementation schedule for the Council's new Operating Model has been completed.
- The Detailed Design for the first Release of the new Operating Model has been completed. Agreement has been reached with the CMT on the definitions of Customer Management and Operational Support.

- The first draft of the High Level Design of the new Operating Model has been completed and plans are underway for stakeholder consultation.
- The draft Implementation Plan has also been prepared and features six releases over a three year period.
- Good progress has also been made with the resource requirements for the programme. These resources will be needed to ensure a smooth transition to the new Operating Model.
- The draft investment profile is almost complete.
- The initial business plan, benefits profile and associated documents are being collated for the forthcoming stakeholder presentations.
- Numerous technology meetings have taken place with key suppliers to ensure they are in a position to be mobilised when we commence with the implementation of the first release.

5.4 Mobile & Flexible working

A key driver of change as we continue to modernise the Council is to be creative in the use of assets and supporting technologies in respect of mobile and flexible working practices. Research is now underway on the following –

- Home working
- Flexible working
- Hot Desking
- Mobile devices
- Remote working applications

A meeting to share best practice with Renfrewshire Council and East Renfrewshire Council was held in Greenock in January. We are looking at opportunities for the Council during the design of the Operating Model and also including these in the discussions for the future property needs of the Council.

5.5 Financial Summary

Consideration is currently underway on the deployment of additional resources funded from the recently approved M&E Phase 2 budget allocation.

There are a number of approved funding streams available to provide the finances necessary to implement Phase 2 of the M&E Programme. These funding streams are described in Appendix 2.

6.0 CONSULTATION

- 6.1 The Chief Financial Officer has been consulted with and is in agreement with the Modernisation & Efficiency Financial Statement.

7.0 LEGAL CONSIDERATIONS

- 7.1 There are no legal considerations.

8.0 EQUALITIES

- 8.1 The report has no impact on the Council's Equalities policy.

Modernisation & Efficiency Programme - Phase 2 Update		9 March 2009	Appendix 1	R
Project	Brief Description	Project Manager	Status	A
1. VCA Project - Design Mandate for Council's new Operating Model	Develop the Design Mandate for the Council's new Operating Model. Categorise by three main themes, Customer Service, Organisation Change and Stand Alone activities.	Arun Menon	Detailed Design of Release 1 complete. High Level Design of new Operating Model - first draft complete. Draft Implementation Plan complete. Draft Resource Requirements complete. Investment Profile 95% complete.	G
2. Integrated HR/Payroll System	Introduce an integrated HR/Payroll system to ensure that information is stored once and made available to staff who need it. Attain business efficiencies through streamlined business processes and reduce administration overheads. I	Elaine Kayes	Project plan agreed. Testing and Configuration of system in progress. Training scheduled for 10/11/24/25 Mar. Configuration of Payroll underway. First 4 weekly Payroll run on new system scheduled for July '09.	G
3. e-Planning	Implementation of the National e-Planning agenda, where citizens will be able to track planning application on-line through a National web portal. National deadline of 1 April 2009.	Elaine Kayes	Testing of access to planning applications via the On-line Planning Information System (OPIS), scheduled for 16/17 March. National deadline revised to 30/4/09. Project on track.	G
4. Corporate GIS solution	Implementation of a Corporate approach to GIS ensuring the long-term sustainability of the Corporate Address Gazetteer. This will provide a platform for information sharing within the Council and community partners improving operational service through sharing of accurate information.	Keith MacBean	Requirements for integration with web based applications being defined. Integration with CAG is in progress.	G
5. Corporate Asset Management System	Implementation of a Property Asset Management system incorporating Asbestos Register, in conjunction with two other activities - Condition Surveys and Master CAD Drawings.	Amanda Park	Database populated with CAD Master drawings, hazard register and conditions surveys completed by 31 January 2009 deadline. Core Property database now live. Storage of statutory property data on system in progress.	G

Modernisation & Efficiency Programme - Phase 2 Update

9 March 2009

<u>Project</u>	<u>Brief Description</u>	<u>Project Manager</u>	<u>Status</u>
6. Corporate EDRM & Workflow	Implementation of a Corporate Electronic Document Management Solution with initial implementation in Revenues and Benefits with a managed roll-out programme across services to contribute to a plan for continuous improvement and efficiency savings.	Elaine Kayes	Benefits in progress, deadline revised to 30 April, due to complexity of configuration and staff availability. Staff training scheduled for 3 April. Backscanning tender for Benefit Claim Files issued on 6 February and closes on 23 March.
7. e-Procurement	Implementation of an end to end e-Procurement solution, that provides access to catalogues, entry of requisitions, approve & authorise, order, match invoices to purchase orders, make payment, and integrate with our Financial Management System. This will realise significant efficiencies by automating & streamlining processes through the whole procurement cycle. Addresses some of the objectives within the McClelland report.	Sheena Connor	Requirements gathering in progress. Alignment of future requirements will be considered during the definition of the Council's new operating model.
8. Mobile & Flexible Working	Requirement to investigate opportunities for mobile and flexible working at a Corporate or Service level. Integral to the future property footprint for the Council and in maximising front line efficiencies.	Arun Menon	Opportunities being investigated into the use of modern technologies to maximise future efficiency gains for the Council. Research underway on working from home, hot desking and mobile devices.
Completed M&E Phase 1 Projects			
Customer Service Review	- Review conducted & completed Nov '07 – Jul '08 (NCC)		
Dev Control & Building Stds	- Procured & implemented Mar '08 (IDOX)		
Corporate CAD solution	- Procured & implemented Apr'08 (Autocad)		
Web - Launch of Intranet	- Implemented Apr '08		
New Library MIS	- Procured & implemented Sep '07 (Civica)		
VOIP Telephony system	- Contract awarded May'08 (NTL/Cisco), switches & handsets implemented Oct '08		

Modernisation and Efficiency Programme - Financial Statement 2008/09

1	2	3	4	5	6	7	8	9	10	11		
Funding	Project Name	Approved Total Funding	New Funding	Total Funding	Actual Spend to 31/03/08	Projected Spend 2008/09	Actual Spend 2008/09 at 31/01/09	Actual Spend 2008/09 as % of Projected Spend	2009/10	2010/11 & Onwards	Comments	
		£000	£000	£000	£000	£000	£000		£000	£000		
MGF2	Smartcards	133		133	102	0					Project completed 2007/08. Balance of £31k transferred to Corporate GIS. Project completed 31/03/08. Overspend of £4k transferred to Corporate GIS. Project completed 2006/07. Balance of £61k transferred to Corporate GIS.	
	Dialogue Youth	162		162	166	0						
	Corporate Address Gazetteer	236		236	175	0						
	CRM/Citizens Account	455		455	300	155	110	71%			Project to be completed June 2009.	
	CRM/Multivue Adaptor for Lagan ECM	21		21	0	21	0	0%			To be completed 2008/09.	
	Corporate GIS					88	61	69%			Project to be completed and fully spent 2008/09.	
			1,007		1,007	743	264	171				
MGF3	Part 1 - Estate Manager Surveyors	88		88	0	0					Funding of £88k transferred to 'Back Office System Integration' 2009/10. Project completed 2007/08. Scot Gov considering claw back of funding. Staff cost for launch of new website Aug/Sep 2007.	
	Smart Card Conc Travel	54		54	54							
	Smart Card Young Persons	51		51	0	51	0	0%				
	New Media Officer	4		4	4							
	Salary Recharges	45		45	45							
	Back Office System Integration	62		62	0	30	0	0%	120		Relating to Customer Services. Scheduled to be completed 2009/10.	
	Part 2 - Customer Service Review	70		70	38	32	32	100%			Project completed 2008/09.	
	E-Procurement	200		200	0	0	0		200		No spend to date awaiting completion of Business Case.	
	CRM Integration Services	119		119	0	4	4	100%	115		Majority of work to be completed 2009/10.	
	Multiview Citizen Account Adaptors	23		23	0	23	23	100%			Project complete 2008/09.	
		716		716	141	140	59		435			
M&E Fund	<u>Asset Management</u>										Review now complete. Funding to be released in 2008/09 after quality assessment checks completed. £4k	
	HG Consulting Asset Mngmt Review	59		59	51	8	8	100%				
	Property Conditions Survey (Approved M & E Board 24/08/07)	106		106	0	106	110	104%				
	Asset Management - title checks for disposals (P&R Feb '08)	40		40	0	40	18	45%	20			
	Asset Management - market overview for disposals (P&R Feb '08)	50		50	0	50	4	8%	46			
	Asset Management - prep work for Municipal Buildings reconfiguration options (P&R Feb '08)	60		60	0	60	52	87%	8			
	<u>Other</u>											
	Salary Recharges	253		253	15	103	103	100%	135			Salary recharges for 2008/09 & 2009/10. Project completed 2007/08.
	Dialogue Youth Staff Costs (Oct - Mar 08)	18		18	18							Project completed 2007/08.
	Balance of Funding	(62)		(62)	0				(62)			Balance of Funding for new initiatives. Project now complete.
	Quality Scotland Training	16		16	0	16	16	100%				Project now complete.
Performance Management Software	60		60	0	60	0	0%			Approved by P&R Committee 18/11/08.		
		600		600	84	443	311		147			

Modernisation and Efficiency Programme - Financial Statement 2008/09

1	2	3	4	5	6	7	8	9	10	11	
Funding	Project Name	Approved Total Funding	New Funding	Total Funding	Actual Spend to 31/03/08	Projected Spend 2008/09	Actual Spend 2008/09 at 31/01/09	Actual Spend 2008/09 as % of Projected Spend	2009/10	2010/11 & Onwards	Comments
		£000	£000	£000	£000	£000	£000		£000	£000	
Capital Grant	Dev Control & Building Standards System	66		66	66						System live from 31/3/08.
	Property Asset Mgmt System	113		113	0	113	113	100%			Contract awarded to Technology Forge 26/3/08.
	Corporate Autocad System	61		61	0	61	61	100%			Autocad s/w & training procured May 2008, complete.
	Salary Recharges	122		122	60	62	62	100%			Project related staff costs to July 2008.
	Corporate EDRM System	266		266	(9)	275	275	100%			Contract awarded to Hedra(Opentext) 25 June 2008.
	Property Cad Master Drawings (Approved M&E Board 24/08/07)	65		65	0	65	65	100%			Phase 1 drawings complete, June 2008.
	ICT Contractor (Approved M&E Board 25/01/08)	17		17	0	17	17	100%			Additional resource costs to end June 2008.
	IP Telephony	725		725	10	715	715	100%			CISCO solution procured May 2008.
		1,435		1,435	127	1,308	1,308				Project to be completed in 2008/09 as per conditions of grant.
E-planning	E-Planning	231		231	0	231	10	4%			Project to be completed 2008/09.
											Project to be completed in 2008/09 as per conditions of grant.
E&R Fund	Design Mandate	150	160	310	20	290	214	74%			Project to be fully completed 2008/09. Gordon McLoughlin to address funding shortfall.
											Project to be completed in 2008/09 as per conditions of grant.