
Report To:	Policy & Resources Committee	Date :	26 May 2009
Report By:	Corporate Director Improvement & Performance	Report No :	ICT/001/0509/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:-

- The draft Future Operating Model (FOM) has been approved by the Policy & Resources Committee on 14 May 2009. A detailed project plan has been produced for the Construct phase of Release 1 and mobilisation of the Programme Team is under way.
- Good progress being made with the configuration of the HR/Payroll System in preparation for the first payroll run in July '09.
- Good progress being made with the recording of Benefit Claim files scheduled to go live on the EDRM system in mid-May.
- The tender for back scanning of Benefit Claim files for inclusion in the EDRM system has undergone comprehensive evaluation. A report recommending a preferred supplier is also on the agenda for this Committee.
- Statutory property data is currently being migrated to the central asset management database.
- Good progress has been made with the first phase of the National ePlanning project. This phase went live on 30 April. Agents and members of the public are able to submit planning applications on-line through a National web portal.

2.4 A report on the implementation of the Future Operating Model was approved by the Policy & Resources Committee on 14 May 2009. Mobilisation of the Programme Team is under way.

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.

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 :-

- The draft Future Operating Model (FOM) has been approved by the Policy & Resources Committee on 14 May 2009. A detailed project plan has been produced for the Construct phase of Release 1 and mobilisation of the Programme Team is under way.
- Good progress being made with the configuration of the HR/Payroll System in preparation for the first payroll run in July '09.
- Good progress being made with the recording of Benefit Claim files scheduled to go live on the EDRM system in mid-May.
- The tender for back scanning of Benefit Claim files for inclusion in the EDRM system has undergone comprehensive evaluation. A report recommending a preferred supplier is also on the agenda for this Committee.
- Statutory property data is currently being migrated to the central asset management database.
- Good progress has been made with the first phase of the National ePlanning project. This phase went live on 30 April. Agents and members of the public are able to submit planning applications on-line through a National web portal.

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:-

- All stakeholder consultations re the Future Operating Model (FOM) are now complete.
- The draft Future Operating Model (FOM) has been approved by the Policy & Resources Committee on 14 May 2009.
- A Release Plan showing the sequence of services migrating to the new operating model over 3 years (until 2012 and in 6 main releases) has been developed.
- An Investment Profile has been produced in agreement with Finance. This provides visibility of the resource and ICT costs and the high level benefits accruing from the transformation.
- Continued to work closely with Facilities and the Physical Investment Team to identify and prepare property options for both the short term (Releases 1, 2 and 3) and long term (post Release 3)
- Resources required to ensure a smooth transition to the new Operating Model are being identified
- 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

We are looking at opportunities for the Council during the design of the Future Operating Model and also including these in the discussions for the future property needs of the Council.

5.5 Financial Summary

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		29 April 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	<ul style="list-style-type: none"> - High Level Design Phase report complete and key outputs presented to numerous stakeholders. - A Release Plan showing the sequence of services migrating to the new operating model over 3 years (in 6 main releases) been developed. - Investment Profile produced and being finalised with inputs from Finance. 	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.	Elaine Kayes	<ul style="list-style-type: none"> - Phase 1, primarily the capture and classification of employee data is now live. PRS will continue to be used for Recruitment in the short term. - Configuration of Payroll currently 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.	Keith MacBean	<ul style="list-style-type: none"> - Government web site for OAA (Online Applications & Appeals) currently undergoing testing. - National deadline for Phase 1 revised to 30/4/09 - Overall Project on track. - The next phase is OLP (Online Local Plans), which will allow people to interact with the local plan process more effectively and view local plans online. 	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	<ul style="list-style-type: none"> - CAG integration with Development Control & Building Standards system currently underway. - Query facility to interrogate post codes within Inverclyde is now on the Intranet. 	G

Modernisation & Efficiency Programme - Phase 2 Update			29 April 2009	Appendix 1	R
Project	Brief Description	Project Manager	Status	A	
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	- Entry of statutory property data on the central database is in progress. - Workshop held with Finance to discuss integration of Property Valuations with Logotech system. Work is likely to commence in Sept 09	G	
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	- Configuration of the system and testing for Benefits is complete - Benefits Staff training underway, will be complete by mid-May - Tender for Backscanning solution closed on 23 March. 13 bids submitted and 8 shortlisted. Approval to award contract will be submitted to May's P&R Committee.	G	
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.	Sheena Connor	Requirements gathering in progress. Alignment of future requirements will be considered during the definition of the Council's new operating model.	A	
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.	G	
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				

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 31/03/09	Actual Spend 2008/09 as % of Projected Spend	2009/10	2010/11 & Onward	Comments
		£000	£000	£000	£000	£000	£000		£000	£000	
MGF2	Smartcards Dialogue Youth Corporate Address Gazetteer CRM/Citizens Account CRM/Multivue Adaptor for Lagan ECM Corporate GIS	133 162 236 455 21 1,007		133 162 236 455 21 1,007	102 166 175 300 0 743	0 0 0 162 21 264	0 0 0 133 15 207				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. Project to be completed June 2009. Budget includes £71k Council Matched funding with £38k spend. To be completed 2008/09. Project to be completed and fully spent 2008/09. Capital element of MGF2.
MGF3	Part 1 - Estate Manager Surveyors Smart Card Conc Travel Smart Card Young Persons New Media Officer Salary Recharges Back Office System Integration Part 2 - Customer Service Review E-Procurement CRM Integration Services Multiview Citizen Account Adaptors	88 54 51 4 45 62 70 200 119 23 716		88 54 51 4 45 62 70 200 119 23 716	0 54 0 4 45 0 38 0 0 4 23 141	0 0 0 0 0 0 32 0 4 23 59	0 0 0 0 0 0 32 0 4 23 59		51 150 200 115 516		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. Relating to Customer Services. Scheduled to be completed 2009/10. Project completed 2008/09. No spend to date awaiting completion of Business Case. Majority of work to be completed 2009/10. Project complete 2008/09.
M&E Fund	Asset Management HG Consulting Asset Mngmt Review Property Conditions Survey (Approved M & E Board 24/08/07) Asset Management - title checks for disposals (P&R Feb '08) Asset Management - market overview for disposals (P&R Feb '08) Asset Management - prep work for Municipal Buildings reconfiguration options (P&R Feb '08) Other Salary Recharges Dialogue Youth Staff Costs (Oct - Mar 08) Balance of Funding Quality Scotland Training Performance Management Software	59 106 40 50 60 253 18 (62) 16 60 600		59 106 40 50 60 253 18 (62) 16 60 600	51 0 0 0 0 15 18 0 16 0 84	8 106 18 4 52 103 0 0 16 0 307	8 110 18 4 52 103 0 0 16 0 311	100% 104% 100% 100% 100% 100% 100% 100%	22 46 8 135 (62) 60 209		Review now complete. Funding to be released in 2008/09 after quality assessment checks completed. £4k overspend Salary recharges for 2008/09 & 2009/10. Project completed 2007/08. Balance of Funding for new initiatives. Project now complete. Approved by P&R Committee 18/11/08.
Capital Grant	Dev Control & Building Standards System Property Asset Mgmt System Corporate Autocad System Salary Recharges Corporate EDRM System Property Cad Master Drawings (Approved M&E Board 24/08/07) ICT Contractor (Approved M&E Board 25/01/08) IP Telephony	66 113 61 122 266 65 17 725 1,435		66 113 61 122 266 65 17 725 1,435	66 0 0 60 (9) 0 0 10 127	113 61 62 275 65 17 715 1,308	113 61 62 275 65 17 715 1,308	100% 100% 100% 100% 100% 100% 100% 100%			System live from 31/3/08. Contract awarded to Technology Forge 26/3/08. Autocad s/w & training procured May 2008, complete. Project related staff costs to July 2008. Contract awarded to Hedra(Opentext) 25 June 2008. Phase 1 drawings complete, June 2008. Additional resource costs to end June 2008. CISCO solution procured May 2008. 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	289	100%			Project to be fully completed 2008/09. Funding shortfall from MGF Council Matched Funding (£38k). Project to be completed in 2008/09 as per conditions of grant.