
Report To:	Policy & Resources Committee	Date :	22 September 2009
Report By:	Corporate Director Improvement & Performance	Report No :	ICT/001/0909/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, build and implement the Council's new Operating Model
- Implementation of an Integrated HR/Payroll System
- Implementation of E-Planning
- Provision of a Corporate GIS solution
- Introduction of a Corporate Asset Management System
- Deployment of a Corporate Electronic Document and Records Management System (EDRM)
- Development of an E-Procurement Solution
- Mobile & Flexible Working

- 2.3 Progress to date includes:-

- The significant progress being made with the design, build and implementation work for Phase 1 of the Council's new Operating Model.
- Good progress being made with the configuration of the HR/Payroll System in preparation for the first payroll run in September 2009.
- Excellent progress being made with the backscanning of Benefit Claim files scheduled to complete in October 2009.
- The successful implementation of Phase 1 of the National Planning Portal in May 2009
- The completion of the integration work for the Council's Address Gazetteer with the Development Control and Building Standards System.
- Detailed proposals have been developed to ensure the effective deployment of the £1m agreed by Council in February 2009 to support the delivery of Phases 1-3 of the new Operating Model (Appendix 3).

- 2.4 The Policy and Resources Committee, on 14 May 2009, were advised of the need to source additional external support for the design, development and implementation of Phases 2 and 3. The funding model approved by Committee already includes the funds required to provide this support and advice.

- 2.5 There is now a requirement to progress with the procurement of appropriate external resources to provide additional support and advice for the design, development and implementation of Phases 2 and 3 of the new Operating Model.
- 2.6 Following discussion with the Head of Legal and Administration, it is agreed that utilising the OGC Multi-Disciplinary Consultancy Services Framework is an appropriate procurement method to secure the additional external resources to provide advice and support during the design, development and implementation of Phases 2 and 3 of the new Operating Model.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Committee note the good progress being made with the implementation of the Council's Modernisation & Efficiency Programme.
- 3.2 That Committee note the funding position of the Modernisation & Efficiency Programme and Future Operating Model as detailed in Appendices 2 & 3.
- 3.3 That Committee approve the submission of the Invitation To Quote (ITQ), using the OGC Multi-Disciplinary Consultancy Services Framework, for additional external resources to provide advice and support during the design, development and implementation of Phases 2 and 3 of the new Operating Model.

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.
- 4.3 The Policy & Resources Committee on 14 May 2009 approved the funding and implementation plan for Phases 1 to 3 of the Council's new Operating Model.

5.0 PROGRESS

5.1 The Modernisation & Efficiency Programme (Phase 2)

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

- Design, build and implement the Council's new Operating Model
- Implementation of an Integrated HR/Payroll System
- Implementation of E-Planning
- Provision of a Corporate GIS solution
- Introduction of a Corporate Asset Management System
- Deployment of a Corporate Electronic Document and Records Management System (EDRM)
- Development of an E-Procurement Solution
- Mobile & Flexible Working

5.2 Highlights since the last Committee meeting are :-

- The significant progress being made with the design, build and implementation work for Phase 1 of the Council's new Operating Model.
- Good progress being made with the configuration of the HR/Payroll System in preparation for the first payroll run in September 2009.
- Excellent progress being made with the backscanning of Benefit Claim files scheduled to complete in October 2009.
- The successful implementation of Phase 1 of the National Planning Portal in May 2009.
- The completion of the integration work for the Council's Address Gazetteer with the Development Control and Building Standards System

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

5.3 Design, build and implement the Council's new Operating Model

The Committee on 14 May 2009 approved the funding model and implementation of the first three Phases of the Council's new Operating Model. Progress made includes:-

- The mobilisation of the core Programme team, including key representatives from Council services.
- The governance of the Programme has been overseen by the Programme Board, which has now met on 4 occasions.

- Key technologies have been procured, configured and implemented.
- Significant business process redesign and mapping into Lagan has taken place for Revenues, Benefits and some Environmental services.
- Training in Lagan has been delivered to key users, and testing of business scripts is underway.
- A number of meetings have been held with management and staff involved in Phase1. Engagement has been positive throughout the process.
- Wallace Place and 7/8 Clyde Square property reconfigurations have commenced and are progressing on track for the introduction of the Customer Contact Centre on 5 October 2009.
- Cross service and external support resources are working well together as part of the larger team assembled to deliver Phase 1.
- Staff selection processes and interim organisational structures have been developed to transition towards the new Operating Model.
- Progress is being made with the Communications Plan to support the wider Programme.
- The detailed funding model for Phases 1 to 3 has been developed to monitor expenditure (Appendix 3) and benefits realisation.

5.4 Integrated HR/Payroll System

- Data capture and cleansing of employee data is progressing well.
- A number of trial payroll runs have been carried out on the new system and corrective actions are being progressed.
- System interfaces are currently being tested.
- Project is on track for the 4 weekly payroll run to go live at the end of September 2009.

5.5 Corporate EDRM and Workflow

- EDRM system is now operational for Revenues and Benefits.
- Contract awarded for the backscanning of Benefit Claim Files in June 2009. To date 70% of these records have been captured electronically with the remainder on track for completion by the October 2009 deadline.

5.6 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 new Operating Model and also including these in the discussions for the future property needs of the Council.

5.7 Invitation to Quote

The Policy and Resources Committee, on 14 May 2009, were advised of the need to source additional external support for the design, development and implementation of Phases 2 and 3. The funding model approved by Committee already includes the funds required to provide this support and advice.

There is now a requirement to progress with the procurement of appropriate external resources to provide additional support and advice for the design, development and implementation of Phases 2 and 3 of the new Operating Model.

Following discussion with the Head of Legal and Administration, it is agreed that utilising the OGC Multi-Disciplinary Consultancy Services Framework is an appropriate procurement method to secure the additional external resources to provide advice and support during the design, development and implementation of Phases 2 and 3 of the new Operating Model.

5.8 Financial Summary

Appendix 2 shows the current position of the various funding streams which make up Phase 2 of the M&E Programme. Committee is asked to note that £20k has been vired from the e-Procurement allowance to create an ad-hoc contingency for one off pieces of work associated with the overall Programme. This will not impact on the delivery of the e-Procurement solution.

- 5.9 The Council agreed to fund Phases 1 to 3 of the Council's new Operating Model with £1m from reserves in February 2009. A detailed breakdown of these costs is included in Appendix 3. Action will be taken if required to ensure that all spend is contained within the approved £1m for the period ending 31 March 2011.

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 The Head of Legal and Administration is in agreement with the use of the OGC Multi-Disciplinary Consultancy Services Framework as an approved route to market for additional external advice and support.

8.0 EQUALITIES

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

Modernisation & Efficiency Programme - Phase 2 Update		28 August 2009	Appendix 1
Project	Brief Description	Project Manager	Status
1. VCA Project - Design, Build and Implement the Council's new Operating Model	Develop the Detailed Design for the first phase of the Council's new Operating Model. Build and Implement the first phase, together with the initial Customer Contact Centre. Develop the Detailed Design for second Phase	Arun Menon	- Detailed Design for Phase 1 developed and signed off. - Technology, Property and Organisational requirements for Phase 1 progressing, on track for October 2009 implementation. - Funding Model for Phases 1 to 3 agreed by P&R Committee on 14 May 2009. - Significant Business Process Mapping developed to support the implementation of Phase 1. High level plan for Phases 2 to 6 developed.
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	- 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 September '09.
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	- Phase 1 of the National Planning Portal went live in May 2009. - Phase 2 is OLP (Online Local Plans), which will allow people to interact with the local plan process more effectively. The Council will deliver Phase 2 by implementing the on-line mapping functionality through our GIS.

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Modernisation & Efficiency Programme - Phase 2 Update

28 August 2009

Appendix 1

<u>Project</u>	<u>Brief Description</u>	<u>Project Manager</u>	<u>Status</u>	R A
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 is now complete. - The Planning Services map register for properties is being prepared. 	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	<ul style="list-style-type: none"> - 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. Timescale for this work has to be determined. 	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	<ul style="list-style-type: none"> - EDRM system now operational for Revenues and Benefits. - EDRM system currently being integrated with Lagan and is on track for October implementation - Backscanning of Benefit Claim Files started in June 2009 and is 70% complete. On track for completion in October 2009 	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

Modernisation & Efficiency Programme - Phase 2 Update

28 August 2009

Appendix 1

<u>Project</u>	<u>Brief Description</u>	<u>Project Manager</u>	<u>Status</u>	R A
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
<u>Funding</u>	<u>Project Name</u>	<u>Total Funding</u>	<u>Actual Spend to 31/03/09</u>	<u>Approved Budget 2009/10</u>	<u>Projected Spend 2009/10</u>	<u>Actual Spend 2009/10 at 31/07/09</u>	<u>2010/11 Onwards</u>	<u>Comments</u>
		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	
MGF 2	CRM/Citizens Account	483	448	35	35	9		Multivue Master Client Index Implementation, Training & Services - by October 2009.
	Corporate GIS	81	59	22	22	0		Integration work with GIS expected in 2009/10.
		564	507	57	57	9		
MGF3	Part 1 - Smart Card Young Persons	51	0	51	51	0		Reserved for Young Persons smartcard implementation - funds due to Scot. Gov.
	Back Office System Integration	150	0	150	100	7	50	Relating to Customer Services. Scheduled to complete 2009/10. £50k slippage into 2010/11.
	Part 2 - E-Procurement	180	0	180	180	0		Business Case being developed.
	CRM Integration Services	119	4	115	115	4		Majority of work to be completed 2009/10.
	Contingency	20	0	20	20	14		Ad hoc reviews/costs.
		520	4	516	466	25	50	
M&E Fund	<u>Asset Management</u>							
	Asset Management - title checks for disposals (P&R Feb '08)	40	18	22	22	0		Remaining disposal checks to be completed in 2009/10.
	Asset Management - market overview for disposals (P&R Feb '08)	50	4	46	46	0		Majority of market overview for disposals to complete in 2009/10.
	Asset Management - prep work for Municipal Buildings reconfiguration options (P&R Feb '08)	60	52	8	8	0		Remaining budget to be used in preliminary work for front of Municipal Buildings.
	<u>Other</u>							
	Salary Recharges	243	118	125	125	115		Salary recharges for 2009/10. 2010/11 recharge met by FOM.
	Balance of Funding	8	0	8	8			Balance of Funding transferred to FOM.
		401	192	209	209	115		

	<u>Actual to</u>			
	<u>31/3/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>
	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>
<u>Release 1</u>				
Consultants	160	90	0	0
Direct Employee Costs	0	38	0	0
Training	0	70	0	0
Maintenance Agreement	0	0	0	0
7/8 Clude Square Rental	0	20	40	17
Loan Charges - Property	0	3	19	19
Loan Charges - FOM	0	10	90	90
Staff Savings	0	0	0	0
Release 1 Totals	160	231	149	126
<u>Release 2</u>				
Consultants	0	148	0	0
Direct Employee Costs	0	114	0	0
Training	0	25	0	0
Maintenance Agreement	0	0	0	0
7/8 Clude Square Rental	0	0	0	0
Loan Charges - Property	0	0	0	0
Loan Charges - FOM	0	5	53	53
Staff Savings	0	(28)	(340)	(340)
Release 2 Totals	0	264	(287)	(287)
<u>Release 3</u>				
Consultants	0	0	156	0
Direct Employee Costs	0	0	127	0
Training	0	0	0	0
Maintenance Agreement	0	0	24	60
7/8 Clude Square Rental	0	0	0	0
Loan Charges - Property	0	0	30	128
Loan Charges - FOM	0	0	10	97
Staff Savings	0	0	(385)	(660)
Release 3 Totals	0	0	(38)	(375)
<u>Total of Release 1-3</u>				
Consultants	160	238	156	0
Direct Employee Costs	0	152	127	0
Training	0	95	0	0
Maintenance Agreement	0	0	24	60
7/8 Clude Square Rental	0	20	40	17
Loan Charges - Property	0	3	49	147
Loan Charges - FOM	0	15	153	240
Staff Savings	0	(28)	(725)	(1,000)
Release 1-3 Totals	160	495	(176)	(536)
Savings in 2009/11 Budget	0	0	(620)	(920)
Cashflow Required	160	495	444	384