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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date :</b>	<b>17 November 2009</b>
<b>Report By:</b>	<b>Corporate Director Improvement &amp; Performance</b>	<b>Report No :</b>	<b>ICT/001/0911/GRM</b>
<b>Contact Officer:</b>	<b>Gordon McLoughlin</b>	<b>Contact No:</b>	<b>01475 712787</b>
<b>Subject:</b>	<b>Modernisation &amp; Efficiency Programme - Progress Report</b>		

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## 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 successful launch of the Council's Customer Service Centre (CSC) on 19 October 2009.**

- The significant achievement in launching the CSC from a standing start in only 4 months
- The CSC staff can now deal with:-
  - All General Enquiries
  - Switchboard
  - Revenues & Benefits Service Requests
  - Environmental Services
  - Missed Bins, Waste Collection, Street Cleaning, Pest Control,
  - Roads and Lighting Faults
- The implementation of a truly integrated Customer Service solution
- The delivery of all HR/OD activity required to transition from the current service delivery model to the new ways of working in the FOM. This HR/OD framework will be used in future Phases of the FOM
- The significant contribution from all employees involved in the first Phase of the FOM. The willingness to contribute and desire to succeed has been pivotal in making the implementation of the first Phase such a success

We have also delivered :-

- The first payroll run to go live on the Council's new integrated HR/Payroll system. The 4 weekly payroll went live on 30 September with very few reported issues.
- Completed the backscanning of Benefit Claim Files on schedule in early October 2009

### **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.

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 successful launch of the Council's Customer Service Centre (CSC) on 19 October 2009.**

- The significant achievement in launching the CSC from a standing start in only 4 months
- The CSC staff can now deal with:-
  - All General Enquiries
  - Switchboard
  - Revenues & Benefits Service Requests
  - Environmental Services
  - Missed Bins, Waste Collection, Street Cleaning, Pest Control,
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- The implementation of a truly integrated Customer Service solution
- The delivery of all HR/OD activity required to transition from the current service delivery model to the new ways of working in the FOM. This HR/OD framework will be used in future Phases of the FOM
- The significant contribution from all employees involved in the first Phase of the FOM. The willingness to contribute and desire to succeed has been pivotal in making the implementation of the first Phase such a success

We have also delivered :-

- The first payroll run to go live on the Council's new integrated HR/Payroll system. The 4 weekly payroll went live on 30 September with very few reported issues.
- Completed the backscanning of Benefit Claim Files on schedule in early October 2009.

Appendix 1 gives a brief update on each of the M&E 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 successful launch of the Council's Customer Service Centre (CSC) on 19 October 2009.
- Major achievement by all staff concerned to make this happen. Commitment of staff to succeed has been a noticeable and major contributor to this success.
- Significant new technologies implemented to support the CSC. The Lagan CRM system is integrated to our electronic document management system, the back office revenues and benefits system, the environmental services back office system as well as the new telephone system. Technology implementation a huge success with little reported issues.
- Business processes redesigned and written into Lagan CRM system for use by the Customer Service Representatives.
- Staff training programme developed and delivered in time for the launch of the CSC on 19 October 2009.
- Positive commitment from CSC staff during the first week of going live, contributing to the success of the launch.
- Wallace Place facility for the new CSC refurbished and branded in time for launch.

### 5.4 Integrated HR/Payroll System

- The first payroll run went live on the new integrated HR/Payroll system on 30 September 2009. This 4 weekly payroll was highly successful with very few queries from staff reported.
- The Project Team have made a significant contribution to this successful first implementation.
- The resourcing requirements for the remainder of the project are currently under consideration.

### 5.5 Corporate EDRM and Workflow

- The backscanning of Benefit Claim Files has been completed on schedule in early October 2009.
- All relevant Benefits documents can now be accessed electronically by the Benefits Service as well as our Customer Service Representatives.
- EDRM has been successfully integrated with the Lagan CRM system, in time for the opening of the CSC on 19 October 2009.

### 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 Financial Summary**

Appendix 2 shows the current position of the various funding streams which make up Phase 2 of the M&E Programme.

5.8 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.

#### **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**

**21 October 2009**

**Appendix 1**

<u>Project</u>	<u>Brief Description</u>	<u>Project Manager</u>	<u>Status</u>
<p><b>1. VCA Project - Design Mandate for Council's new Operating Model</b></p>	<p>Develop the Design Mandate for the Council's new Operating Model. Categorise by three main themes, Customer Service, Organisation Change and Stand Alone activities.</p>	<p>Arun Menon</p>	<ul style="list-style-type: none"> <li>- High Level Design Phase report complete and key outputs presented to numerous stakeholders.</li> <li>- A Release Plan showing the sequence of services migrating to the new operating model over 3 years (in 6 main phases) been developed and approved</li> <li>- Investment Profile for Phases 1-3 developed and approved</li> <li>- This phase is now complete</li> </ul>
<p><b>2. Implement the Future Operating Model (FOM) for the Council</b></p>	<p>Implement Phase 1 of the FOM, this covers:- The launch of the new Customer Service Centre, the introduction of new technology and the creation of the Customer Management function that will provide the following initial services to the public from the new Customer Service Centre:- (Revenues &amp; Benefits, Environmental Services, Educational Maintenance Allowances and Blue Badge Applications)</p>	<p>Arun Menon</p>	<ul style="list-style-type: none"> <li>- The configuration of Lagan and other associated technology to create an integrated Customer Management solution is now complete</li> <li>- A comprehensive training programme for CSRs is complete covering business overview and technical training. Training for staff in service area scheduled to cover service improvements along with refresher training post go-live.</li> <li>- Staff matching &amp; Interview process to fill the Customer Service Supervisors and Senior CSR's posts complete</li> <li>- Benefits realisation matrix being reviewed</li> <li>- Customer Service Centre went live on 19th October 2009</li> <li>- Work commenced to detail the scope for Phase 2. EMA and Blue Badge processes were not implemented at launch, however these will be addressed post implementation of Phase 1</li> </ul>
<p><b>3. Integrated HR/Payroll System</b></p>	<p>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.</p>	<p>Elaine Kayes</p>	<ul style="list-style-type: none"> <li>- Four-weekly payroll live from 30 September 2009 with very few reported queries or errors from staff.</li> <li>- Manual 2 weekly and weekly paid payrolls planned to be migrated in the next period (Oct - Dec) and teachers Jan to Mar 2010.</li> <li>- Additional HR modules - Health and Safety, Training, Discipline and Grievance. Self Service roll out planned Apr to Oct 2010</li> <li>- Resource requirements for the project are currently being reviewed</li> </ul>

<b>Project</b>	<b>Brief Description</b>	<b>Project Manager</b>	<b>Status</b>
<p><b>4. e-Planning</b></p>	<p>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.</p>	<p>Keith MacBean</p>	<ul style="list-style-type: none"> <li>- Phase 1 (OAA &amp; OPIS) - complete</li> <li>- Phase 2 (OLP) - Council not progressing with this phase as part of Scottish Government project as we already have this functionality in the existing GIS product. This will be prepared through GIS and presented on the Internet site as a part of our Corporate GIS publishing.</li> <li>- Phase 3 (eConsultation) is on track and a template has been provided to Planning Services for them to set up and test within CAPS Uniform back office system</li> </ul>
<p><b>5. Corporate GIS solution</b></p>	<p>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.</p>	<p>Keith MacBean</p>	<ul style="list-style-type: none"> <li>- CAG integration with Uniform currently underway.</li> <li>- Mapmodeller available on desktops</li> <li>- Geonosis for Intranet live with training being arranged for a core group of GIS users who will cascade training to departments. This Intranet mapping solution will provide a cost effective tool for all departments whether editing or viewing maps/data.</li> <li>- Public facing internet mapping site now being scoped.</li> <li>- Corporate GIS approach will be tested in provision of routing and catchment area data for Education.</li> </ul>
<p><b>6. Corporate Asset Management System</b></p>	<p>Implementation of a Property Asset Management system incorporating Asbestos Register, in conjunction with two other activities - Condition Surveys and Master CAD Drawings.</p>	<p>Amanda Park</p>	<ul style="list-style-type: none"> <li>- The solution has been implemented and is being used by Property Services and the Physical Investment teams. This project is now complete.</li> </ul>
<p><b>7. Corporate EDRM &amp; Workflow</b></p>	<p>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.</p>	<p>Elaine Kayes</p>	<ul style="list-style-type: none"> <li>- Backscanning for Benefits Services was completed in early October 2009</li> <li>- Opentext has been successfully integrated with Lagan ECM to enable a Customer Service Representative to view all the documents already received for an individual.</li> <li>- EDRM will be rolled out as part of the FOM to other services.</li> </ul>

<b>Project</b>	<b>Brief Description</b>	<b>Project Manager</b>	<b>Status</b>
8. 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 could realise significant efficiencies by automating & streamlining processes through the whole procurement cycle.	Sheena Connor	- Alignment of future requirements will be considered during the definition of the Council's new operating model.
9. 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. This area is also being reviewed as part of the FOM where opportunities for Mobile and Flexible working are being identified.
<b>Completed M&amp;E Phase 1 Projects</b>			
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
Funding	Project Name	Total Funding £000	Actual Spend to 31/03/09 £000	Approved Budget 2009/10 £000	Projected Spend 2009/10 £000	Actual Spend 2009/10 at 30/09/09 £000	2010/11 Onwards £000	Comments
MGF 2	CRM/Citizens Account Corporate GIS	483 81	448 59	35 22	35 22	25 0	25 0	Multivue Master Client Index Implementation, Training & Services - by end October 2009. Integration work with GIS expected in 2009/10.
		564	507	57	57	25	25	
MGF3	Part 1 - Smart Card Young Persons Back Office System Integration Part 2 - E-Procurement CRM Integration Services Contingency	51 150 180 119 20	0 0 0 4 0	51 150 180 115 20	51 100 180 115 20	0 18 0 9 14	0 180 180 20 41	Reserved for Young Persons smartcard implementation - funds due to Scot. Gov. Relating to Customer Services. Scheduled to complete 2009/10. £50k slippage into 2010/11. Business Case being developed. Majority of work to be completed 2009/10. Update due Period 7. Ad hoc reviews/costs.
		520	4	516	286	41	230	
M&E Fund	Asset Management 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 Balance of Funding	40 50 60 243 8	18 4 52 118 0	22 46 8 125 8	22 46 8 125 8	0 0 2 115 8	0 0 2 115 8	Remaining disposal checks to be completed in 2009/10. Majority of market overview for disposals to complete in 2009/10. Remaining budget to be used in preliminary work for front of Municipal Buildings. Salary recharges for 2009/10. 2010/11 recharge met by FOM. Balance of Funding transferred to FOM.
		401	192	209	209	117	117	

	<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>
<b><u>Release 1</u></b>				
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 Clyde Square Rental	0	20	40	17
Loan Charges - Property	0	3	19	19
Loan Charges - FOM	0	10	94	94
Staff Savings	0	0	0	0
<b>Release 1 Totals</b>	<b>160</b>	<b>231</b>	<b>153</b>	<b>130</b>
<b><u>Release 2</u></b>				
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 Clyde Square Rental	0	0	0	0
Loan Charges - Property	0	0	0	0
Loan Charges - FOM	0	4	49	49
Staff Savings	0	(28)	(340)	(340)
<b>Release 2 Totals</b>	<b>0</b>	<b>263</b>	<b>(291)</b>	<b>(291)</b>
<b><u>Release 3</u></b>				
Consultants	0	0	156	0
Direct Employee Costs	0	0	188	61
Training	0	0	0	0
Maintenance Agreement	0	0	24	60
7/8 Clyde Square Rental	0	0	0	0
Loan Charges - Property	0	0	30	128
Loan Charges - FOM	0	0	10	96
Staff Savings	0	0	(446)	(721)
<b>Release 3 Totals</b>	<b>0</b>	<b>0</b>	<b>(38)</b>	<b>(376)</b>
<b><u>Total of Release 1-3</u></b>				
Consultants	160	238	156	0
Direct Employee Costs	0	152	188	61
Training	0	95	0	0
Maintenance Agreement	0	0	24	60
7/8 Clyde Square Rental	0	20	40	17
Loan Charges - Property	0	3	49	147
Loan Charges - FOM	0	14	153	239
Staff Savings	0	(28)	(786)	(1,061)
<b>Release 1-3 Totals</b>	<b>160</b>	<b>494</b>	<b>(176)</b>	<b>(537)</b>
Savings in 2009/11 Budget	0	0	(620)	(920)
<b>Cashflow Required</b>	<b>160</b>	<b>494</b>	<b>444</b>	<b>383</b>