
Report To:	Policy & Resources Committee	Date :	2 February 2010
Report By:	Corporate Director Improvement & Performance	Report No :	ICT/001/1002/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:-

Within the Customer Service Centre (CSC):-

- Refinements made to business processes for indexing documents, dealing with general enquiries and emergency situations such as flooding, winter weather and missed bin collections.
- Enhanced face to face processes for customers requiring private interviews.
- Completion of the single view of the customer for Benefit related data.

We have also:-

- Implemented via the HR/Payroll System, the manual worker 2 weekly payrolls that went live in December with no significant issues.
- Tested the availability of an on-line solution that will allow residents of Inverclyde to query catchment areas for schools.
- Implemented 3 mobile devices for use by Roads inspectors, where they can capture information while out on site and transfer the information electronically to the back office system.

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 :-

Within the Customer Service Centre (CSC):-

- Refinements made to business processes for indexing documents, dealing with general enquiries and emergency situations such as flooding, winter weather and missed bin collections.
- Enhanced face to face processes for customers requiring private interviews.
- Completion of the single view of the customer for Benefit related data.

We have also:-

- Implemented via the HR/Payroll System, the manual worker 2 weekly payrolls that went live in December with no significant issues.
- Tested the availability of an on-line solution that will allow residents of Inverclyde to query catchment areas for schools.
- Implemented 3 mobile devices for use by Roads inspectors, where they can capture information while out on site and transfer the information electronically to the back office system for further processing.

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. Since the launch of the Customer Service Centre (CSC) on 19 October 2009, the following progress has been made:-

- Refinements made to business processes for indexing documents, dealing with general enquiries and emergency situations such as flooding, winter weather and missed bin collections.
- Commencement of CSC staff cross service training.
- Enhanced face to face processes for customers requiring private interviews.
- Completed the single view of the customer for Benefit related data.

5.4 Integrated HR/Payroll System

- Manual workers 2 weekly payrolls went live in December with no significant issues.
- Teachers payroll migration to the new system are currently on track to be completed by end March 2010.
- Agreed project resource requirements to migrate all Council payrolls to the new system by end March 2010.

5.5 Corporate GIS

- Currently testing the availability of an on-line solution that will allow residents of Inverclyde to query catchment areas for schools.

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.

Since the last Committee we have:-

- Implemented 3 mobile devices for use by Roads inspectors, where they can capture information while out on site and transfer the information electronically to the back office system for further processing.
- We are also testing mobile devices for Planning to allow access to CAG data, which will enable officers to access information and transfer it to the back office system while being on site.

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.

Appendix 1

08 January 2010

Modernisation & Efficiency Programme - Phase 2 Update

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Project	Brief Description	Project Manager	Status
4. 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"> - Phase 1 (OAA & OPIS) - complete - 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. - 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 - Review meeting planned at the end March 2010 by all Local Authority ePlanning project managers to assess progress, review benefits and agree on next steps.
5. 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 Uniform complete (except mapping elements) - Geonosis for Intranet live with training to be provided to super users within designated services in January 2010. These super users will cascade training to end users in their respective departments. This Intranet mapping solution will provide a cost effective tool for all departments whether editing or viewing maps/data. - Public facing internet mapping site now being scoped and a test site to be set up in January 2010 - Corporate GIS approach tested in provision of routing and catchment area data for Education which will be linked to the public facing internet site
6. 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"> - The solution has been implemented and is being used by Property Services and the Physical Investment teams. This project is now complete.
7. 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"> - Opentext has been successfully integrated with Lagan ECM to enable a Customer Service Representative to view all the documents already received for an individual. - EDRM will be rolled out as part of the FOM to other services - Scoping session planned in January 2010 with Opentext to review the corporate design of EDRM without impacting current users i.e. Revenues & Benefits and R1 CSC services

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Project	Brief Description	Project Manager	Status
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.	TBC	- Alignment of future requirements will be considered during the definition of the Council's new operating model and will need to reflect the revised organisation structure
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 - Roads service has implemented 3 mobile units (used by Roads Inspectors) - Mobile units are also being used by GIS and Planning services to access CAG data with the potential to test the same in Safer Communities
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		

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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 30/11/09 £000	2010/11 Onwards £000	Comments
MGF 2	CRM/Citizens Account Corporate GIS	483 81	448 59	35 22	35 22	30 15		Multivue Master Client Index Implementation, Training & Services - by October 2009. Integration work with GIS expected in 2009/10.
		564	507	57	57	45		
MGF3	Part 1 - Smart Card Young Persons Back Office System Integration	51 150	0 0	51 150	0 24	0 24	51 126	Reserved for Young Persons smartcard implementation - funds due to Scot. Gov. Relating to new integration technology for Operating Model.
	Part 2 - E-Procurement CRM Integration Services Contingency	180 119 20	0 4 0	180 115 20	0 61 20	0 48 14	180 48	Business Case being developed. Initial work for to establish CSC complete. Needed for future service integration within CSC. Ad hoc reviews/costs.
		520	4	516	105	86	357	
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)	40 50 60	18 4 52	22 46 8	0 0 2	0 0 2	22 46 6	22 Remaining disposal checks. 46 For remaining market overview for property disposals. 6 Remaining budget to be used in preliminary work for front of Municipal Buildings.
	Other Salary Recharges Balance of Funding	243 8	118 0	115 18	115 18	115		Salary recharges for 2009/10. 2010/11 recharge met by FOM. Balance of Funding transferred to FOM.
		401	192	209	135	117		

Future Operating Model - Financial Monitoring, Overall Revenue Costs Appendix 3

	<u>2009/10</u>							
	<u>Actual to</u>	<u>Actual to</u>						
	<u>31/3/09</u>	<u>30/11/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>
	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>
Release 1								
Consultants	160	88	90	0	0	0	0	0
Direct Employee Costs	0	27	38	0	0	0	0	0
Training	0	20	70	0	0	0	0	0
Maintenance Agreement	0	0	18	0	0	0	0	0
7/8 Clyde Square Rental	0	3	20	40	17	0	0	0
Loan Charges - Property	0	2	3	19	19	19	19	0
Loan Charges - FOM	0	10	10	94	94	94	94	0
Staff Savings	0	0	0	0	0	0	0	0
Release 1 Totals	160	150	249	153	130	113	113	0
Release 2								
Consultants	0	0	148	0	0	0	0	0
Direct Employee Costs	0	0	114	0	0	0	0	0
Training	0	0	25	0	0	0	0	0
Maintenance Agreement	0	0	0	0	0	0	0	0
7/8 Clyde Square Rental	0	0	0	0	0	0	0	0
Loan Charges - Property	0	0	0	0	0	0	0	0
Loan Charges - FOM	0	1	4	49	49	49	49	0
Staff Savings	0	0	(28)	(340)	(340)	(340)	(340)	0
Release 2 Totals	0	1	263	(291)	(291)	(291)	(291)	0
Release 3								
Consultants	0	0	0	156	0	0	0	0
Direct Employee Costs	0	0	0	188	61	61	61	0
Training	0	0	0	0	0	0	0	0
Maintenance Agreement	0	0	0	50	60	60	60	0
7/8 Clyde Square Rental	0	0	0	0	0	0	0	0
Loan Charges - Property	0	0	0	30	128	159	162	0
Loan Charges - FOM	0	0	0	10	96	96	96	0
Staff Savings	0	0	0	(446)	(721)	(721)	(721)	0
Release 3 Totals	0	0	0	(12)	(376)	(345)	(342)	0
Total of Release 1-3								
Consultants	160	88	238	156	0	0	0	0
Direct Employee Costs	0	27	152	188	61	61	61	0
Training	0	20	95	0	0	0	0	0
Maintenance Agreement	0	0	18	50	60	60	60	0
7/8 Clyde Square Rental	0	3	20	40	17	0	0	0
Loan Charges - Property	0	2	3	49	147	178	181	0
Loan Charges - FOM	0	11	14	153	239	239	239	0
Staff Savings	0	0	(28)	(786)	(1,061)	(1,061)	(1,061)	0
Release 1-3 Totals	160	151	512	(150)	(537)	(523)	(520)	0
Savings in 2009/11 Budget	0	0	0	(620)	(920)	(920)	(920)	0
Cashflow Required	160	151	512	470	383	397	400	0