

## **WIRRAL COUNCIL**

### **FINANCE AND BEST VALUE OVERVIEW AND SCRUTINY COMMITTEE**

**22 SEPTEMBER 2008**

#### **REPORT OF THE DIRECTOR OF FINANCE**

##### **CHANGE PROGRAMME 2008-09**

### **1 EXECUTIVE SUMMARY**

- 1.1. This report presents the updated change programme agreed by the Cabinet on 23 July 2008.

### **2. BACKGROUND**

- 2.1 On 7 February, 2008 Cabinet approved the coordination and management of programmes through the Corporate Improvement Group (CIG). Four of these programmes were integrated into a single Change Programme comprising:-
- Change Team Programme
  - Integrated Financial System Programme
  - Customer Access Programme (CAS)
  - ICT (Information Communications Technology) Developments.
- 2.2 The programmes have been evaluated so that the resources required, timescales, ICT implications, project ownership and outcomes have been established for each project. A standard approach has been taken that makes effective use of fundamental project management techniques in a simple, pragmatic manner. The intention is to extend such a standard approach to any project that CIG oversees.
- 2.3 This approach is enabling CIG to deal with the task of coordinating the programmes and provides the means to manage the complexities of over 100 individual projects. This initial assimilation and review of projects has taken some time to accomplish but has not prevented progress on key projects. There is now a need to prioritise these projects to enable effective management.
- 2.4 Cabinet on 23 July 2008 noted the report and the progress made on the Change programme. The Strategic Asset Review presented to Cabinet on 9 July 2008 may impact on this programme.

- 2.5 The report therefore covers the following topics:-
- Governance,
  - Change Team Programme,
  - Integrated Financial System Programme
  - Customer Access Programme 2008-09 (CAS)
  - ICT (Information Communications Technology) Developments 2008-09

### 3 **GOVERNANCE**

- 3.1 CIG has received the details of over 100 project scopes comprising the four programme areas of the Change Programme. These projects vary considerably in complexity, impact and resource requirements.
- 3.2 CIG is in the process of reviewing the projects, focusing on those that will have most impact and is developing a coordinated plan. Consideration is being given to introducing a project management system for minor projects that will ensure control whilst leaving CIG to concentrate on significant activities. A further report outlining this approach should be presented to Cabinet in September 2008.
- 3.3 Elsewhere on this agenda is the outcome of the review of the HR and Payroll requirements as requested by Cabinet on 1 November 2007. Should Cabinet agree the recommendations then the project will be managed by the Head of Human Resources who will report to CIG in respect of Governance and project assurance issues. This project will facilitate many of the changes concerning support services and is possibly the most significant project on the timetable with an impact on all employees and managers through changes to administrative processes.

### 4. **CHANGE TEAM PROGRAMME**

- 4.1 The progress of the Change Team Programme as approved by Cabinet on 7 February 2008 is as follows:-
- (a) Agile Working: Working is ongoing to identify projects within the Children and Young People, Regeneration and Adult Social Services Departments. A project scope centring on Regeneration is to be considered by CIG on 31 July 2008. The Strategic Asset Review agreed by Cabinet on 9 July 2008 will use Agile Working as one element of a sub-review of the use of 37 administrative buildings.
- (b) Transport: The resources needed to provide a project team were not available to start in line with the dates reported to Cabinet on 7 February 2008. The anticipated June 2008 completion has therefore been revised to January 2009.

(c) Support Services Review: An initial paper showing baseline data of some key HR processes was considered by CIG alongside a presentation on self service HR processes by Oracle to a special meeting of CIG on 17 June 2008. CIG concluded that the need for a HR and Payroll system is best met by completing the implementation of the integrated ERP system. Cabinet on 23 July 2008 approved this proposal and so a joint team will now develop a project plan with details of costs, benefits and related implications by October. The project will address three key areas of Council activity:-

- Payment processes: Expenses and payroll.
- People processes: Recruitment, development and management processes,
- Corporate processes: HR strategy, controls, intelligence.

The HR processes will integrate with the work being piloted in the Children and Young Peoples Department on using the Content Management System (CMS) to hold employee records. The benefits of employing CMS for this are in removing the need for storing manual records, standardising HR case data, controlling access and ensuring records are held in accordance with retention policies.

4.2 The Change Team has also taken on Geographical Information System (GIS) project. Progress to date includes, installation and training on the software, design of a pilot scheme, and some data imports from departmental systems. The immediate tasks are to complete workshops on the use of the system and produce a development plan by October 2008.

## 5. **INTEGRATED FINANCIAL SYSTEM PROGRAMME**

5.1 The progress of the Integrated Financial System Programme as approved by Cabinet is as follows:-

(a)Income Review: CIG has received a report on accounting for cash and cheques received into around 220 establishments and a proposal for using ICT to speed the receipt of money into the relevant account, reduce dual keying and eliminate manual processes. This is the first part of the project which should be going live in November 2008. An investigation into debt management has started.

(b) Procure to Payment Processes: The reduction of manual invoice processing has been started with the reduction of some 3,800 BT invoices being managed electronically using the BT One Bill system. This has eliminated late payment penalties and will reduce processing time once the initial teething problems are overcome. Water bills are being investigated as the next phase in introducing single submission of invoice data. The use of procurement cards, scanning and self billing are being investigated and a report is due to be made in August.

(c) Supplier Engagement: An initial report is being evaluated on using ICT to provide a single database of procurement activity.

(d) Managing the Supplier Base: Procurement staff have been re-organised to enable categories of activity to be dealt with by specific lead officers. This re-focusing of the team is seen by the Procurement Unit as the first step in supplier management.

(e) Review Procurement Activity: CIG has reviewed the current state of catalogue and non-catalogue activity and approved the method for monitoring progress. Initial work on reducing non-catalogue activity needs to further development before detailed proposals can be made.

(f) High Risk Procurement: An initial report identifying high risk activities has been prepared and the implications of this report will be considered further by CIG.

(g) Shared Services: Work has been undertaken in collaboration on a pan Merseyside basis on various contracts including; procuring desk top stationery, office furniture, IT hardware and fuel. It is estimated that savings across the sub region will amount to £7m over four years of which Wirral represents approximately £2m. A project manager funded by the North West Improvement and Efficiency Partnership (NWIEP) has been employed to produce a three year strategy for the Merseyside Procurement Group focusing on opportunities available through collaboration.

(h) Training: Proposals have been completed and approved by CIG. Implementation will be conducted as part of the day to day work of the Procurement Unit without any further report to CIG.

## **6. CUSTOMER ACCESS PROGRAMME**

- 6.1 The Customer Access Strategy (CAS) is underpinned by the CAS Development Programme reported to Cabinet on 7 February 2008. The progress of the 33 individual projects in this development programme is reported to CIG. The last report makes specific reference to progress on the following:-

- a) Abandoned vehicles: User requirements being compiled for evaluation to introduce this new service to CRM.
- b) Alarm Responses and Monitoring: The migration of the CCTV monitoring activities to the Call Centre is now live.
- c) Alternate formats: Customer access channels for language, documents and information went live in July 2008. This is prompted as part of the Call Centre and One Stop Shop front of house routine and creates the work stream for dealing with the request to replace the current random activity.
- d) Blue Badges applications online: Further enhancements to the proposal are completed and went live in July 2008.
- e) CADT review: The results of the review are being evaluated and its impact for IT Resources is being assessed.
- f) Pest Control: Additional changes are now live.
- g) SMS Text messaging: A business case is being compiled for evaluation.
- h) Streetscene waste service: Extension of services will shortly include the exchanging of bins and clearing up syringes. Several technical enhancements to the system are being introduced to overcome issues with the bulky Item service.

6.2 Work has also started on reviewing the broader issues of the CRM system development and support. This includes work to enhance the original implementation in conjunction with Oracle.

6.3 An integral part of the Customer Access Strategy depends upon development of the Web content and functionality. There are a number of issues that require addressing some of which may be solved by installing revised software in September 2008.

## **7 ICT DEVELOPMENT PROGRAMME**

7.1 In addition to projects already detailed that may have an ICT element to them, over 50 further projects, including both infrastructure and departmental developments have been identified. Work is in progress to rationalise these projects in order to support the wider Customer Access and Change Programme.

**8. FINANCIAL AND STAFFING IMPLICATIONS**

- 8.1 There are no direct financial and staffing implications of this review. The implications of specific projects as the programme develops, are brought to Cabinet for consideration.

**9. EQUAL OPPORTUNITY IMPLICATIONS**

- 9.1 There are none arising directly from this report.

**10. HUMAN RIGHTS IMPLICATIONS**

- 10.1 There are none arising directly from this report.

**11. COMMUNITY SAFETY IMPLICATIONS**

- 11.1 There are no specific implications arising directly from this report.

**12. LOCAL MEMBER SUPPORT IMPLICATIONS**

- 12.1 There are no specific implications for any Member of Ward.

**13. LOCAL AGENDA 21 IMPLICATIONS**

- 13.1 There are no specific implications arising directly from this report.

**14. PLANNING IMPLICATIONS**

- 14.1. There are no specific implications arising directly from this report.

**15. BACKGROUND PAPERS**

- 15.1 Change Programme – February 2008  
15.2. Customer Access Strategy – February 2008  
15.3. ICT Strategy – February 2008.

**16. RECOMMENDATION**

- 16.1 That the progress on the Change Programme be noted.

IAN COLEMAN  
DIRECTOR OF FINANCE